

# **An Analysis of the Causes of Failures in the Implementation of Projects in Kenya**

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## **Abstract**

*Project implementation is the actualization of the sequences of activities that are designed to achieve the aims of the project. It is the phase in which the project deliverables are physically built and delivered to the customer. When the implemented project does not operate or deliver within the specified parameters, failure is said to occur within the system. This paper investigates the causes of failure in the implementation of health, roads and power projects in three planning regions within the Republic of Kenya. Data collected from the field related to starting and completion due dates, levels of resource utilization, stakeholder participation, level of financial and physical implementation, authority hierarchy, causes of failure and possible solutions to the observed causes of failure. The study found that only 20.8 per cent of the projects were implemented on time and budget, while 79.2 per cent of all the projects exhibited some degree of failure. Further, the managerial positions of the implementing agents were found to be heavily overburdened by too many bureaucratic positions which do not enhance authority delegation. The major causes of failure were found to include insufficient implementing capacity, poor project management, weak project design and political interference. Solutions to the identified causes of failure include adaption of capacity enhancing practices and good governance principles.*

**Key words:** project, implementation, project management, failure

# **The Survival of the Traditional Swahili House Design in the Coastal Areas of East Africa**

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## **Abstract**

*Housing issues in developing countries have occupied the minds of many researchers and policy makers in government, donor and research agencies. The problems associated with housing continue to be experienced, including rapid population growth rates, lack of adequate land space, poor quality dwellings and living environments. These issues are quite alive in Kenya, whose population of about 40 million is now feeling the effects of the housing gap. Various solutions have been suggested and action taken. The supply side of housing has accommodated all types of designs, one of which is the Swahili house design. Despite the passage of many centuries and the emergence of modern designs, the traditional Swahili house has continued to exist and offers a substantial share of accommodation. The paper analysed critically the Swahili house and determined why it maintains its popularity even in the face of modern designs. The paper also assessed its contribution to the housing stock along the coast of Kenya. The swahili house is still acceptable by low and middle class people of the coast and accounts to about two thirds of the total number of units in the study area. The study found out that this continued survival is due to the design's suitability to coastal climate, ability of the units to be constructed in stages and that one house can accommodate many families. The study recommends that the government encourages such housing type by providing conducive environment.*

**Key words:** house designs, housing supply, traditional Swahili house, survival

# Modelling Early Childhood Development Centers in Rwanda

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## Abstract

*This paper discusses the crucial role played by architecture in informing decisions and outcomes of a small architectural project focused on breaking the cycle of poverty. It is based on experiences, literature research, qualitative data and design outcomes resulting from the process conducted to propose a model for Early Childhood Development Centers (ECD) in Rwanda, from February to April of 2011 with United Nations International Children's Emergency Fund (UNICEF). The paper analyzes how history, heritage and tradition; new laws and policies; innovative techniques and local materials influence and are influenced by an architectural intervention; in a given context, as well as the achievements, problems and outcomes found at every stage. Architecture, at any scale, acts as a catalyst. The design process releases reactions expected and unforeseen at different scales of the society. Today the architect is one more piece of the engine that works to build up holistic and participatory solutions fully engaged with, and informed by their community and place, capable of understanding the bigger picture and the environment as a whole. It is called to add value to programs and make them understandable to the different stakeholders. The quality architecture should not simply be a privilege. Architects and good design, add value to the design of structures that impact the society at every level. This paper seeks to demonstrate the crucial role played by architecture in a project that influences a small community and has an immediate impact on its environment.*

**Key words:** early childhood development, participatory design, traditional architecture, innovative techniques, international cooperation, sustainable architecture, Rwanda

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# Globalization and Regionalism: Complimentary or Antagonistic Paradigms?

*The Case of Eastern African Architectural Ensembles*

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## Abstract

*Globalization widely denotes internationalization of economies, tastes, goods and services through international exchange, economic, developmental and governmental systems. Meanwhile, regionalism is a progressive phenomenon characterized by main concepts of cultural production and identity and relations of geographical zoning or locality, in a sub-conscious attempt to reposition humanistic development most ideal for each given locality of region. Developing countries must pay a lot of vigilance in making right choices about either of the two phenomena concerning best practices for improving the socio-cultural and economic welfare of their people. Architecture and urbanism being some of the major corporate sectors for human development, preliminary observation depicts that many Sub-Saharan countries are at risk in towing the paradigm of globalization for their development. Therefore, this paper endeavours to bring forward the pros and cons of globalization and regionalism from the perspective of architecture and urbanism in East Africa. The main thrust of the paper is to come up with the best value paradigm between globalization and regionalism, that offers best developmental practices pertinent to East Africa's propensity to mitigate against the current global crisis of poverty, scarcity of finite resources*

and global warming, in relation to the urgency of propagating oncoming architectural ensembles best suited to the region's own socio-cultural, aesthetic, economic and functional needs and identity.

**Key words:** globalization, regionalism, architecture, urbanism

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## Rental Value Trends in Commercial Real Estate Investments in Tanzania

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### Abstract

*Real estate investment provides substantial diversification benefits for pension funds and other investors in the short to medium term, against all odds of unpredictable shock waves of inflation rates and frail GDP growth. Property investors seeking investment in Tanzania today are scared by high inflation that stagnates growth of incomes from investments. The aim of this paper is to examine the rental values of five selected commercial properties owned by two pension funds in Tanzania over a period of six years from 2003 to 2009. This paper traces the historical trend of rental value movements over time in relation to economic indicators, inflation and GDP, to provide a general view of the property market performance. The relationships of the rents with the key economic indicators are gauged through Pearson correlation coefficient, ANOVA, regression analysis and Granger causality tests. The findings of this paper reveal that rents from commercial properties are now stable and are expected to remain stable or marginally under pressure in the short to medium term, thus benefiting both domestic and international investors. Investors are assured that the much feared inflation and sluggish GDP growth have little effect on rental value trends. The steady rental values are a real incentive to the available investment opportunities in commercial buildings.*

**Key words:** rental value trend, inflation, GDP, ANOVA, regression, granger causality test

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## Intelligent Buildings in Kenya

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### Abstract

*Buildings have a profound impact on the quality of our lives and on the world around us. They have enhanced our communities and enriched our well-being. On the commercial front, they support and house the operations of our businesses. Intelligent Buildings (IBs) have been touted to be a significant milestone in office buildings with the potential for increased efficiency in the management of building services, energy savings and positive returns on investment. Despite these benefits, the uptake and application of the IB technology in Kenya is still very slow. Consequently a pioneer study was undertaken to identify the elements of IBs technology adopted and their applications in Kenya. Moreover, the study investigates the benefits of IBs - to developers, occupants and property managers and lastly establishes the challenges of implementing intelligent technologies in Kenya. The study employed a case study approach of the few intelligent buildings which are rich in information. Purposive sampling was accordingly used to select two case studies which were subjected to intensive analysis. The study recommends the complete integration of all building services to the Building Management System (BMS), sensitization of the stakeholders and proper documentation by pioneer projects as a way of creating*

general awareness and demystifying wrong perception about IBs. This may eventually lead to a paradigm shift from reactive to proactive management of building services and utilities for the benefit of developers, managers and users of commercial buildings.

**Key words:** intelligent buildings, Building Management Systems (BMS)

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**Sustainable Swahili Architecture;**  
*Reconciling Urban Conservation, Tourism and Sustainable Development*  
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**Abstract**

*Urbanisation and globalisation have led to loss of features in many ancient and new settlements in the world, which define their identity. In the East African Coast, such features are fast disappearing. This erosion of the architectural heritage is closely linked with the loss of a socio-cultural identity, resulting in the deterioration of the quality of urban life. Various means have been tried to improve this historic built environment, with the symbiosis of both tourism and heritage places becoming a major objective in the management and planning of historic areas. With sustainable settlement being a global concern, and within the context of the historic urban areas of Lamu and Mombasa Old Towns, this paper explores the current conflicts among the ideas of urban conservation, heritage and tourism, arguing that the most sustainable approach to management of historical areas is the one based on community and culture-led agenda.*

**Key words:** swahili architecture, architectural heritage, conservation, tourism, sustainable development

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**A Dichotomized Spatial Planning Policy Approach and the Informal- Formal Polarization in the Urban Areas of Kenya**

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**Abstract**

*This paper contends that the proliferation of urban informality in Kenya is more pronounced in the former African settlements than in areas that were formerly occupied by Europeans and Asians during colonial rule. The paper opines that the root cause of persisting informality in the former African settlements can be found in dual land use management policies adopted during colonial rule which excluded the rural and urban African settlements from planning. Although post-colonial land use planning interventions have extended planning to the hitherto excluded areas of the former African settlements, master plans have failed to either remove the informality or resolve the land use conflicts in such areas. It is argued that in order to effectively control development in the former African zones, the components in the colonial*

*policies and statutes, which created the European- African-divide must be understood and harmonized. It is demonstrated in this paper that the failure to understand the cause of the divide has resulted in frequent urban planning and legislative policy failure and this has further exacerbated the phenomenon of informality in the former African settlements. This paper borrows heavily from secondary data collected through desk research and corroborated by evidence gathered for the PhD dissertation by the author in 2008. The emerging scenario is that the properly planned areas are the former European and Asian zones while the former African settlements remain glaringly informal. This has resulted to the emergence of a dual city in post-colonial era: the formal city and the informal city. Further evidence shows that whereas the formal city is trapped, the informal city continues to expand towards the rural space in the form of sprawl.*

**Key words:** colonial era, racial-biased planning, racial zoning, dual city, formal and informal

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**Riparian Zones in Nairobi City;**  
*A Study in Planning and Conservation Approaches*  
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**Abstract**

*This article is a contribution to the current debate on the concepts of land use planning and riparian zone conservation. It discusses some of the major theoretical and conceptual issues that impact on the practice of planning and conservation of riparian zones within the City of Nairobi. A conceptualization of planning and conservation of riparian zone as well as the linkage between the two is discussed as the paper critically seeks to identify some of the planning and conservation strategies in place, policy, legal and institutional gaps and challenges faced. Drawing from planning and conservation experiences in the basin from a recent study by the author, the paper has suggested possible strategies for riparian zone conservation along Nairobi River Basin. Case study was used as the main research design. Questionnaires and interviews were used to collect data from land users, professionals and public officers in selected public institutions while documentary data were acquired using archival method from documents obtained in journals, internet and reports from public and private institutions. It also entailed use of observation and GIS mapping techniques to capture extent of riparian zones in the study sites. A total number of 137 respondents participated in the study. Data analysis was done using qualitative and quantitative techniques. The paper has established implications of land use types, policies and stakeholders roles, perceptions and behaviour towards riparian zone conservation along Nairobi River Basin.*

**Key words:** conservation, planning, riparian zone, urban land use

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# Form Making in Architecture

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## Abstract

*Form making is one of the most important activities that the architect is engaged in when creating architecture. During the process of form making the architect expresses the individual perceptions of reality in tangible form, which is the symbolic form of architecture. When one observes the majority of built forms in the city of Nairobi they are more of an expression of Western culture than Kenyan culture. The individual perceptions of reality of Kenyan culture and nature are not well symbolized in most of the built forms. This has led to lack of a unifying architectonic style that defines and guides the Kenyan modern architecture. Therefore, the purpose of this paper is to establish the extent to which the built forms in Nairobi portray the Kenyan cultural and natural forms through symbolism in their form making. A sample of 21 buildings constructed between 1960 and 2011 in the City of Nairobi were studied. Data was collected using interviews and observation techniques. Qualitative methods were used to analyse the data. Out of the 21 sampled buildings, only 40% seemed to be inspired by Kenyan culture and nature in their built forms. The study recommends that the architects in Kenya create architectural forms that are inspired by natural environment, traditions and cultural values of the local communities. It is only out of this that the symbolic architectural forms in Kenya can be realised.*

**Key words:** architectural form, culture, nature, Nairobi city, Kenya