

**DETERMINANTS INFLUENCING THE SUCCESSFUL
IMPLEMENTATION OF MODERN HOUSING PROJECTS IN
MIKINDANI, MOMBASA COUNTY**

BY

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DECLARATION

This is to certify that this research proposal is my original work and has not been submitted to any other institution of higher learning for examination.

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ABSTRACT

Most of the houses in Mombasa County are poorly constructed and without approved plans by Municipal Council of Mombasa and there are no urban plans for the structures constructed which makes Mombasa as a city surrounded by many shanty structures in the estates. In recent years, a number of financial institutions have encouraged the development of modern housing structures through provision of Financial assistance in form of loans, grants and implemented inform of projects. A good example is the Chaani housing project. Concerns have been raised on the real factors which facilitates the development of modern housing project in Mikindani Mombasa County. This research proposal seeks to investigate the determinants of Modern Housing project in Mikindani Mombasa County. The research proposal is based on a review of a wide range of literature on the subject which focused on five main variables namely project Project Initiation, Planning and Design, Involvement of stakeholders, Project Execution and Project Monitoring and control. The research intends to take a random sample of 80 respondents who shall fill questionnaires from a stratified population. The data collected from the sample shall be analyzed using descriptive statistics and inferential statistics to infer on the population on the area of study. The research proposal once finalized can be used as a reference by project owners, managers and the county governments for improving future modern Housing projects.

LIST OF ACRONYMS

CDF – Constituency Development Fund

GoK – Government of Kenya

LA – Local Authority

M & E – Monitoring and Evaluation

OSI – Office System Integration

PII – Pacific Invasive Initiative

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
LIST OF ACRONYMS	v
TABLES OF CONTENTS	viii
List of Tables & Figures	viii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the study	1
1.1.1 Mikindani Housing Project.....	2
1.2 Statement of the Problem.....	3
1.3 Research Objectives.....	4
1.3.1 General objective	4
1.3.2 Specific objectives	4
1.4 Research questions.....	5
1.5 Significance of the study.....	5
1.6 Scope of the Study	7
1.7 Limitations of the study	7
CHAPTER TWO	8
2.0 LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Theoretical review of Literature	9
2.2.1 Theory of Project	9
2.2.2 Theory of Project Management	9
2.3 Factors influencing implementation of projects	10
2.3.1 Project Initiation	10
2.3.2 Stakeholders Engagement.....	11
2.3.3 Project Planning and Design.....	13
2.3.4 Project Execution	14
2.3.5 Project Monitoring & Controlling	15
2.4 Review of previous studies	18
2.5 Conceptual Framework	20
CHAPTER THREE	22
3.0 RESEARCH METHODOLOGY	22
3.1 Introduction.....	22
3.2 Research design	22
3.3 Target Population.....	23
3.4 Sampling Design.....	23
3.5 Data Collection Procedure/Instruments	24
3.6 Validity and Reliability	25
3.7 Data Analysis	26
3.8 Research ethics	26
REFERENCES	28
Appendix 1: Introduction Letter	30

Appendix 2: Questionnaire	31
Appendix 2: Questionnaire	31
Appendix 3: Budget	40
Appendix 4: Work Plan	41

LIST OF FIGURES AND TABLES

Table 2.1: Conceptual Frame work	21
Table 3.1: Population of study	23

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

A project is a temporary interrelated set of activities that are constituted by teams within or across organizations to accomplish particular tasks under time constraints. It's a sequence of activities that has a definite start and finish time, an identifiable goal and an integrated system of complex but interdependent relationships. Project management aims to ensure the effective use of resources and delivery of the Project objectives on time and within cost constraints. An activity or task is the smallest unit of work effort within the project and consumes both time and resources and are under the control of the project Manager. The purpose of project management is to achieve successful completion with the available resources available. A successful project is the one which has been finished on time, is within its cost budget and performs to technical/performance standard which satisfy the end-user. Project has a set of objectives or missions once the objectives are achieved the project is treated as completed. A project has a Life cycle which consist of *Conception stage that is* where project ideas are conceived, *design stage*, where detailed design of different project are worked out, *implementation stage*, where the project is implemented as per the design, *Commissioning stage*; where the project is commissioned after implementation commissioning of the project indicates the end of its life cycle. Kihato (2012)

In America Projects has been used to provide housing to its citizen example being, the federal government has used funds under the HOPE VI Program to tear down distressed public housing projects and replace them with mixed communities built in coordination with private partners. The Missionvale Housing Initiative in South Africa was managed by a community-based organization, the Missionvale Housing Development Trust, which was established by the Foundation for this purpose in 1997. To this end, it used the

process of housing delivery as a vehicle for broader social reconstruction and upliftment. (Public housing in USAWiki) 2013

In regional perspective that is in Africa, South Africa the Missionvale Housing Project which deviated dramatically from the prevailing conventions of housing the very poor in South Africa. It attempted from the outset to meet the challenges of limiting urban sprawl, poverty and deprivation. The core objective was to create a model for further replication by other housing delivery agencies that achieved not only inner-city development and densification, but also housing product range and choice, cost-effective design and affordability, skills transfer, and job creation. The innovation of the project and the important contribution it has made to poverty reduction and community development (GM South Africa Foundation (GMSAF), 2011)

In Kenya a series of five urban services projects implemented by the World Bank in Nairobi, Kenya have had many positive impacts on water, housing, sanitation, social services, and environmental conditions but there are several important lessons learned from the experience. The evaluation mentions the importance of “interspersing technical assistance projects between investment interventions to ensure that project activities are continually improved based on experience” (OED Précis, 1). A lack of technical assistance hindered the success of the housing program. On a more positive note, however, proper sequencing was important to the success of the water supply projects; (Ebrahim, Farah; June 1996).

1.1.1 Mikindani Housing Project

Mikindani is a middle income estate in an area within Changanwe Constituency which is mainly a suburban area of Mombasa City. The City of Mombasa is located on the Indian Ocean coast of Kenya, and is a city of great economic potential. A deepwater port, it is the centre of Kenya’s coastal tourism and has a multi-country hinterland containing over 50million people which offers plentiful economic opportunities to its population of between 600,000 and 700,000 and creates a good market for the housing sector in

Mombasa city. The estate lies along the Mombasa- Nairobi highway (A109 road). The estate is believed to have earned its name formerly from *mikinda*, meaning small minazi (*young coconut palms*) which are believed to have been growing in the area.

Being a cosmopolitan estate, the residents are people of different language backgrounds presently but the majority being the Swahili. Boasting of a vast population due to suburban growth, the estate has also center location for Hope World Wide Kenya and Coast Silos Ltd along Mombasa Road. The estate has subdivision areas/villages in it namely: Kwa Mwanzia, Amani, Kwa Ngombe Ganahola, Kwashee, Staff, and Kijiweni and is surrounded by Jomvu estate, Miritini, Changamwe railway station, the Kenya Petroleum Company Ltd and the Indian Ocean. The estate has experienced a growth in population due to the industrialization within the mainland. The transport and communication, businesses, and vast growth in infrastructure are present compared to the way it was in the early 90's. wikipedia (2013)

1.2 Statement of the Problem

In a recent study conducted on determinants of successful delivery of housing construction projects in Ministry of Housing in Nairobi, Kenya it was stated that the concept of project success remains unclearly defined due to different expectations from different stakeholders. The well known success criteria of time, cost and quality do not provide any practical information of achieving projects objectives in an efficient way. From the study it was singled out that funding was as a critical factor in the success of a public project and that implementing organizations must have clear funding structures for the projects to succeed. The research may be developed further by increasing the sample size and studying the area more in depth by deploying different methodology; (Owoko, 2013)

Other benefits of modern housing projects includes that they provides an opportunity to improve properties and also make the environment more live able. Through Modern housing Projects electricity connections are implemented which is used for domestic use as well as street lighting to enhance security and prolong business operations. Implementation of urban projects facilitates cleanliness as lack of sewage connections

and surface drainage poses serious health hazards. Solid and liquid wastes (including human wastes) and wastes from informal sector enterprises are strewn all over the site. Housing is a major challenge to Mombasa county more so modern houses as majority of houses in the various estates consist of Kiswahili house which is a big house with a number of big rooms with one shared toilet and open space. Mombasa faces major infrastructure deficits. Magutu (1997)

The Infrastructure challenges in Mombasa County includes, less than 33% of daily demand for water is met, only 15% of the population is served by the sewer system while only 30% of the 600–700 tons of solid waste generated per day is collected. In poor urban neighborhoods, 73% of the poor buy their water from kiosks, paying exorbitant prices; 58% use pit latrines; 54% dump rubbish in open areas and there is limited political will to secure the property rights for the poor. With the above challenges, the housing conditions remain unimproved and precarious. Hidebrand & Brian (2010).

1.3 Research Objectives

1.3.1 General objective

The general objective of research is to analyze the determinants influencing successful implementation of modern housing projects in Mikindani, Mombasa County.

1.3.2 Specific objectives

The researcher will be guided by the following specific objectives:-

- i. To assess the role of project initiation on successful implementation of modern housing projects in Mikindani, Mombasa county.
- ii. To evaluate the effect of project planning on the successful implementation of modern housing projects in Mikindani Mombasa County.

- iii. To analyze the impact of project execution on successful implementation of modern housing projects in Mikindani Mombasa County.
- iv. To examine the role of involvement of stakeholders on successful implementation of modern housing projects in Mikindani, Mombasa county.
- v. To explore the role of project monitoring and evaluation on the successful implementation of modern housing projects in Mikindani, Mombasa County.

1.4 Research questions

The following are the research questions that will be addressed in the study:

1. What is the role of project initiation in the successful implementation of modern housing projects in Mikindani, Mombasa County?
2. What is the effect of project planning on successful implementation of modern housing projects in Mikindani, Mombasa County?
3. What is the role of stakeholders on the successful implementation of modern housing projects in Mikindani, Mombasa County?
4. How has Projects execution facilitated the successful implementation of modern housing projects in Mikindani, Mombasa County?
5. Has project monitoring and evaluation facilitated the successful implementation of housing project in Mikindani, Mombasa County?

1.5 Significance of the study

Like most of the African Countries, Kenya has been urbanizing rapidly. While an estimated 37 percent of the population resided in urban areas by 2007, this is a projected to reach 60 percent by 2030. Housing is one of the principal sectors that spur economic growth. Investment in housing and related infrastructure facilities and services has a multiplier effect on the national income through increased investments in production and marketing of building materials, employment generation and wealth creation.

The proposed research will contribute at both the theoretical and empirical levels to the enhanced understanding of the determinants of successful modern housing Projects in Mombasa County and how more similar projects can be duplicated in the county. It will have a positive role in future evaluation of performance of housing projects. It can also contribute to effective and efficient decision making by project managers and other researchers on planning management and mitigations especially in Mombasa where there are plans to expand the Modern housing projects. It will also facilitate the development of modern houses in other Counties and in elimination of slums in other Counties like Nairobi, Kisumu and Nakuru.

Through development of modern housing projects it will result to creation of job in the housing sector by people who are employed in construction of houses, provision of housing materials, management of houses and provision of utility to the houses like water and electricity. Through construction of modern houses security is enhanced in urban centres which bring sanity in urban centers. This boosts management of collection of County fees, water and an electricity bill which enhances the provision of services the various service providers. It will help Kenya achieve the national macroeconomic development objectives of poverty alleviation, employment creation, and cleanliness. Where the town is smartly planned it attracts investors both local and international who boosts investments in the County thus creating employment. Modern housing projects also facilitate cleanliness in the City and in an estate in Particular.

The Private sector which is one of the stakeholders in modern housing project plays a critical role in the housing delivery given its comparative advantage in resource mobilization. Land is also a critical component in provision of modern housing by securing of building plots with the necessary documents of title and thus inaccessibility to affordable and serviced land is a major challenge to modern housing project delivery. Urban planning, surveying and registration also facilitates development of modern housing projects in urban centers as through planning most of the essential facilities which encourages modern housing are put in place.. Capital which is used in execution of housing Projects is essential in development of modern housing Projects. The financial

capacity is one of the hindrances to development of modern housing in Mombasa County. However through private sector participation funds are availed which facilitate development of modern housing projects.

1.6 Scope of the Study

The scope of the study will be confined to Mombasa county and Mikindani estate in particular. The survey will be conducted through administering questionnaires to the residents, landlords, tenants, house agents, contractors, financial institutions based in Mikindani estate, sacco, and municipal council of Mombasa staff.

1.7 Limitations of the study

Sample selection is expected to be a challenge and sampling error is likely to be significant. Language barriers are also one of the challenges am likely to encounter in carrying out the research work as some of the residents are illiterate people. Finance is also likely to be a limiting factor in carrying out the research exercise which might hinder us in picking the sample.

To overcome the above challenges I would leverage the power of a network. By using like “snowball” sampling a technique by targeting a particular group, locating advocates within that social network, and then asking them to recommend others who might be willing to participate in the study. By adopting this approach, I would increase the number of respondents. I would also try to be very clear about what I need. This by coming up structured questions and questionnaires targeting the information and direct questions to the target population. This will help the respondents to give the right information.

I would also try to be as economical as practical. I also need to be determined by not being discouraged when I get a rude respondent. To avoid detractors on data analysis and interpretations I would rely on data I receive from research work and not to give room to any preconceived ideas this is by stepping back and wait for the data to come alive and start speaking and Stay focused to avoid being distracted by irrelevant data as I do the analysis.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

There are many studies on success of modern housing projects more so Modern housing in Kenya. There is also a wide area of literature on housing projects by various authors covering Project initiation, project execution, stakeholders involvement , project execution and project monitoring and control. According to Magutu,1997 modern housing projects provides an opportunity to improve properties and also make the environment more live able electricity connections are implemented which is used for domestic use as well as street lighting to enhance security and prolong business operations.

According to a study conducted by Hidebrand & Brian (2010), the Infrastructure challenges in Mombasa County includes, less than 33% of daily demand for water is met, only 15% of the population is served by the sewer system while only 30% of the 600–700 tons of solid waste generated per day is collected. In poor urban neighborhoods, 73% of the poor buy their water from kiosks, paying exorbitant prices; 58% use pit latrines; 54% dump rubbish in open areas and there is limited political will to secure the property rights for the poor. With the above challenges, the housing conditions remain unimproved and precarious.

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2.2 Theoretical review of Literature

2.2.1 Theory of Project

The theory of project views tasks and operations as a transformation process. So, you have some inputs, a change happens, and presto, you get some outputs. You throw some garbage in, the team has a go at it, and you get some garbage out. You provide requirements specifications as input, the operation programming starts, and the end result is some running program. Like some Russian Babushka (the little dolls that have little dolls in them) each transformation can consist of multiple smaller transformation. Requirements specification A, B and C are input, Programming A, B and C happens, and you get as output program A, B and C. The management principles behind this all use the fact that you can play with the inputs, outputs and decomposition of the tasks.

2.2.2 Theory of Project Management

The theory of project is provided by the transformation view in operation. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. To understand management is based on three theories: management-as-planning, the dispatching model and the thermostat model. The idea behind management-as-planning is, that management at the operation level is seen to consist of the creation, revision and the implementation of plans. This approach to management views a strong causal connections between the actions of management and the outcomes of the organization.

The dispatching model assumes that the planned tasks can be executed by a notification of the start of the task to the executor. *That is* you issue an order down the chain of command that someone has to start on a task, and that will be it; the worker will automatically without any hesitation or problem start working on it. If you have the management-as-planning view of the world you think that there is a direct relationship between what is on paper (the planning) and what happens in reality.

If you are creating a plan that will be executed blindly, you must be very sure that you know exactly what must be done; you must almost be able to predict the future. And that is exactly what the appeal of this approach to management is: it provides a sense of predictability (no surprises will occur) and you have the ultimate control of the situation; change the planning, and all the working people will change what they are doing. Paper is reality. Under the thermostat model, control is in this model which entails that there is a standard of expected performance and performance is measured at the output: The possible variance between the standard and the measured value is used for correcting the process that the standard can be reached. From a management point of view, this is a good thing; the process is nice and predictable and you have ultimate control (Lauri & Grey 2002).

2.3 Factors influencing implementation of projects

2.3.1 Project Initiation

Transaction cost economics has been considered in construction by a number of authors (Eccles, 1981; Reve and Levitt, 1984; Turner, 2004; Turner and Simister, 2001; Winch, 2001) whose work, with the exception of Eccles (1981) work in the USA, has been predominantly conceptual. As argued above, a theoretical framework of transaction economics can assist in the understanding of the communication that exists between parties prior to the formation of a contract, the focus being on the behavioral approaches firms take to the collection of price data, the “search and informational“ processes suggested by Hodgson (1993). The recent conceptual work of Winch (Winch, 2001) and Turner (Turner, 2004) considering the relevance of transaction cost economics and the governance of construction projects provides a useful framework for the understanding of relationships between organizations, their communicative behaviour and their treatment of uncertainty. Winch (2001) elaborates on Williamson’s (Williamson, 1996) earlier work by identifying three fundamental elements that effect organizations relationships during an exchange of a good or service across a technologically separable interface. The factors identified were contingency (which related to a transaction and includes uncertainty, frequency and asset specificity), behavioral (that include bounded rationality, learning and opportunism) and context. Williamson (1981) identified that goods and

services can be produced more efficiently if parties invest in transaction specific assets, which cannot easily be put to other uses if the buyer/seller relationship breaks down. This means that if the investor is unsure as to the safety of the value yielded from the relationship, the investment may not be made. Winch (2001) suggested that the most appropriate choice of governance mode occupies a three dimensional space as a function of contingency factors i.e. learning (related to frequency), asset specificity (related to opportunism) and uncertainty (related to bounded rationality). The operationalisation of this framework was not completed and the work remained abstract. When it was applied in a project context he suggested that projects start with very high levels of uncertainty at inception until the completion of the project when all the information concerning the project is assembled and embodied within the project. Winch identified that this can be considered as similar to Porter's value chain (Porter, 1985) that identified both vertical and horizontal dimensions. Ross & Moores (2013)

The Project Initiation Phase is the 1st phase in the Project Management Life Cycle, as it involves starting up a new project. You can start a new project by defining its objectives, scope, purpose and deliverables to be produced. You'll also hire your project team, setup the Project Office and review the project, to gain approval to begin the next phase. Overall, there are six key steps that you need to take to properly initiate a new project. The Project Initiation Phase is the most crucial phase in the Project Life Cycle, as it's the phase in which you define your scope and hire your team. Only with a clearly defined scope and a suitably skilled team, can you ensure success

2.3.2 Stakeholders Engagement

The external environment in the UK is a key factor in the contingent organization of projects (Moore, 2002) and has changed dramatically over the last 20 years particularly with the increase in work outsourced or subcontracted. The role of information within a project structure is an essential one and is used for formation of contract, coordination of parties' inputs and outputs to processes and also the economic control of organizations should misalignment occur.

The role of information to manage uncertainty is not a new one, management theorists Such as Galbraith (1973) argued that information processing increased when task uncertainty increased.

The external environment in construction can be considered as a number of interacting factors upon such structures, Shirazi et al (1996) identified that the external environment can range from stable to dynamic, simple to complex and friendly to hostile. They assert that in a simple environment. Ross & Moores (2013)

A stakeholder is an interested party to the project. They are people or organizations that will be impacted by the project, contribute in some way to the project or just have an interest in the project. There are a wide number of stakeholders and each will have their own needs and will need to be engaged in a way relevant to them at each stage. The stakeholders includes Communities living around the project, Project visitors, area land owners implementing agencies, technical assistance providers, funders, government departments and local government/administration departments.(PII, 2011)

According to study by Allen & Chudley (2013) by involving the stakeholders in implementation of a project it will results in Selling User-Centered Design To Your Clients. This may results to Better products which works better for its intended purpose you also learn Cheaper approaches to fix problems, less risk approaches which will result in products with a lower risk of failure, approaches to deliver to deadline and avoid scope creep it also insights **by** uncovering opportunities which differentiate products to gain competitive advantages. According to Zhang and Wong (2011) Government intervention in the housing sector can take many forms. The common approaches are regulation, subsidies and direct provision. The most common one is regulation. Regulation may involve direct control or prohibition of certain actions and the use of incentives and disincentives through charges, subsidies and other measures to guide the behavior of private firms and individuals to achieve socially desirable outcomes. According to National housing policy (2004), limited access to finance is a major limiting factor in housing development. The sources of funds for shelter are few and the lending institutions have not really reached some target groups. Qualifying terms for mortgages are still too stringent despite the fact that housing is still in short supply. Inappropriate fiscal policies on real estate financing, inability to finance house loans to groups, low affordability due to poverty, high interest rates on mortgages, absence of graduated payments of mortgages and lack of access to the large deposits of retirement benefit funds have hindered the development of the housing sector.

2.3.3 Project Planning and Design

A high level of codification of information enables the development of clear expectations and standards of performance, which have been suggested as reducing conflict due to performance ambiguity, and also is associated with a high degree of control. The opportunity to diffuse information within organisations is also relative to its codification, where performance criteria are difficult to specify, it has been suggested by Boisot (1995) that diffusion is difficult to achieve. The field of study developed to include organisational structures (Shirazi et al., 1996), the influence of project environmental variables (Hughes, 1989), social factors (Jennings and Kenley, 1996) and the role of transaction costs (Winch, 1989). The importance of developing robust theories upon which practice is based is recognized by the United Kingdom (UK) government, which has invested considerably in research into the performance of the construction industry taking the client/contractor interface as its main focus of attention. Ross & Moores (2013)

According to Allen & Chudley (2013) Project planning phase is all about understanding what you have been asked to do and working out the best combination of activities that will give you the outcome you need, within the time, budgetary and resource constraints of the project. The Project Plan gives the big picture of all the components of the project that need to be managed to make it successful. The Project Plan is also where the project is costed. Pacific Invasive Initiative. PII, (2011). According to a study conducted by Wang & Gibson (2008), on the relationship between preproject planning and project success. The results indicate that projects with better preproject planning are more likely to have a better project performance at completion.

The design phase is where you work out how what you are designing will work and how it will fit together. This phase will define its scope, its features and functionality and how it behaves, Allen & Chudley (2013). In the Project Design Stage the Project Manager details how the project will be managed and governed. The Project Plan is targeted at funders, management and Project Managers. It is used in all later Stages to manage the project. Project Design

differs from the Operational Planning Stage in that you are thinking at a higher level about managing the project like decisions on how will decisions be made and who has the authority and when the implementation should kick off and when does the money have to be secured to start the project, and what staff training is required and when.(PII, 2011)

2.3.4 Project Execution

Construction projects are designed and constructed by temporary multi organizational teams (Cherns and Bryant, 1984) that are usually geographically distant and functionally disparate (Murray et al., 1999; Eccles, 1981). The formation and inter organisational dynamics of these teams has been a field of study for over 20 years since Cherns and Bryants' (1984) call for more empirical research. They posited a series of hypotheses that suggested that the management of a construction project was a function of the temporary multi organizational teams' formation and structure, and that the earliest decisions taken in the context of the client's procurement system have more of an influence over the performance of such a team. Ross & Moores (2013)

At the Implementation Stage enough time and resources are dedicated which significantly increase the chances of success of the Operational Phase. PII, (2011). According to Kumar et al (2012), project success is determined by the relationship between design team , its leader, the resourceful and knowledgeable professional team ensuring that the client's requirement brief is thorough, properly implemented and monitored. The project team in the real estate development/ construction industry is that group of construction professionals and personnel from one or more organizations who combine to fulfill necessary design, detailing and construction functions comprising a construction project. The management of construction projects involves many diverse groups, client, designers, suppliers, sub-contractors, and the construction management team and client consultants responsible for advising on progress in terms of time, cost and quality.

The performance of the team depends to a large extent on the skills and experience of several key project team leaders: including the client representative, the design team leader, and the construction team leader. A strong tendency of clients is to employ some form of internal project management set-up coupled with the extensive use of consultants. This set up normally takes the

form of the client's project manager. The project manager works on behalf of the client and would be involved with the client right from inception, through feasibility stage, design stage, etc, to completion of the project. Their roles and responsibilities are crucial to the success of a construction project. The project manager goal, commitment and project manager technical capabilities would bring about significantly different project outcomes. High construction team performance results in high construction time performance and low construction team performance results in low construction time performance (Kumar et al, 2012)

2.3.5 Project Monitoring & Controlling

The degree of project management actions is reflected in the range and type of control mechanisms set up for a particular problem. At one end of the range will be a very low control situation, where neither professional design team, nor drawings, specifications and documentation nor standard form of contract exists. Minor works may fall into this category. On other hand a high control situation may exist if detailed documentation is administered through a system of regular monitoring and inspection. Previous Researches concluded that managerial control (classified as project management actions) is a key element in achieving project success, being significantly related to all measures of success. Some other researchers found similar results for managerial action and concluded that high level of administrative ability in the project team leads to reduced time overruns which in turn leads to increased satisfaction and that construction time performance is directly affected by the construction management team's managerial performance. Project management action variables measured in this study It is hypothesized that project management actions are crucial to the success of a construction project and the following attributes are used to measure this factors as Communication system for the project, Up-front planning efforts, Monitoring and updating plans, Developing an appropriate organization structure, Control of subcontractors' works, Implementing an effective safety program, Development of a good reporting system. Implementing an effective quality assurance program, Holding of regular meetings, Development of standard procedures and Overall managerial actions. Kumar et al.(2012).

According to Project monitoring and management guru 2013 Monitoring and Controlling a project is the process or activities whereby the project manager tracks, reviews and revises the project activities in order to ensure the project creates the deliverables in accordance with the project objectives. Because of the unique and temporary nature of projects, they require active control. Unlike a process where the same set of activities have been performed repeatedly so that habits and expectations are stable, a project is inherently unstable. The activities are unique to the project or the sequence of activities and resources are only temporarily assigned and associated with the project and are redeployed when the project completes. Habits and patterns are not established before everything changes.

According to Wynn & Clarkson (2009), As the project proceeds, progress may be monitored by comparison with a schedule stated in terms of the performance-level objectives. For instance, has the expected resource been spent, and does the total value of milestones delivered match the value stipulated in the plan? It may also be evaluated against a plan-level representation: have the planned tasks been completed on schedule. The primary results of the Monitoring and Controlling processes are the project performance reports and implementing project changes. The focus for project management is the analysis of project performance to determine whether a change is needed in the plan for the remaining project activities to achieve the project goals. Wynn & Clarkson (2009). According to the Office of system integration (OSI) 2013 The Key tasks in monitoring and control are scope verification, schedule control, quality control, performance reporting, risk control, contract administration and complete monitoring and control phase.

According to Allen & Chudley (2013), the project constraints include factors such as budget, time available, delivery deadlines, resource availability, information availability, related projects, access to tools and legal documentation. Regardless of the constraints, you must be able to focus on the objectives of the project and how you can deliver the best user experience that meets those objectives. According to Office of system integration OSI (2013). Monitoring and Controlling process oversees all the tasks and metrics necessary to ensure that the approved and authorized project is within scope, on time, and on budget so that the project proceeds with minimal risk. This process involves comparing actual performance with planned performance and taking

corrective action to yield the desired outcome when significant differences exist. Monitoring and Controlling process is continuously performed throughout the life of the project. OSI (2013).

The managerial system is primarily concerned with decision making for planning and controlling organizational endeavor. An integral element of the managerial task is organizational decision making - choosing an overall strategy, setting specific objectives, designing structures and processes, selecting people, delegating responsibility, evaluating results and initiating changes. The degree of project management actions is reflected in the range and type of control mechanisms set up for a particular problem. At one end of the range will be a very low control situation, where neither professional design team, nor drawings, specifications and documentation nor standard form of contract exists. Minor works may fall into this category. On other hand a high control situation may exist if detailed documentation is administered through a system of regular monitoring and inspection. Previous Researches concluded that managerial control (classified as project management actions) is a key element in achieving project success, being significantly related to all measures of success. Some other researchers found similar results for managerial action and concluded that high level of administrative ability in the project team leads to reduced time overruns which in turn leads to increased satisfaction and that construction time performance is directly affected by the construction management team's managerial performance.

Project management action variables measured in this study It is hypothesized that project management actions are crucial to the success of a construction project and the following attributes are used to measure this factor: Communication system for the project, Up-front planning efforts, Monitoring and updating plans, Developing an appropriate organization structure, Control of subcontractors' works Implementing an effective safety program, development of a good reporting system, Implementing an effective quality assurance program, holding of regular meetings, Development of standard procedures and overall managerial actions. Kumar et al.(2012).

2.4 Review of previous studies

In a recent study conducted on determinants of successful delivery of housing construction projects in Ministry of Housing in Nairobi, Kenya it was stated that the concept of project success remains unclearly defined due to different expectations from different stakeholders. The well known success criteria of time, cost and quality do not provide any practical information of achieving projects objectives in an efficient way. From the study it was singled out that funding was as a critical factor in the success of a public project and that implementing organizations must have clear funding structures for the projects to succeed. It was recommended that the research may be developed further by increasing the sample size and studying the area more in depth by deploying different methodology; According to literature and in consultation with industry professionals, the factors and parameters affecting project success are grouped into the following groups or parameters. Project In a recent study conducted on determinants of successful delivery of housing construction projects in Ministry of Housing in Nairobi, Kenya it was stated that the concept of project success remains unclearly defined due to different expectations from different stakeholders. The well known success criteria of time, cost and quality do not provide any practical information of achieving projects objectives in an efficient way. From the study it was singled out that funding was as a critical factor in the success of a public project and that implementing organizations must have clear funding structures for the projects to succeed. It was recommended that the research may be developed further by increasing the sample size and studying the area more in depth by deploying different methodology; (Owoko, 2013)

Initiation, Project Planning & Design, Project Execution and Project Monitoring & Control. The following should be involved in Project management, Project Manager who Prepares the Project Plan, Subject Matter Experts who Provides input across all areas such as technical, cultural and political, Independent Technical Advisor who Provides technical advice and reviews the Project Plan and Stakeholders who are Consulted during the planning process and notified of final plan. The Project Manager is responsible for ensuring all the skills and people are available to the team Overall responsibility for the project and Uses the Operational Review to help prepare for the next eradication project. The Project Team

Complete Pre-Operational and Operational activities. Where possible include experienced person(s) who can support the Project Manager on site. The Local community who May be part of the eradication operation. To provide the necessary manpower, local communities often take part in the actual eradication operation. Stakeholders who notified of progress and the Independent Technical Advisor who undertakes a project readiness check to see if the project team is ready to undertake the eradication operation. Reviews any major changes to the plan to help assess impact to the project. PII, (2011).

According to Allen & Chudley (2013) Project planning phase is all about understanding what you have been asked to do and working out the best combination of activities that will give you the outcome you need, within the time, budgetary and resource constraints of the project. Through proper planning the chances of project success is boosted as through planning and re planning all weakness and risks are taken into consideration which enhances the chances of the project success.

The Project Plan gives the big picture of all the components of the project that need to be managed to make it successful. According to Kumar et al (2012), project success does get determined by the relationship between design team and its leader and project success may result from, a resourceful and knowledgeable professional team ensuring that the client's requirement brief is thorough, properly implemented and monitored.

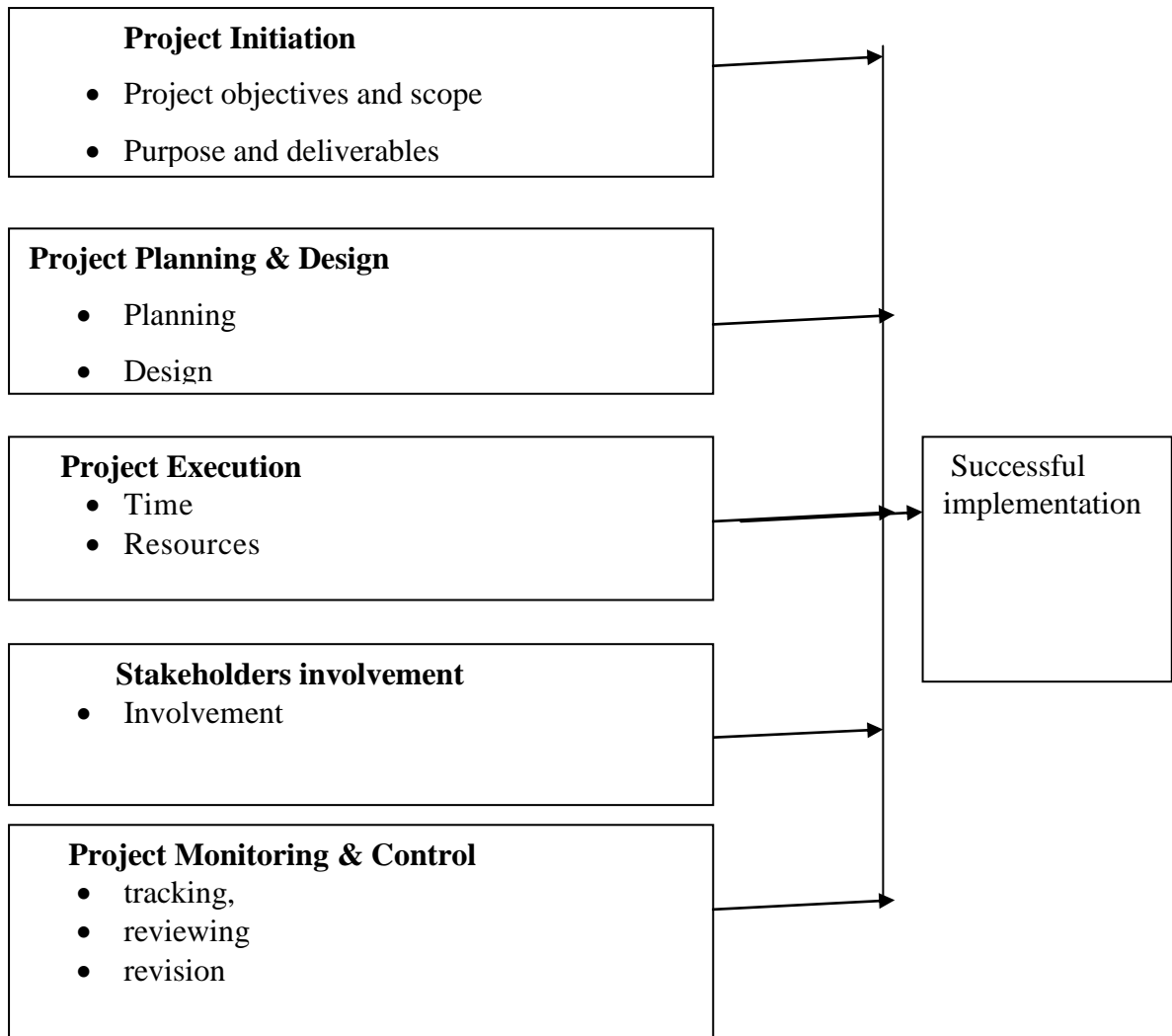
At the Implementation Stage enough time and resources are dedicated which significantly increase the chances of success of the Operational Phase. Project success is determined by the relationship between design team, its leader, the resourceful and knowledgeable professional team ensuring that the client's requirement brief is thorough, properly implemented and monitored PII, (2011). According to Kumar et al (2012), highly experienced professionals keeping the client constantly informed of the well-being and progress of the project - such that any deviation or problem can be dealt with quickly and effectively to achieve higher level of client satisfaction and a smooth running project.

According to study by Kumar et al.(2012) the project manager works on behalf of the client and would be involved with the client right from inception, through feasibility stage, design stage,

etc, to completion of the project. Their roles and responsibilities are crucial to the success of a construction project. The project manager goal commitment and project manager technical capabilities would bring about significantly different project outcomes. There is much discussion these days about the theory of project management. This includes participation from many quarters, ranging from traditional approaches based on PMBOK to extreme and agile approaches based on evolutionary design concepts.

2.5 Conceptual Framework

This study intends to explore on determinants of the successful implementation of Modern Housing Projects in Mikindani, Mombasa County which has been categorized into five independent variables that is Project Initiation, Project Planning and Design, stakeholders, Project Execution and Project Monitoring and execution.



Independent Variables

Dependent Variable

Figure 2. 1: Conceptual Framework (Source: Author, 2013)

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that will be employed while carrying out this study. It describes the location, study sample, procedures and data collection instruments. Methodology is the study of methods by which we gain knowledge. This study will involve both qualitative and quantitative research methods approaches. The study will use Questionnaires, observation and survey research. Surveys are concerned with the collection of information from a specified target population for which a relatively small sample is used to generalize the results obtained.

Primary and secondary research will be integrated. The reason for this is to be able to provide adequate discussion for the readers that will help them understand more about the issue and the different variables that involve with it. In the primary study of the determinants of successful modern housing Projects in Mombasa County the actual projects shall be surveyed. A structured questionnaire will be developed for the study. The survey will be conducted through interviewing the management, donors, financiers, the landlords, tenants housing agents residents, contractors financial institutions, sacco, sponsors Mombasa water and municipal council of Mombasa,

3.2 Research design

The study will explore the problem in an interpretative view, using a descriptive approach which uses observation and surveys. To illustrate the descriptive type of research, Creswell (1994) will guide the researcher when he stated: Descriptive method of research is to gather information about the present existing condition. The purpose of employing this method is to describe the nature of a situation, as it exists at the time of the study and to explore the cause/s of particular phenomena. The researcher opted to use this kind of research considering the desire of the researcher to obtain first hand data from the respondents so as to formulate rational and sound conclusions and recommendations for the study. The data sources for the study will comprise primary data sources mainly through the administering of questionnaires to the target group. The

secondary data sources will include the use of Government reports, electronic journals, research papers and the Internet.

3.3 Target Population

The target of the study will be confined to Mombasa county and Mikindani estate in particular. The population of Mikindani is 40,000 residents of which the researcher target a sample of 80 respondents which comprises of the landlords, housing agents and care takers, business people, contractors, sacco's & financial institutions, other residents Mombasa water and municipal council of Mombasa,

3.4 Sampling Design

The table below shows categorization of the population into various groups of interest to the study that is landlords, business community, contractors, housing agents financiers and other residents. As the population is categorized into various distinct groups, stratified sampling method shall be used to get the data from the population. From each strata simple random sampling method shall be used to get a sample from each strata, which shall lead to a sample of 80 participants.

Table 3.1: The Distribution of the population of Mikindani Estate

NO.	CATEGORY OF POPULATION	POPULATION SIZE
1	Land lords	4,000
2	Housing agents & care takers	1,600
3	Contractors	1,600
4	Business people	6,000
5	Other residents	25,200
6	Saccos & other Financial Institutions	800
7	Municipal council of Mombasa	400
8	Mombasa Water & sewerage co. Ltd	400

(Source: Author, 2013)

Apportioning of the sample by each Mikindani Population component and using a sample n = 200, the sample by sub-category is presented in the Table below;

CATEGORY OF POPULATION	POPULATION SIZE	Proportion, n	Computed sample n
Land lords	4,000	0.0075	30
Housing agents & care takers	1,600	0.015625	25
Contractors	1,600	0.0125	20
Business people	6,000	0.0033	20
Other residents	25,200	0.0025	40
Saccos & other Financial Institutions	800	0.03125	25
Municipal council of Mombasa	400	0.050	20
Mombasa Water & sewerage co. Ltd	400	0.050	20
TOTAL	40,000		200

Table 3.2: The Distribution of the target sample of Mikindani Estate (Source: Author, 2013)

3.5 Data Collection Procedure/Instruments

The study will use semi-structured questionnaire for collecting primary data from the selected respondents. According to Kothari (2004), a questionnaire is the most effective survey instrument due to its many advantages including economy, ease of use and standardization of responses. It is also easier to analyze data from questionnaires. The researcher will design and personally distribute the questionnaires to the respondents at their places of work Pilot testing of the questionnaire will take place. According to Mugenda and Mugenda, piloting the questionnaire is important to detect any deficiencies in the questionnaire. The researcher will

self-administer the questionnaires with the help of a research assistant who is to be engaged for this exercise and who is in a better position to collect the required data conveniently and at a low cost. (Mugenda and Mugenda 2003)

After one week, the researcher will go round collecting all the filled questionnaires. Those that shall have not completely filled their questionnaires will be negotiated on when possibly they can be collected, but within a time span of two (2) days and the questionnaires collected thereafter as agreed.

3.5.1 Questionnaires

The instrument used for the interviews covered a wide range of housing Projects related issues. These include: Project Initiation, Project Planning and Design, stakeholders, Project Execution and Project Monitoring and execution The questions will be developed based on a literature review and feedbacks from experts in the field and feedbacks from a pilot testing of the earlier drafts of the instrument. According to this method, a standard list of questions relating to this particular investigation will be prepared. The researcher will administer the questionnaires with the help of other agents. The targeted respondents includes the landlords, housing agents and care takers, business people, contractors, sacco's & financial institutions, other residents Mombasa water and municipal council of Mombasa,

3.5.2 Observation

The researcher shall pay a visit to Mikindani estate and Municipal council of Mombasa and Mombasa water and sewerage company ltd. Field notes will be important to capture the essence of what is being observed. This is by writing down whatever impressions occur, which is more reactive. The researcher will observe the activities in the business a period of twenty four hours. The researcher shall administer questionnaires to the targeted respondents who shall fill the questionnaires. The researcher shall observe all reactions by the questionnaire respondents.

3.6 Reliability and validity

The validity of a questionnaire relies first and foremost on reliability. If the questionnaire cannot be shown to be reliable, there it cannot also be validity. The overriding principle of Validity is that it focuses on how a questionnaire or assessment process is used. Reliability is a

characteristic of the instrument itself, but validity comes from the way the instrument is employed.. A measure is considered reliable if a person's score on the same test given two similar questions. To achieve reliability an internal consistency test will be conducted to correlate the responses to each question in the questionnaire with those to other questions in the questionnaire.

According to Saunders validity refers to the ability of the questionnaire to measure what the researcher intends to measure. In this case the concern is that the findings from the questionnaire actually represent the reality of what is being measured. Content validity will be applied to ensure that the measurement questions in the questionnaire provide adequate coverage of the investigative questions (Saunders, et. al 2009). Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. This shall be achieved by the Researchers by asking a series of questions. Starting with the research question itself, you need to ask yourself whether you can actually answer the question you have posed with the research instrument selected. To achieve questionnaire validity as nearly as possible, the data gathering should match the decisions you need to make. This will be achieved by gathering data from all the people who can contribute information, even if they are hard to contact.

3.7 Data Analysis

Data shall be analyzed through descriptive statistics including percentages, mean and frequencies through use of computer Excel package. The analysis shall include the following analysis: Analysis of the Response Rate, Tell us how many questionnaires you issues, how many were returned and what is the response rate which shall include a table on this analysis. Analysis of the Background Information, that is analysis of the background information of the questionnaire respondents the gender, level of education, marital status .etc Quantitative Analysis, which is Used to analyze and present results of the closed- ended questions in the questionnaire and one should organize the section based on your objectives in chapter one. Qualitative Analysis, this is used to analyze and present results of the open-ended questions in the questionnaire through capturing the common answers in the open -ended questions based on their commonality through content analysis. Also organize the section based on your objectives in chapter one Chapter

Summary This Bring out a summary of the chapter pointing out the key issues from your data analysis Data will be presented using bar graphs, pie-charts and tables.

3.8 Research Ethics

Research ethics will be upheld since ethical issues are likely to be of importance throughout the specific stages of the research process. For example, at the data collection stage measures will be put in place to ensure participant's right to informed consent, confidentiality/anonymity. For the organization(s) the right to confidentiality will be upheld.

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Appendix 1: Introduction Letter

Simon G. Waithaka
Kenyatta University
P.O. Box 84840-00300
Mombasa.
xxth xxxx 2013

To whom it may concern
Mikindani Housing Development Project.
Mombasa

Dear Sir/Madam,

RESEARCH ON DETERMINANTS OF MODERN HOUSING PROJECTS IN MIKINDANI MOMBASA COUNTY

I am a final year MBA student at Kenyatta University and currently undertaking a research on the topic “Determinants of modern housing Projects in Mikindani Mombasa County”. The study is significant in finding out the factors influencing development of modern housing projects in Mikindani which can be replicated in other estates of Mombasa county to accelerate implementation of modern housing projects in Kenya.

The purpose of this letter is to seek your assistance in the collection of data from you or your organizations to facilitate the research. The collection of data will involve the researcher administering the questionnaire attached. Kindly be assured that all the responses will be treated in confidence and the research is purely for academic purposes.

Thank you and am looking forward to the successful collection of data.

Yours Sincerely,

Simon G. Waithaka

Appendix 2: Questionnaire

Questionnaire No.....

This questionnaire is to collect data for purely academic purposes. The study seeks to study the factor influencing the successful implementation of housing project in Mikindani, Mombasa County. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

SECTION A: BIO-DATA

1. Age in years 25-30 31-35 36-40 41-45 46-50 over 50

2. Type of Firm/ business.....

3. Name of Organization

4. Designation

5. Years of working experinece in the Organisation (tick appropriate box)

0 – 5 6 – 10 11 – 15 16 – 25 Above 26

6. Age in years (tick appropriate box)

Below 25 26 – 35 36 – 45 46 – 55 56

7. What is your highest attained qualification (tick appropriate box)?

Phd Masters Bachelor’s Diploma Certificate

Other (Please specify).....

8. What is your gender? Male Female

9. Role in the Project: House Agents Land lords Tenants

Contactors financiers Sacco's None

10. How long have you been in Mikindani or Mombasa County?

Less than 3 years () 3- 5 () 5 – 10 () 10-20 () over 20 yrs ()

11. What is the percentage of modern houses in Mikindani estate?

Over 50% 60%-70% 70%-80% 80%-90% over 90%

SECTION B: PROJECT INITIATION

(Tick only one applicable option for each question)

No.	Question	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
12.	Proper Project initiation was key to project success.					
13.	The setting of achievable project objectives contributed to project success.					
14.	The identification of project owners and sponsors contributed to project success of Mikindani.					
15.	The establishment of a good project team played a key role to its success.					

No.	Question	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
16.	Making of the right priorities of infrastructure development at the initiation of Mikindani housing project facilitated its success.?					

How else does project initiation influence successful implementation of housing projects in Mikindani?

.....

SECTION C: PROJECT PLANNING AND DESIGN

Tick only one applicable option for each question)

No.	Question	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
17.	Proper urban planning of Mikindani housing facilitated development of modern houses					
18.	The good design of Mikindani estate has facilitated the development of modern houses in Mikindani estate.					
19.	The planning by well trained urban planners has facilitated the success of Mikindani estate.					
20.	The good topography of Mikindani facilitated planning and design.					
21.	Lack of political interference					

No.	Question	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	facilitated on urban planning of Mikindani resulted to its success					
22.	Lack of uncertainty in project plans resulted planning good planning.					
23.	The appearance of the Mikindani estates has encouraged other investors to develop modern houses?					

What is the role of project Planning and design on successful implementation of modern housing projects in Mikindani

- i)
- ii)
- (iii)
- (iv)

SECTION D: STAKEHOLDERS INVOLVEMENT

Tick only one applicable option for each question)

No.	Question	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
24.	All the stakeholders were highly involved in Mikindani housing project.					
25.	The stakeholders are frequently involved in Mikindani Housing Project.					
26.	There was involvement of external financiers in the implementation of Mikindani housing Project.					
27.	Lack of uncertainty among the project stakeholders boosted the project success.					
28.	The support from all stakeholders was key to project success of Mikindani housing projects.					
29.	The stakeholders availed funds for project implementation on time.					
30.	The availability of a ready market has encouraged the development of modern houses in Mikindani housing Project.					
31.	The availability of cheap loans from various financiers has					

No.	Question	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	contributed to success of modern houses in Mikindani estate.					

What are the other contributions of the stakeholders on the successful implementation of modern housing projects in Mikindani?

.....

.....

SECTION E: PROJECT EXECUTION

(Tick only one applicable option for each question)

		1	2	3	4	5
		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
32.	The readily available funds from different financiers have facilitated project implementation?					
33.	Lack of uncertainty on land ownership in the Mikindani project has encouraged the project developers resulting to project success.					
34.	The availability of skilled workforce has boosted the project execution.					

35.	The availability of a ready market for modern houses has contributed to project success?					
36.	The availability of raw building materials has contributed to project success.					
37.	The good drainage of Mikindani serviced plots has encouraged the modern house developers?					
38.	Low level of corruption facilitates completion of a given housing project within reasonable timelines?					
39.	The availability of cheap loans from various financiers has contributed to success of modern houses in Mikindani estate.					
40.	The development of attractive modern and decent houses has encouraged other developers to develop modern houses in Mikindani Mombasa.					

What are the effects of the project executions on the successful implementation of modern housing projects in Mikindani?

.....
.....

SECTION F: PROJECT CONTROL AND MONITORING

Tick only one applicable option for each question)

No.	Question	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
41.	Details of planned project implementation activities are laid down in a documented project plan.					
42.	The approval of housing project by the municipal council of Mombasa has resulted to success of the project.					
43.	The control on entrance of the estate has contributed to project success.					
44.	Security control on the estate has boosted the success of the housing project.					
45.	Do you agree that restrictions of entry of big tracks in the estate facilitated the project?.					
46.	There are mechanism to monitor housing project activities and progress?					
47.	Reviews and progress evaluations are included in the Project Implementation Plan which include preventive/ corrective action measures that are acted upon?					

No.	Question	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
48.	The periodic maintenance of infrastructures in the Housing project has facilitated its success?					

What is the role of Project control and monitoring on the successful implementation of modern housing projects in Mikindani?

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

49. Which challenges do developers of modern houses in Mikindani encounter in developing new modern houses?

- (i)
- (ii)

50. What recommendations can you recommend for Modern Housing Projects in Mikindani Mombasa County to overcome the above challenges?

- i)
- ii)
- (iii).....

APPENDIX 3: BUDGET

Activity	Cost - Kshs
Stationery	5,000
Internet access	10,000
Library Charges	2,500
Printing and Binding services	2,000
Field visits of similar projects	10,000
Transport and fuel costs	5,000
TOTAL	34,500

APPENDIX 4: WORK PLAN

Key Event	Month											
	November 2013				December 2013							
	WK1	WK2	WK3	WK4	WK1	WK2	WK3	WK4	WK1	WK2	WK3	WK4
Questionnaire Pilot Testing												
Commence data collection												
Data analysis												
Prepare research report and discuss with supervisor												
Finalize and present final report												