

ASSESSMENT OF FACTORS INFLUENCING SUSTAINABILITY OF GOVERNMENT LEASED HOUSING PROJECTS FOR ADMINISTRATION POLICE SERVICE IN KENYA

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Abstract

The state of administration police housing across Kenya is deplorable and uncondusive for human habitation affecting morale of the police officers. This study assessed factors (financial budgeting, housing policy reforms and project planning) influencing sustainability of government leased housing projects for administration police service in Kenya. A cross section research design was adopted with a target a population of 239 respondents from 20 administration police housing projects. A sample of 71 respondents was selected using stratified random sampling. A semi-structured questionnaire was administered to collect data. Data was edited and coded for descriptive and inferential analysis using SPSS 23. Findings indicated availability of finance (mean 3.49) as a key determinant for sustainability of government leased housing projects. Police housing projects and housing reforms should be sufficiently prioritized (means 2.21; 2.32). The study established a significant relationship between financial budgeting, project planning, housing police reforms and the sustainability of government leased housing projects. The study recommends proper financial budgeting for accountability, measurement of results and effectiveness of investment decisions. Additionally, Police housing policy reforms should integrate housing, working conditions and staffing. Stakeholders shall be engaged in project planning.

Keywords: Project; Planning; Housing; Police Reforms; Sustainability; Stakeholder

INTRODUCTION

The Government of Kenya first initiated a Police reforms agenda in 2002 following the appointment of a Task Force made up of state and non-state actors. The report was not released to the public leading to loss of momentum in the reformation of the Police service. Between 2007 and 2008 during and after the post-election violence, the momentum to reform the police was rekindled as a result of the atrocities witnessed. The Waki Commission was formed and given a special mandate to investigate the state of security agencies and their roles in the post-election violence. The recommendations of the Commission became the basis for the process of police reforms in the country which included police housing construction and upgrading. In implementing the recommendations of the Commission, the National Accord recognized police reforms as one of the items under this Reforms Package. There was need for a comprehensive reform of the Kenya Police Force and Administration Police in terms of constitutional, legal, policy and institutional aspects (NPS, 2009).

Consequently a National Task Force on Police Reforms chaired by Hon. Justice (Rtd) Philip Ransley was appointed in 2009 to develop a roadmap for police reforms. According to the Kenya National Human Rights Commission (2015), officers of junior ranks in the Police Services are required to reside in police lines for ease of mobilization. Officers in higher ranks are free to rent accommodation outside the Stations. So far, the following have been accomplished according to the report: 1,534 housing units completed, 43 office blocks built, 2,140 housing units leased, 15 office blocks leased, 520 projects on housing units are ongoing, 16 projects on administration block are ongoing and 10,983 officers are housed. However, 28,255 officers have not been provided with institutional housing and thus are forced to make their personal arrangements for the same. This presents challenges to delivery of their task as some stay in very poor housing units within the police stations/lines. These poor housing conditions greatly affect the morale of the administration police officers.

According to IPSOS (2016), in the 2013-2014 financial year, the government allocated Kshs.2 billion for rapid development of 2000 housing units through the National housing corporation but in the year 2014-2015 financial year, the funds were directed to the ministry of Lands, Housing and Urban development. The report found an unclear mode of funds disbursement for Police housing projects. This has consequently derailed Police housing projects. There seems to be shifting responsibility towards the construction of Police houses. For instance in 2014, the budget policy statement proposed that the National government could construct 18000 housing units for the National police services. However, in the 2015 budget policy statement, it was stated that the National Youth Service will construct 15000 units for the National Police Service (NIPS) in the 2015-2016 financial year. In addition, Independent Police

Oversight Authority (IPOA) has recommended that the housing allowance for police officers should be enhanced taking into consideration the current market forces and applicable rates should be based on the location of Police offices.

IPOA also recommends that far flung and remote areas where housing for renting may not be readily available, the government should consider constructing houses using cheap locally available and cost effective materials and appropriate technologies. The Kenyan government claims to be on track to complete the construction and upgrading of 27 000 housing units for the Kenya Police by the end of this year. Roads and Public Works Ministry official Michael Kamau says the project, which includes new housing units and the renovation of existing quarters, is part of the Kenya police strategic plan for 2004-2008. Already the government has set aside \$8.8 million for implementation of these projects. Bids for the proposed completion of Kibish Police Lines, General Service Unit (GSU) Base Camp and Administration Police (AP) Lines in North Eastern Province have now been invited.

Statement of the Problem

The Kenya National police service has a chronic housing shortage of more than 60,000 units. In particular, the Kenya Police Service has a shortfall of 28,922 housing units against a staff complement of 39,238. 80% of approximately 35,000 Administration Police officers are not accommodated in decent houses (IPSOS, 2016 & KNHCR, 2015). IPOA recommends that the government should negotiate a special mortgage for police officers and actualize the single family occupancy policy. Further, the National Police Service lacks a very clear policy framework for housing administration Police officers. This has forced Police officers to live in deplorable and un-conducive conditions. Most police officers share single rooms, in canteens and partitioned halls using cardboards/bed sheets leading to increased social and psychological conflicts. Moreover, according to the IPOA (2015) report, 93.6% out of 140 Police premises inspected on housing revealed glaring lack of adequate accommodation. Poor housing is the most frustrating and challenging work experiences for police officers. This has negatively impacted their policing work. Provision of adequate and affordable housing is essential to building healthy, stable police services. Instinctively, the struggle to achieve better housing for Police officers is far from over. Every financial year, a lot of funds are allocated for police housing, Sh1.3 billion during the 2015/2016, Sh1.2 billion in 2013/2014. Bureaucracy, inadequate project planning including critical challenge in the mode of funds disbursements are great hindrances in fulfilling better housing for Police officers. In the 2013/2014 financial year, rapid developments of 2,000 units were to be constructed through the National Housing Corporation. However, the National Police Service has been unable to pay contractors for

ongoing projects. Police remunerations and allowances have also immensely complicated the housing problems with great disparities in police housing allowances. A police constable is paid Kshs.3000 house allowance while an Assistant Inspector General (AIG) of Police gets Kshs.40000 (IPSOS, 2016).

THEORETICAL LITERATURE

The study adopted resource constraints, resource dependency and stakeholder theories. As proposed by Goldratt (1984), the theory of constraints explains organizational performance, operations and how they prevent projects from maximizing performance and reaching their goals. Project success is based on metrics such as cost, time and specifications. Project planning, critical success factors, stakeholder perspectives and results framework have also been used to assess project success (Jugdev et al, 2005). In addition, success depends on all the phases of the project life cycle. Both internal and external constraints emanating from human resources, supplies, information, policies and equipment limits project performance. Therefore, this theory provides a basis for assessing the factors affecting sustainability of government leased housing projects. According to Pfeffer and Salancik (1978), organizations depend on multidimensional resources ranging from labor, capital and raw materials. Hence organizations often apply the principles of criticality and scarcity in allocating resources. Further, organizations are dependent on resources that ultimately originate from the environment comprising of other organizations. Therefore, resources one organization needs are often in the hand of other organizations just like the funds which Police housing projects are in the hands of the line government ministries.

Because resources are a basis of power, legally independent organizations can therefore be dependent on each other (Chapman et al. 2011). The weakness of this theory lies in its very assertions of dependence. With changing trends of financial uncertainties, there is need to lean towards other theories of uncertainties. For government leased police housing projects to achieve sustainability, resources are important. Resource uncertainties influences financial budgeting, remuneration policy reforms and project planning for government leased police housing project sustainability. Freeman (1984), the proponent of stakeholder theory posits that project stakeholders are individuals and/or organizations who actively participate in the project or whose interests are likely to be affected by the execution of the project (PMI, 2004). According to Chinyio and Olomolaiye (2010), stakeholders could affect an organization's functioning, goals, development, and even survival. Stakeholders can be beneficial when they facilitate the realization of the projects' goals and may be antagonistic when they oppose the projects' mission. This theory will help advance the understanding of all the three objectives

touching on financial budgeting, project planning and policy reforms. According to Khwaja (2004), participation is attained through collaborative or joint involvement of project beneficiaries and the implementing agencies. The real value of participation stems from mobilizing the entire stakeholders and engaging them in all the phases of the project cycle (Braithwaite et al., 1994). Simply said, change "... is more likely to be successful and permanent when the people it affects are involved in initiating and promoting it" (Thompson et al, 1990).

EMPIRICAL REVIEW

Influence of Financial Budgeting on Sustainability of Government Leased Housing

The establishment of various special funds by parliament poses a number of public finance management problems as discussed by public expenditure review (Republic of Kenya, 2005). These funds are not subject to the same control, reporting and accountability procedures as spending under the main budget. Significant investments are required to put into place the capital mechanisms that are required for organizations to offer the products or services in the most cost effective way. Iyer and Jha (2005) identified many factors as having influence on project cost performance which consequently affects the sustainability project outcomes. The factors are project manager's competence, leadership skills, monitoring and feedback by the participants, decision-making, team coordination, owners' competence, social condition, economic condition, and climatic conditions. Coordination of project teams is the most significant of all the factors with maximum influence on project cost performance.

Love et al. (2005) examined project time-cost performance relationship, and their results indicate that cost is a poor predictor of time performance. Adlabay (2008) asserted that money is important to take care of the operational expenses in the organization. Of course, funding also affect the efficiency of public resource use (Shah, 2007).When a constituency uses its funds to build a secondary school; no mechanism exists to ensure that the school is adequately staffed on completion. As a result, the same challenges face the government leased police housing project sustainability. There are no clear frameworks to track expenditures on Police housing projects leading to significant delays in implementing the housing reforms from one year to another.

Influence of Housing Policy Reforms on Sustainability

A decent home in a safe neighborhood is the basis for the long-term success of families and individuals. Housing is one of the largest family expenses and managing it is very critical for household budgeting. Therefore, Police housing policy reforms should focus on housing, working conditions or facilities, equipment and staffing. 19% of the 111 police premises

inspected by IPOA (2015) were lacking in terms of infrastructure for effective and efficient policing. The office spaces were limited and exhibit stores were unacceptably congested. All the Administration Police Service premises inspected are housed by the Sub-county administrators thus making it impossible for modification to meet the expected standards. Out of the 27 police premises inspected only 2 or 7% had adequate housing for the Police officers working at the premises. At Bamba Police Station in Kilifi County, there was no single housing unit for the officers serving there.

In addition, the Police lacked the necessary equipment to carry out their duties, had to deal with poor infrastructure and inadequate coordination given that there are two separate Police forces (regular and administration Police). This has promoted a culture of low accountability. Agenda IV of the National Accord and Reconciliation Agenda (2008) also prioritized 'constitutional, legal and institutional' reforms, one of which was law enforcement institutions, as a means to improve the rule of law. The National Police Service Commission (NPSC) is tasked with developing training policies, advising on salaries and remuneration of the members of the Service, overseeing recruitment and disciplinary matters and the vetting of the members of the National Police Service.

The two institutions; administration and regular police still continue to work separately, impeding effective coordination and collaboration as envisioned by the National Police Service Act. The lack of clear command structure is also a significant challenge to the National Police Service due to the failed merger of the two Police forces. For the police reform process to move forward, there should be strict adherence to the new constitution, which requires police to be professional, competent and accountable, respecting human rights and fundamental freedoms at all times. Further there is need for increased political will and less interference in the police reform processes. This will ensure that there is true engagement in the process and the entire exercise is not an act in futility. The foreclosure crisis of the Police reforms is the increased interest in providing single-family housing units for the Administration Police service.

Influence of Project Planning on Sustainability

According to Faridi and El-Sayegh (2006), shortage of skills, inadequate planning, poor supervision and site management, unsuitable leadership; shortage and breakdown of equipment among others contribute to construction delays in the United Arab Emirates. Hanson et al. (2003) in their study examined causes of client dissatisfaction in the South African building industry and found that conflict, poor workmanship and incompetence of contractors negatively impacted on project performance. Mbachu and Nkando (2007) established that quality and attitude to service is one of the key factors constraining successful project delivery in South

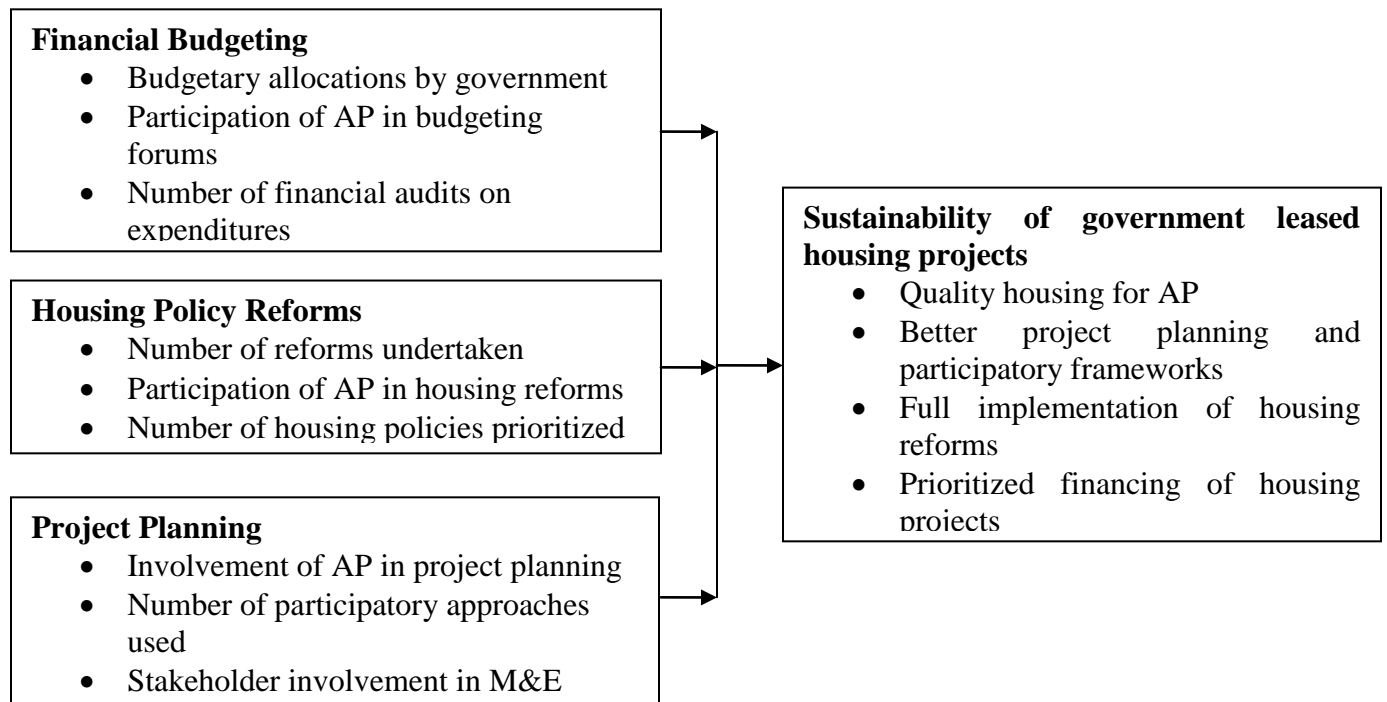
Africa. Moreover, Nguyen (2004) did a study on project success factors in large projects in Vietnam and identified five critical success factors which were mostly human related: competent project manager, adequate funding, multidisciplinary/competent project team and commitment. Further, Mansfield et al. (2006) studied causes of delay and cost overruns in projects in Nigeria and concluded that poor contract management, financing and payment arrangements, resource shortages, inaccurate estimates and overall price escalation as the major factors.

Aibunu et al (2002) researched on effects of delays on project delivery and found that time overrun, dispute, arbitration, total abandonment and litigation. (Karani, 2007) carried a study focusing on factors impacting delivery reliability of projects in Kenya. He identified the critical factors as cash flow problems, delayed payment to vendors, under-estimation of project duration, unqualified staff in the project team, inadequate supervision of work and increase in scope of works. He concluded that these inputs and transformational process factors are attributable to the core stakeholders in any project. Additionally, Isensi (2006) analyzed factors that lead to failure of projects in Kenya and established that poor design, poor methods, inadequate experience, underestimation of project duration and poor cost estimation as the factors that caused failure of most projects. Kagiri (2005) conducted a case study on time and cost overruns in projects locally and concluded that vendor inabilities, improper project preparation, resource planning, interpretation of requirements, works definition, timeliness, government bureaucracy and poor risk allocation as the major factors that lead to delay and cost overruns.

Gharashe (2009) concluded in his study on analysis of factors influencing projects in Kenya that the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project implementation. Karimi (2008) on the other hand analyzed factors which are critical to cost overruns and established five factors which contribute and these are; project organization, environment, project management, project definition and infrastructure.

Mwadali (2006) conducted a case study on major factors that affect project management locally. He concluded that inexperienced project managers, poor communication, poor monitoring and control systems negatively affected the project management efficiency. These past studies confirm the importance of project planning and the consequences which faces projects whenever it is not adequately done. This literature is very important in addressing project delays, cost overruns, stakeholder involvement and successful execution of Police housing projects in Kenya.

Figure 1. Conceptual Framework



Critique of Reviewed literature Relevant to the Study

The reviewed literature indicates that establishment of various special funds by members of the legislature poses a number of public finance management problems. However, the same legislature has not endeavored to resolve these challenges facing Police housing. Instead, the government continues allocating funds for leasing houses for Police or planning to construct new housing units with no clear follow up and accountability. All that is being reported is that a certain number of housing units will be constructed in a given financial year and yet delivery of the projects hardly happens. Further, the funds are not subject to the same control, reporting, and accountability procedures as spending under the main budget. This is already a serious challenge which has been overlooked year in year out. Coordination of project participants is not clearly outlined. This is associated with issues on accountability of funds due to poor control and reporting. Further, no mechanism exists to monitor and evaluate the sustainability of government leased house projects. This affects the efficiency of public resource use. In addition, inspection by IPOA on police working premises report does not clearly elaborate on what adequate housing for Police entails to inform on future considerations in leasing houses for administration Police.

Research Gaps

It is very evident that financial budgeting affects the sustainability of government leased housing projects. Many Police housing projects have been initiated but 28,255 officers still remain un-housed. There is an unclear mode of funds disbursement, budgeting and control for accountability purposes. The government continuously channels funds for Police housing to different ministries and departments making it difficult to track their expenditure e.g. National housing corporation, ministry of Lands, Housing and Urban development and sometimes the National Youth Service (NYS). Police also lack the necessary equipment to carry out their duties, deal with poor infrastructure and poor coordination with two separate police forces promotes a culture of low accountability; hence the need for Police reforms. However, Police reforms still face a myriad of hurdles. Political interference, cartels and power brokers interferes with Police housing reforms because of vested interests. Further, the involvement of many stakeholders in the process of Police reforms and housing units is good but lack of a common mission has led to a slowed process while Police officers continue living in deplorable conditions.

METHODOLOGY

Research Design

According to Kombo et al. (2002), research design is the scheme; outline or plan that is used to generate answers to research problems. The study adopted a cross-sectional survey research design. This is because it permits the collection of data through questionnaires administered to a sample quickly, efficiently and accurately (Oso & Onen, 2005). The data collected by this design was used to suggest reasons for particular relationships between variables (Saunders & Thorn hill, 2007). Survey research is an efficient method for systematically collecting data from a broad spectrum of individuals and educational settings (Kothari, 2004). In addition, the research study employed both qualitative and quantitative approaches which allowed the data to be characterized by the use of statistical analysis (Kombo & Tromp, 2013). Qualitative data was analyzed using content analysis.

Target Population

Population refers to an entire group of individuals, events or objects having a common observable characteristic (Mugenda & Mugenda, 2003). This study targeted a population of 239 respondents from 20 Police housing projects comprising of Police officers from various ranks, National police service commission and IPOA.

Sample Frame

A sampling frame is a list of all the items from which a representative sample is drawn for the purpose of research. The sample frame for this comprised of all the 239 respondents. Further, sampling must be so large that it allows a researcher to feel confident about the sample representativeness to make inferences of entire population (Silverman, 2005).

Table 1: Sampling Frame

No.	Strata	Target population
1	IPOA officials	7
2	National Police service commission	8
3	CONCAP	20
4	SUBCOM	25
5	Inspectors	55
6	Corporals	60
7	Constables	64
	Total	239

Sample Size and Sampling Procedure

Stratified random sampling was used to select a sample size of 71 respondents. Saunders *et al.* (2009), Bryman and Bell (2007) argued that dividing the population into series of relevant strata means that the sample is more likely to be representative as one can ensure proportional representation within the sample. The Nassiuma (2000) formula was used to calculate the sample size.

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

Where:

n = sample size; N = population size; C = coefficient of variation which is 50%; e = error margin which is 0.05.

$$n = \frac{239 (0.5)^2}{0.5^2 + (239-1)0.05^2}$$

$$n = 71$$

Table 2 Sample Size Distribution

No.	Strata	Target population	sample size
1	IPOA officials	7	2
2	National Police service commission	8	3
3	County Police Commanders	20	6
4	Sub-County Police Commanders	25	7
5	Inspectors	55	16
6	Corporals	60	18
7	Constables	64	19
	Total	239	71

Data Collection Instruments

The study used a semi-structured questionnaire to collect data from the sampled respondents. Questionnaires are research instruments used to collect information geared towards addressing specific objectives (Kombo et al., 2002). The use of questionnaires was justified by the fact that it is affordable and an effective way of collecting information from a population in a short time and at a reduced cost (Mugenda & Mugenda, 2003).

Data Collection Procedure

Data collection as defined by Kombo et al. (2002) is the process of gathering specific information aimed at proving or refuting some facts. Prior to issuing of the questionnaire, the necessary permits were obtained from the relevant authorities for ethical considerations. The questionnaire was self-administered using drop-and-pick-later method to allow respondents some time to fill the questionnaire.

Pilot Testing

Prior to conducting the main research, a pilot study was conducted in some police housing projects to test reliability and validity of the research instrument. Validity is the degree to which an instrument measures what is supposed to measure (Kothari, 2004) while reliability refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). This was done by pre-testing the questionnaire. A content validity test was conducted to ensure all indicators to be measured were adequately represented. According to Sukaran (2010), content validity is a function of how well the dimensions or elements of a concept have been captured. Reliability test on the other hand looks at the ability of research instruments to give consistent results over and over again (Kombo et al., 2002). Mugenda &

Mugenda, (2003) recommends a 10% of the sampled population to be considered as a sample size in a pilot study. According to Kombo & Tromp (2006), reliability is the extent to which results are consistent overtime. Reliability of the research instrument was calculated using Cronbach's coefficient alpha for either even or uneven items based on the order of number of arrangement of the questionnaire items. A correlation coefficient greater or equal to 0.7 is acceptable (George & Mallery, 2003).

Data Processing and Analysis

Data analysis refers to examining what has been collected in a survey or experiment and marking deductions and inferences (Kombo et al., 2002). The data collected was coded and analyzed using the Statistical Package for Social Sciences (SPSS version 23) tool. Both descriptive and inferential analyses were conducted. The findings were presented on frequency distribution tables.

EMPIRICAL FINDINGS AND DISCUSSIONS

Reliability Test Results

A pilot study was conducted to test the reliability and validity of the questionnaire. A sample of 10 respondents was picked from the Administration Police service and the response was 100%. The Cronbach's Alpha Test was conducted on all measures for the independent and dependent variables which gave a threshold of more than 0.7. A correlation coefficient greater or equal to 0.7 is acceptable (George & Mallery, 2003). Therefore, all the variables were retained for the study. These results from the pilot study were not included in the final data analysis.

Table 3: Reliability Test Results

Variable	N	Cronbach's Alpha
Financial Budgeting	5	0.793
Housing Policy Reforms	5	0.764
Project Planning	5	0.738

Response Rate

The study targeted 71 respondents out of which 68 filled and returned the questionnaires giving a response rate of 95.8%. This response was very good enough and representative of the target population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting but a response rate of 70% and above is excellent.

Demographic Characteristics of the Respondents

The study analyzed the demographic characteristics covering gender distribution, age categories, level of education, job designation and working experiences of the respondents.

Gender Distribution of the Respondents

From the findings, the males made the majority of the respondents at 60.3% and the females at 39.7% as shown in Table 4.

Table 4: Gender Distribution of the Respondents

Gender	Frequency	Percent (%)
Male	41	60.3
Female	27	39.7
Total	68	100.0

Age Category of the Respondents

The study sought to establish the age of the respondents in the administration Police service. From the findings shown in Table 5, majority of the respondents 29.4% were aged 31-35 years while 17.7% were aged between 20 to 25 years of age.

Table 5: Age Category of the Respondents

Age Categories	Frequency	Percent (%)
20-25 years	12	17.7
26-30 years	17	25.0
31-35 years	20	29.4
Above 35 years	19	27.9
Total	68	100.0

Level of Education of the Respondents

The study also sought to establish the highest levels of education attained by the respondents. From the findings shown in Table 6, majority of the respondents (55.6%) had attained secondary school education while 22.2% had attained college diploma and university education respectively implying they were adequately informed to respond to the questions.

Table 6: Level of Education of the Respondents

Level of Education	Frequency	Percent (%)
Primary	0	0.0
Secondary	38	55.6
College	15	22.2
University	15	22.2
Total	68	100.0

Job Designation of the Respondents

The study further sought to establish the current job designation of the respondents. From the findings shown in Table 7, majority of the respondents were Constables (26.5%) followed by Corporals at 25%. The IPOA officials were the minority at 2.9% probably due to the number of staff at the authority and their distribution across Kenya in various capacities.

Table 7: Job Designation of the Respondents

Job Designation	Frequency	Percent (%)
IPOA Official	2	2.9
National Police Service Commission	3	4.4
County Police Commanders	6	8.8
Sub-county Police Commanders	7	10.3
Inspector	15	22.1
Corporal	17	25.0
Constable	18	26.5
Total	68	100.0

Working Experience with the National Police Service

The study sought to establish the working experience of the respondents in the National Police Service. Majority (55.9%) of the respondents had worked with the National Police Service for over 10 years followed by those between 5-10 years respectively as shown in Table 8.

Table 8: Working Experience with the National Police Service

No. of Years	Frequency	Percent (%)
Less than 1 year	7	10.2
1-5 years	8	11.8
5-10 years	15	22.1
Above 10 years	38	55.9
Total	68	100.0

Descriptive Analysis

This section analyses the findings and discussions on financial budgeting, housing policy reforms, project planning and the sustainability of projects.

Influence of Financial Budgeting on Sustainability

In Table 9, the study sought to establish the influence of financial budgeting on sustainability of government leased housing projects for Administration Police Service. From the findings, the majority, 48.6% disagreed that the National government adequately budgets for government leased house projects for Police while 14.7% strongly disagreed. On the view that the National government organizes stakeholder forums to participate in budgeting process for Police housing projects, 55.6% disagreed while 0% strongly agreed. 23.5% agreed that there is continuous monitoring and audit on use of funds allocated for Police housing projects while 38.2% disagreed. 22.2% strongly agreed while 55.6% agreed that availability of finances determines the sustainability of government leased housing projects for administration Police.

Table 9: Descriptive Analysis of Financial Budgeting

Statement	N	5	4	3	2	1	Mean	S.D
1. The National government adequately budgets for government leased house projects for Police	68	0.0%	23.5%	13.2%	48.6%	14.7%	2.36	1.233
2. The National government organizes stakeholder forums to participate in budgeting process for Police housing projects	68	0.0%	22.2%	11.1%	55.6%	11.1%	2.25	1.175
3. There is continuous monitoring and audit on use of funds allocated for Police housing projects	68	0.0%	23.5%	16.1%	38.2%	22.2%	2.35	1.228
4. Availability of finances determines the sustainability of government leased housing projects for Police	68	22.2%	55.6%	10.5%	0.0%	11.7%	3.49	0.998
5. The Police housing construction projects are given higher priority by government financing	68	0.0%	0.0%	26.5%	42.7%	30.8%	2.21	1.154

Scale: 5 – strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1- Strongly Disagree

In addition, on whether the Police housing construction projects are given higher priority by government financing, 42.7% disagreed while 30.8% strongly disagreed. The greatest effect was felt in the availability of finances as a determinant for the sustainability of government leased housing with a mean of 3.49 and standard deviation of 0.998. On the other hand, the lowest effect was felt on the fact that Police housing construction projects are not given higher priority by government financing mechanisms with a mean of 2.21 and a standard deviation of 1.154.

Influence of Housing Policy Reforms on Sustainability

The study sought to establish the influence housing policy reforms on the sustainability of government leased housing projects. Several statements were fronted to which the respondents were to indicate their extent of agreement with each statement in Table 10. The findings, on the question as to whether Administration Police housing is satisfactory and enables effective and efficient policing, the mean was 2.13 with a standard deviation of 1.113. On whether most Administration Police are housed by the sub-county administrators, the mean was 2.71 with a standard deviation of 1.411. On whether Administration Police housing reforms are given priority by the National government and Police Service, the mean was 2.32 with a standard deviation of 1.212.

Further on whether there is increased politics, partisan interests and interference in the Administration Police housing reforms process, the mean was 3.02 with a standard deviation of 0.937. In addition, the study to assess whether the National Police Service Commission regularly advises on housing for administration Police Service and the mean was 2.44 with a standard deviation of 1.275. This in tandem with IPOA (2015) report which illustrated that out of the 27 police premises inspected only 2 or 7% had adequate housing for the officers working at the premises. Most of the recorded means were below average except 3.02 and 2.71 meaning that the respondents' responses ranged from disagree to strongly disagree with the various statements.

Moreover, the study sought to find ways in which the housing policy reforms can be enhanced to improve Police housing by the National government. Majority of the respondents recommended a review of the reforms process, agendas and setting out of a clear implementation strategy of the housing reforms. Majority of the respondents also felt that there was bureaucracy in the housing reforms process with minimal inclusion of the beneficiaries as the key stakeholders.

Table 10: Descriptive Analysis of Housing Policy Reforms

	Statement	N	Min	Max	Mean	Std. Deviation
6.	Administration Police housing is satisfactory and enables effective and efficient policing.	68	1	5	2.13	1.113
7.	Most Administration Police are housed by the sub-county administrators.	68	2	5	2.71	1.411
8.	Administration Police housing reforms are given priority by the National government and Police Service.	68	1	5	2.32	1.212
9.	There is increased politics, partisan interests and interference in the Administration Police housing reforms process.	68	2	5	3.02	.937
10.	National Police Service Commission regularly advises on housing for administration Police Service.	68	1	5	2.44	1.275

Influence of Project Planning on Sustainability

The researcher sought to find out the influence of project planning on the sustainability of government leased housing projects in regard to various aspects of project planning. As such, the means and standard deviations of the responses were computed to assist in making the various deductions on project planning. The findings in Table 11 indicate that the respondents were in not in agreement with all the statements related to project planning. Majority registered mean values approximately equal to 2 (Disagree) except on two statements where the respondents were almost neutral. They disagreed that Administration Police participates regularly in the identification, initiation and planning of housing projects. In addition, they disagreed that Administration Police participates in implementation and maintenance of housing construction projects and that there is no high use of Police participatory approach in planning housing construction projects.

Respondents were further almost neutral that the National government regularly allocates leased Police house maintenance and upgrading funds in the development budgets and also that participation of Administration Police service in planning housing projects enhances sustainability of the projects. The recorded means showed greater cohesion of the respondents in their responses recording standard deviations that were more than 1 in most responses except the standard deviation of 0.993. Further, the study sought to find out how Administration Police can be integrated into the planning of their housing projects to enhance sustainability. From the responses, majority suggested formation of grass root committees

answerable to the top committee as a chain to address housing needs for the Administration Police Service. This will allow quick resolution of housing problems and participation of the Police as the project beneficiaries.

Table 11: Descriptive Analysis of Project Planning

Statement	N	Min	Max	Mean	Std. Deviation
11. Administration Police participates regularly in the identification, initiation and planning of housing projects.	68	1	5	2.03	1.061
12. Administration Police participates in implementation and maintenance of housing construction projects	68	1	5	2.16	1.129
13. There is high use of Police participatory approach in planning housing construction projects	68	1	5	2.01	1.050
14. The National government regularly allocates leased Police house maintenance and upgrading funds in the development budgets.	68	2	5	2.49	.993
15. Participation of Administration Police service in planning housing projects enhances sustainability of the projects	68	2	5	2.51	1.005

Sustainability of Government Leased Housing Projects

The researcher in addition established the respondents' views in regard to the sustainability of government leased housing projects. The means and standard deviations of the responses were computed and established to draw various deductions.

The findings from the analysis presented in Table 12 indicated that the respondents were in agreement with all the statements on sustainability of government leased housing projects except on National government regular follow up on financial allocations for Police housing projects where majority were neutral. They registered mean values approximately equal to 4 (Agree). They agreed that financial budgeting influences the sustainability of government leased housing projects for Administration Police. On the same note, they also agreed that housing policy reforms, inadequate Project planning and stakeholder involvement Police influences the sustainability of government leased housing projects for Administration Police

Service. The respondents further showed greater cohesion in their responses recording standard deviations that were less than 1 except 1.105 on follow up of financial allocations for Police housing by the National government.

The respondents also indicated that having a special audit on all funds allocated for Police housing will greatly help in enhancing the sustainability of government leased housing projects.

In addition, the respondents suggested decentralization of project planning and allowing the Administration Police to deal with their own construction experts will hasten the implementation of the housing policy reforms. On stakeholder involvement in housing project planning, the respondents indicated empowering of the AP service to fully participate and also reduce the many levels of bureaucracy often experienced. The findings are congruent to those of Busiinge (2008) who posited that careful planning and involvement of project beneficiaries' in design and implementation of community development projects enhances project ownership by the beneficiaries.

Table 12: Descriptive Analysis of Sustainability of Governed Leased Housing Projects

Statement	N	Min	Max	Mean	Std. Deviation
16. Financial budgeting influences the sustainability of government leased housing projects for Administration Police	68	2	5	4.18	.755
17. Housing policy reforms for Administration Police has influence on the sustainability of government leased housing projects for Administration Police.	68	2	5	4.01	.812
18. Inadequate Project planning and stakeholder involvement influences the sustainability of government leased housing projects for Administration Police	68	2	5	3.98	.779
19. The National government regularly follows up on financial allocations for Police housing projects.	68	1	5	2.54	1.105

Inferential Analysis Results

The researcher undertook correlation analysis to establish the underlying relationships between the independent and the dependent variables.

Table 13: Correlation between Financial Budgeting and Sustainability of Government Leased Housing Projects

		Influence of Financial Budgeting
Sustainability of Government Leased Housing	Pearson Correlation	.791**
	Sig. (2-tailed)	.000
	N	68

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

From Table 13, the researcher established a strong positive significant relationship ($r = .791$) between financial budgeting and sustainability of government leased housing projects. Therefore the researcher observed that financial budgeting was very important in determining the sustainability of government leased housing projects. Therefore, the study rejected the null hypothesis and concluded that financial budgeting has a significant influence on the sustainability of the government leased projects for administration Police service in Kenya. This was an indication that enhancing the financial budgeting enhances the sustainability of government leased housing projects. The findings imply that financial budgeting and sustainability of government leased housing projects are interdependent and should be given careful consideration in housing projects for AP. According to Shah (2007), fund allocation for various projects also affects the efficiency of public resource uses. The findings imply there are gaps which need to be addressed in financial budgeting for the sustainability of administration Police housing projects. The findings are congruent with the Republic of Kenya (2005) that establishment of various special funds by members of the legislature poses a number of public finance management problems as discussed by public expenditure review.

Table 14: Correlation between Housing Policy Reforms and Sustainability of Leased Housing Projects

		Influence of Housing Policy Reforms
Sustainability of Government Leased Housing	Pearson Correlation	.763*
	Sig. (2-tailed)	.029
	N	68

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

The coefficient of Correlation in Table 14 shows a strong positive significant relationship between housing policy reforms and sustainability of government leased housing projects ($r =$

.763). As a result, the study rejected the null hypothesis and concluded that housing policy reforms have significant influence on the sustainability of government leased housing projects for administration Police service in Kenya. The findings imply that fast tracking housing policy reforms positively impacts on the sustainability of government leased housing projects for AP. Housing policy reforms has the potential to significantly improve the sustainability of government leased housing projects for AP. The findings are consistent with IPOA (2015) which reported that 19% of the 111 police premises inspected were lacking in terms of infrastructure for effective and efficient policing.

Table 15: Correlation between Project Planning and Sustainability of Government Leased Housing Projects

		Influence of Project Planning
Sustainability of Government Leased Housing	Pearson Correlation	.735*
	Sig. (2-tailed)	.033
	N	68

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

The findings in Table 15 show a strong positive significant relationship between project planning and sustainability of government leased housing projects. The findings also confirm that inadequate project planning is one of the single and biggest reason affecting sustainability of projects and in particular government leased projects for AP. Therefore, the study rejected the null hypothesis and concluded that project planning has significant influence on the sustainability of government leased housing projects for administration Police service in Kenya. These findings are consistent with Braithwaite et al., (1994) who posted that the real value of participation stems from mobilizing the entire stakeholders, rather than engaging people on an individualized basis, leads to more effective results.

SUMMARY

Preliminary Findings

From the findings, a 93.3% response rate was obtained due to opportunities for face to face interviews. Majority of the respondents were male (70%) while most of the respondents were aged between 26 and 30 years (40%). On the level of education, majority of the respondents (50%) had attained primary level education while 15.7% had attained college and university levels of education. 5.7% were engineers, 10% project managers and 70% construction workers

respectively. Regarding working experience in terms of number of years, 20% had worked for less than one year and 20% worked for 5 to 10 years.

Influence of Financial Budgeting on Sustainability of Government

Leased Housing Projects

The study established that financial budgeting for projects is very important because it creates accountability and measurability of the results. Further, if a project has no way of measuring the effectiveness of its investment decisions, the project will have little chances of being sustainable. In addition, the findings revealed that majority of the respondents disagreed that the National government adequately budgets for government leased house projects for administration Police. The National government has not been involving the administration Police in stakeholder forums as participants in the budgeting process for the housing projects. Continuous monitoring and audit on use of funds allocated for Police housing projects was found to be inadequate. Analysis of the results revealed that availability of finances was a key determinant for the sustainability of government leased housing projects for administration Police. In addition, the government has not prioritized Police housing projects though it allocates funds for the projects in each financial year. Overall, the study established that financial budgeting is a very critical determinant in the sustainability of the government leased houses for administration Police. The ability to effectively budget is crucial to maintaining sustainable government leased housing projects.

Influence of Housing Policy Reforms on Sustainability of Government

Leased Housing Projects

The independent Police Oversight authority (IPOA) emphasizes that Police housing policy reforms should focus on housing, working conditions or facilities, equipment and staffing. The study revealed that Administration Police housing was not satisfactory to enable effective and efficient policing. Additionally, most Administration Police were housed by the sub-county administrators and yet they are under the National government. Further analysis of the results revealed that Administration Police housing reforms are not given priority by the National government and National Police Service Commission. The findings also established that there is increased politics, partisan interests and interference in the Administration Police housing reforms process. In addition, the National Police Service Commission has not been regularly advising the national government through the ministry of interior security on housing for administration Police Service. The findings indicate that there is inadequate housing for the administration Police officers working in various areas in Kenya. The housing policy reforms

should now turn its focus on poor infrastructure to ensure effective and efficient policing. This will lead to improved office spaces and exhibit stores which have on many occasions been reported as being unacceptably congested. The study established that that housing policy reforms for the Administration Police Service faces great obstacles which should be resolved to assure the sustainability of government leased housing projects. These issues are centered on prioritization of policy reforms, stakeholder involvement in the process and partisan interests of various parties including politics. Moreover, majority suggested a review of the reforms process, agendas and setting out of a clear implementation strategy of the housing reforms. There is also increased bureaucracy in the housing reforms process with minimal inclusion of the beneficiaries as the key stakeholders.

Influence of Project Planning on Sustainability of Government Leased Housing Projects

Project planning helps you look at where you are, where you want to go and how you will get there. It has often been emphasized that cutting corners in project planning is a recipe for disaster, no matter what the reason. The project initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The study established that project planning influences project sustainability. This was further indicated by majority of the respondents who disagreed that Administration Police participates regularly in the identification, initiation and planning of government leased housing projects. In addition, Administration Police as the beneficiaries have not been participating in the implementation and maintenance of housing construction projects. The study further revealed that there was little use of participatory approach in planning of government leased housing projects for the administration Police.

Further analysis of the results revealed that the National government does not regularly allocate funds in the development budgets for upgrading and maintenance of the leased houses. However, the study established that the participation of Administration Police service in planning of housing projects could enhance sustainability of the projects. The study found that project planning as one of the key factors in the sustainability of government leased housing projects has been handled in a skewed manner. The project beneficiaries seem to be totally locked out of the planning of the projects. This in affects the ownership and sustainability of government leased projects. This confirms that creating a project plan is not a trivial exercise as it requires involvement of a variety of stakeholders.

The study found that the integration of administration Police requires the formation of grass root committees answerable to the top committee as a chain to address housing needs as

suggested by most respondents. This will allow for quick resolution of housing problems and participation of the Police as the project beneficiaries. Challenges lie in ensuring that all stakeholders are on the same page in order to envision the same project outcome. Therefore, well planned projects should identify all the stakeholders and ensure, through good communication, that stakeholders have clarity of the project's objectives and outputs.

CONCLUSIONS

The study concludes that financial budgeting for projects should be correctly done to foster accountability, measurement of the results and effectiveness of investment decisions. Further, the study concludes that Police housing policy reforms should focus on housing, working conditions or facilities, equipment and staffing. Administration Police should be adequately housed to enable effective and efficient policing. The national government and county governments should have a system of collaboration to assist Administration Police officers housed by the sub-county administrators. This will greatly improve their living and working environments. The solution for Police housing problems partly lies in prioritizing the housing policy reforms by the National government and National Police Service Commission. However, there is an urgent need to curb increased politics, partisan interests and interference in the Administration Police housing policy reforms process.

As a result, the housing policy reforms should be centered on prioritization of housing needs, stakeholder involvement, participation and reduction of partisan interests, bureaucracy including politics. A system should be developed to gather the views of the administration Police from all levels and integrate them into the housing policy reform processes. Hence there should be a review of the reforms process, agendas and setting out to develop a clear implementation strategy for the housing reforms. Additionally, the study concludes that project initiation phase is critical to the success of housing project for administration Police as it establishes its core foundations. Therefore, effective project planning should take into consideration all aspects of planning including stakeholder engagement, beneficiary mapping, risk assessment, as well as the actual project schedule.

Project planning influences project sustainability. The study therefore calls for regular participation of Administration Police in the identification, initiation and planning of government leased housing projects as the stakeholders and beneficiaries. This will build project ownership which is very important in project sustainability. Likewise, the National government should regularly allocate funds in the development budgets for upgrading and maintenance of the leased houses. The integration of administration Police in the project planning meetings can be done by requires forming grass root committees answerable to the top committee which

participates in the process to address their housing needs. This will allow for quick resolution of housing problems and participation of the administration Police as the project beneficiaries. This will promote sustainability as there is enhanced communication because the stakeholders have clarity of the project's objectives and outputs. This way, majority of the stakeholders will be on the same page in order to envision the same project outcome, adequate housing for efficient policing.

RECOMMENDATIONS

This study recommends that financial budgeting for projects should be correctly done to foster accountability, measurement of the results and effectiveness of investment decisions. The National government should adequately budget for government leased house projects by ensuring stakeholder identification, involvement and participation. The relevant government ministries should develop financial systems to continuously monitor and audit the use of funds allocated for Police housing projects. Effective financial budgeting should be carefully prepared and executed for Police housing projects so as to help in tracking budget expenditures. As a result, the National government should adequately budget for government leased house projects for administration Police. Moreover, stakeholder identification, involvement and participation are very critical in the budgeting process. The government authorities should develop financial systems to continuously monitor and audit the use of funds allocated for Police housing projects because availability of finances greatly determines sustainability.

In addition, the government should prioritize Police housing projects to ensure effective and efficient policing. Effective financial budgeting should be carefully prepared and executed for Police housing projects so as to help in tracking budget expenditures. This will ensure that the government achieves its mission and vision of adequately housing the administration Police Service. The housing policy reforms should turn its focus on inadequate housing and infrastructure and develop strategies to reverse the situation. Moreover, the national government should use participatory approach in planning of government leased housing projects and empowering the administration Police service. The participation of Administration Police service in planning of housing projects enhances sustainability of the projects.

Further, Police housing policy reforms should focus on housing, working conditions or facilities, equipment and staffing. The national government and county governments should have a system of collaboration to assist Administration Police officers housed by the sub-county administrators. Moreover, the solution for Police housing problems partly lies in prioritizing the housing policy reforms by the National government and Police Service Commission. As a result, the housing policy reforms should be centered on prioritization of housing needs, stakeholder

involvement, participation and reduction of partisan interests, bureaucracy including politics. A system should be developed to gather the views of the administration Police from all levels and integrate them into the housing policy reform processes.

Additionally, effective project planning should take into consideration all aspects of planning including stakeholder engagement, beneficiary mapping, risk assessment, as well as the actual project schedule. Regular participation of Administration Police in the identification, initiation and planning of government leased housing projects as the stakeholders and beneficiaries should be enhanced. Moreover, the national government should use participatory approach in planning of government leased housing projects and empowering the administration Police service. Likewise, the National government should regularly allocate funds in the development budgets for upgrading and maintenance of the leased houses. The integration of administration Police in the project planning meetings can be done by forming grass root committees answerable to the top committee which participates in the process to address their housing needs.

LIMITATIONS OF THE STUDY

This study analyzed only three variables (Financial budgeting, housing policy reforms and project planning and their influence on sustainability of government leased housing projects for administration Police service in Kenya. Further, the respondents were a bit reluctant to provide relevant information at the beginning for fear of being exposed or investigated by the government on their views concerning Police housing projects for the administration service.

RECOMMENDATIONS FOR FUTURE STUDIES

The study recommends that further research be done on the role of stakeholder selection, analysis and integration into the government leased housing projects for the administration Police in Kenya. Moreover, the study also recommends research on the influence factors affecting the upgrading of civil servant housing projects in Kenya.

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