



**FACTORS AFFECTING SUCCESSFUL COMPLETION OF NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT
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FUND PROJECTS IN LAIKIPIA COUNTY, KENYA**

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Accepted: April 2, 2019

ABSTRACT

This study sought to establish factors affecting successful completion of national government constituency development fund projects in Laikipia County. The study adopted a cross-sectional survey design. The target population of this study was 524 CDF projects in Laikipia County. A sample of 53 CDF projects was taken. The results of findings indicated that having all other specific objectives at zero, a unit increase in timely funding, stakeholders' participation, project management skills and project monitoring led to an increase in successful completion of CDF projects. It further showed that timely funding has a higher influence to the successful completion of CDF projects followed by project management skills, stakeholders' participation, and project monitoring respectively. From the findings it was indicated that majority of the respondents agreed that timely funding, project management skills, stakeholders' participation and project monitoring influences successful completion of CDF projects. The study recommended the fund manager of the projects should develop a clear schedule of funds on all the cycles of the projects and have dedicated qualified staff members who are able to create the situations of the successful timely project planning and implementation. A guided policy framework to be developed to capture participatory M&E for projects which will enhance stakeholders' involvement. The government should also empower the CDF stakeholders and PMC members by training them. PMC members should allow all CDF projects to formally go through the five phases of project management. The outcome of the study would help enlighten fund managers and project management committee members in constituencies on the need for successful completion of national government constituency development fund projects and how to ensure this happens through for example stakeholder participation and enhanced project management skills.

Key Words: *Timely Funding, Stakeholder Participation, Project Management Skills, Project Monitoring*

CITATION: Ndirangu, C., & Gichuhi, D. (2019). Factors affecting successful completion of national government constituency development fund projects in Laikipia County, Kenya. *The Strategic Journal of Business & Change Management*, 6 (2), 113 – 131.

INTRODUCTION

A project is a series of coordinated activities and tasks embarked upon by organizations, with clearly defined objectives, start date, duration, requirements for resources and also funding limits (Nwachukwu & Emoh, 2011). The project life cycle involves five main stages which include; project initiation, planning, execution (implementation), monitoring and evaluation and project termination. Project implementation is the activity-based phase of the project life cycle, and this involves putting the plan into action (Watt, 2014). A project is said to be successfully implemented when it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion) and is accepted and used by the clients for whom the project is intended (Mondal & Chowdhury, 2014). Completing projects on time is among the challenges that most projects are facing.

Globally, there has been failure by governments to implement the top-down approach to improve development especially in Africa (World Bank 2008). The unprecedented push by governments to decentralize many services; social, political and financial have yielded successful projects in different parts of the world. In developing countries, poor execution of projects has characterized many projects as well as provision of public goods thus, it has been emphasized that there should be devolution of authority to local units of governance that are accessible and accountable to the local people at the grassroots level (Maina, 2005). According to World Bank (2015), countries in Asia and Europe have embraced decentralization as a crucial component of the development agenda and have fared better than African countries. A resemblance to the CDF fund existed in the Philippines in different forms for a long period. This fund, the Priority Development Assistance Fund (PDAF) is a fund that was allocated to the congressmen with an intention for infrastructure project development. At a certain point, the kitty was

termed as “countrywide development fund” (CDF). Those in support argue that it is a tool for development and it’s mainly necessary in addressing the growing needs of rural communities who are often overlooked in national development programmes (World Bank, 2015). Parliamentary involvement in grassroots projects for community development according to Baskin (2010) has been growing in many countries including Papua New Guinea, Pakistan, India, Jamaica, Ghana, Uganda, Tanzania, Rwanda and Kenya. It is further affirmed that one of the policy tools for this involvement is Constituency Development Funds (CDF), which commit public finances to benefit specific political sub-divisions through allocations and/or spending decisions influenced by their representatives in the National Parliament.

Baskin (2010) notes that CDFs are similar to that of the United States (US) congressional allocations generally referred to as “pork barrel”, “earmarks” or “member items” in national and state-level policy making. Operations of CDFs are said to have sometimes been controversial since they raise fundamental questions about the effectiveness of government service delivery, the extent to which such service delivery can be made accountable, the role of legislators in selecting development priorities, and how public participation in policy making can be made more meaningful. Baskin further notes that a better understanding of this evolving policy tool should be developed alongside formulation of guidelines for the transparent and ethical use of such funds in a manner that is free of corruption. Similarly, the parliament of Pakistan first allocated funds for use in the constituencies in 1985 (World Bank, 2010: Chweya, 2009). Pakistan Members of Parliament (MPs) are allocated a substantially huge amount of finances (US\$ 4, 270,000) each to cater for the development in their political jurisdiction. The provision of CDF for development dates back several years in Uganda (UDN, 2017). This is also true in for Tanzania according to African Leadership Institute

(AFLI) 2007 report (Semkae Kilonzo, 2009). In Tanzania, CDF was fully endorsed by President Jakaya Kikwete in year 2008 in his address to Parliament. In Uganda, CDF was borne out of a series of meetings held between the President and members of parliament (MPs) of the 7th Parliament in order to relieve MPs of the pressure of their constituents in regard to the promises and other development projects.

CDFs are viewed by Baskin (2010) as politically-initiated projects. He argues that it appears that they are politically driven development initiatives. Constituency-based initiatives are noted that they can protect communities from the impersonal administration of inflexible and centralized state organizations that often overlook individual communities in the name of administrative rationality. Baskin (2010) further explains that there are open questions as to how large a role CDFs should play in development administration. The claims that CDFs have a negative impact on accountability and service delivery in comparison with other options for strengthening legislatures and improving local projects delivery should be addressed.

In Kenya, Constituency development fund is a devolved fund which was established by the Kenyan government based on the belief that the local level government has a better understanding of community needs. Its mandate is to take development to the citizens at the grass root level within the shortest time possible. It has a mission of ensuring specific proportion of the annual government revenue devolved to the constituencies for development and in particular to eradicate poverty at the grass root level, CDF Act 2003, (RoK, 2003). Unlike other development funds that filter from the central government through larger and more layers of administrative organs and bureaucracies, funds under this program go directly to local levels and thus provide people at the grassroots the opportunity to make expenditure

decisions that maximize their welfare (Kerongo, Mutua, & Musomba, 2013).

Statement of the Problem

The aim of CDF was to devolve national resources at the community level with the aim of spurring economic development at the grassroots level, which would then translate to overall national economic growth and poverty reduction (Mburu & Muturi, 2016). The spirit of CDF was in recognition of the fact that devolving funds to the community was crucial as it would strengthen the capacity of the people at the local level to exercise economic governance in an effort to spur development at the grassroots level. This would enable communities to allocate resources to priority projects that would address their economic needs towards poverty alleviation (Kairu & Ngugi, 2014).

Despite the importance of CDF projects in the society, most of the projects have failed, stalled and not been effective and therefore the aim of the fund not achieved (Kirui, Chemutai & Rotich, 2015). The low success rate of CDF projects implementation in Kenya has contributed to the public concern that constituency development fund initiative is a waste of public resources (Nyamu, Were, & Wabala, 2017). In Laikipia County there has been little in successful completion of projects started after 2013. The Kenya National Audit Office (2018) reports that completion rate is at 38%, 26% and 46% in Laikipia East, Laikipia West and Laikipia North constituencies. Many projects have been but never completed in many parts of the constituencies while some complain of projects of low quality despite costing huge sums of money hence stalled projects.

Delay in the successful completion of projects is a critical challenge with a global dimension, often leading to increased construction costs due to time extension or acceleration as well as loss of productivity, disruption of work, loss of revenue through lawsuits between contractual parties, and project abandonment (Owolabi et al., 2014). The low

project completion rate in Laikipia County constituencies is of concern because it denies the community from enjoying the anticipated benefits of fiscal decentralization through CDF. While studies exist on project implementation of CDF projects, there is paucity in research on successful determinants of project completion. This was the motivation behind this study which sought to establish the factors affecting successful completion of national government constituency development fund projects in Laikipia County.

Objectives of the Study

The general purpose of this study was to establish factors affecting successful completion of national government constituency development fund projects in Laikipia County. The specific objectives were:-

- To establish how timely funding affects successful completion of national government constituency development fund projects in Kenya.
- To determine the effect of stakeholder participation on successful completion of national government constituency development fund projects in Kenya.
- To find out the effect of project management skills on successful completion of national government constituency development fund projects in Kenya.
- To assess the effect of monitoring on successful completion of national government constituency development fund projects in Kenya.

LITERATURE REVIEW

Theoretical Review

Theory of Constraints

The Theory of Constraints (TOC) is an overall philosophy developed by Goldratt (2007) usually applied to running and improving an organization. It is a methodology for identifying the most important limiting factor that stands in the way of achieving a goal and then systematically improving that

constraint until it is no longer the limiting factor (Izmailov, Korneva, & Kozhemiakin, 2016). Simply put, TOC means identifying constraints and managing them, resulting in; on-Time In-Full (OTIF) delivery to customers, elimination of stock-outs across the supply chain, better control over operations and far less firefighting, reduced cycle times and therefore inventories, rapid response culture and fewer chronic conflicts between team members and exposing additional production capacity without any investment (Trojanowska & Dostatni, 2017).

In order to achieve the goal, the theory outlines a five-step process to applying the theory: identify the process' constraints, decide how best to exploit the process constraints, subordinate everything else to the above decisions, evaluate the process constraint and remove the constraint and re-evaluate the process (Mirzaei & Mabin, 2018). The part of a system that constitutes its weakest link can be either physical or a policy. Asseman et al. (2014) instructs the change agent to obtain as much capability as possible from a constraining component, without undergoing expensive changes or upgrades. The non-constraint components of the system must be adjusted to a "setting" that will enable the constraint to operate at maximum effectiveness. "Elevating" the constraint refers to taking whatever action is necessary to eliminate the constraint. This step is only considered if steps two and three have not been successful. Major changes to the existing system are considered at this step (Ghapanchi & Aurum, 2011).

Systems Theory

Systems theory was proposed by Bertalanffy (2008) and furthered by Ashby (2012). Systems theory is an interdisciplinary theory about the nature of complex systems in nature, society, and science, and is a framework by which one can investigate and/or describe any group of objects that work together to produce some result. Systems theory models of decision-making in human groups and organizations

emphasize their interaction with "outside" actors and organizations and concentrate on identifying the particular elements in the environment of the group or organization that significantly affect the outcomes of its decision-making (Stichweh, 2011).

A system is a set of related components that work together in a particular environment to perform whatever functions are required to achieve the system's objective (Luhmann, 2013). When the definition of a system says that a system's components work together to achieve a common objective it means that the system seeks to complete a goal. Every system has an input and an output. To be effective and efficient, a system needs a feedback mechanism that can ascertain whether the outputs of the system are what they should be. A system operates in an environment with both internal and external components. One of the most important concepts in Systems Theory is the notion of interdependence between systems (or subsystems). Systems rarely exist in isolation (Song & Song, 2012).

Stakeholder Theory

The shareholder theory was originally proposed by Friedman (2003). Stakeholder theory is a conceptual framework of business ethics and organizational management which addresses moral and ethical values in the management of a business or other organization (Kok et al., 2015). Stakeholder theory looks at the relationships between an organization and others in its internal and external environments. It also looks at how these connections influence how the business conducts its activities (Donaldson & Preston, 2005). Stakeholder theory suggests that the purpose of a business is to create as much value as possible for stakeholders. In order to succeed and be sustainable over time, executives must keep the interests of customers, suppliers, employees, communities and shareholders aligned and going in the same direction (Ulmer, Seeger, & Sellnow, 2010).

The stakeholder theory is a doctrine that ensures companies as organizations are accountable to their stakeholders, and balance divergent interests between stakeholders (Littau, Jujagiri, & Adlbrecht, 2010). There are three aspects of the theory: instrumental power, descriptive accuracy and normative validity. According to Austen (2012), instrumental stakeholder theory is linked to instrumental power, and assumes that if managers want to maximize the objective function of their firms, they must take stakeholder interests into account. Descriptive accuracy describes the interaction between the managers, firms, and stakeholders. Normative sense of stakeholder theory prescribes what managers ought to do. Assudani and Kloppenborg (2010) indicate that the organization that is the focus for influence attempts is called the focal organization. The more salient a stakeholder is and the more central in the network, the stronger the influence.

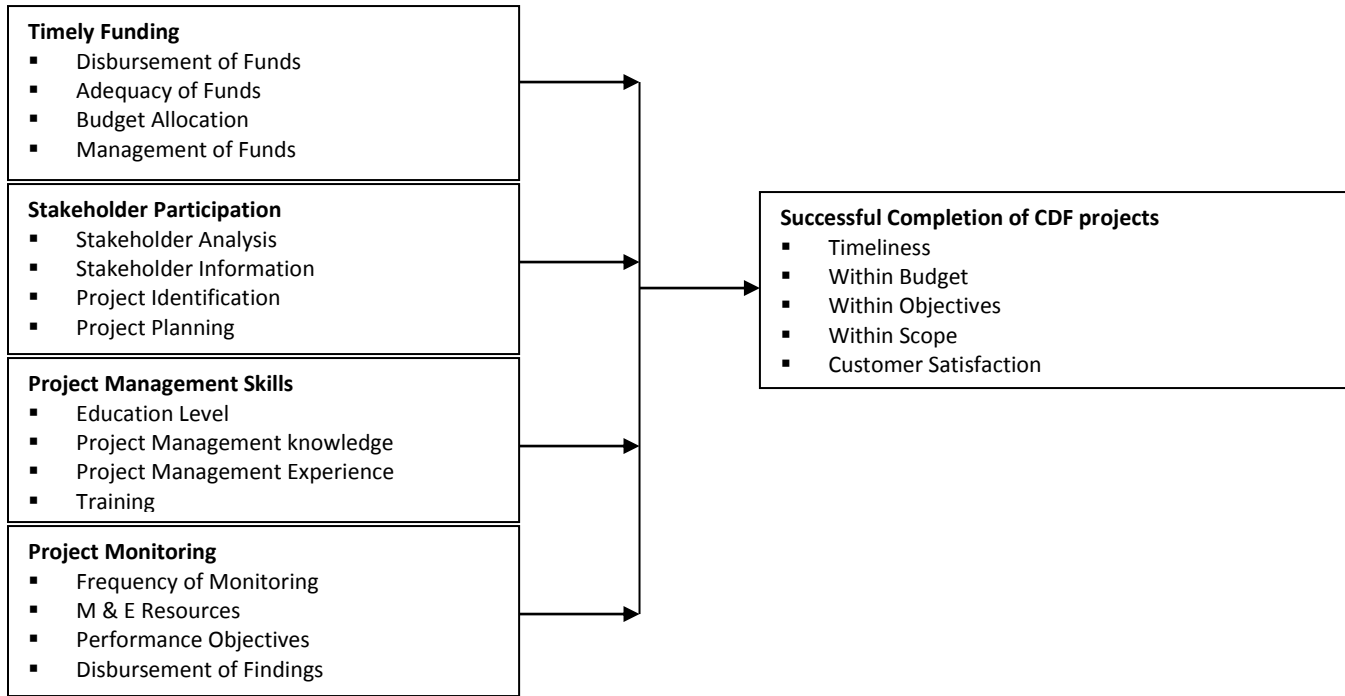
Agency Theory

One of the theories that describe the principal agent relationship is the agency theory. Agency theory has been the subject of extensive research since its introduction in modern form by Jensen and Meckling (2006). The generality of the theory of Agency appears unquestionable and it has been widely adopted. According to Panda and Leepsa (2017), the model correctly predicts particular phenomena under investigation in only the simplest of instances, and even in the simplest of instances there are cases where the simple agency model has limited success. An agency relationship arises when one or more principals (for example an owner) engage another person as their agent (or steward) to perform a service on their behalf (Haried & Huang, 2014). A principal and an agent form an agency relationship because they each expect to receive some net benefit. The parties expect that the relationship will lead to an efficient division of labor. Performance of

this service results in the delegation of some decision-making authority to the agent. This delegation of responsibility by the principal and the resulting division of labour are helpful in promoting an efficient

and productive economy. However, such delegation also means that the principal needs to place trust in an agent to act in the principal's best interests (Cao, 2010).

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2019)

Empirical Review

Oyalo and Bwisa (2015) study sought to find out how timely funding affected the implementation of CDF projects. The study found that there was need to broadly provide funds for the CDF projects at the right time for proper implementation and timely completion of the project. The study established some of the key issues in the project funding were delayed and untimely funding. Kairu and Ngugi (2014) assessed the level of utilization of allocated budget in implementation of projects. The study found that that 94% of the respondents stated that the level of utilization of the CDF fund in the constituency is still low as this could be attributed by the fact that despite the area politicians playing a key role in the

CDF projects process they do not prioritize the projects that are needed by the area residents, the study also found out that most of the projects started were never completed according to the stipulated time, others were abandoned or others were over financed, while other projects were not in existence despite funds being allocated to those projects. Chepkirui (2016) assessed factors that affect performance of CDF projects in Chepalungu constituency. The study found that citizens' participation on CDF projects enhanced project quality, sustainability and accuracy. Auya (2015) found that low level of community participation was a challenge limiting success of CDF projects. This challenge was attributed to failure to involve

community members in selecting CDF committee members and in identifying CDF projects. Similarly, a CDF committee member admitted that not all projects required community consultation. Nwakanma (2013) studied the factors affecting implementation of information technology projects: experts' perception. Katamei, Omwono and Wanza (2015) found that implementation of CDF projects was hindered by cultural receptivity including low level of understanding of implementation process, poor managers' leadership style, poorly implemented values and beliefs systems and conscious and unconscious symbolic acts taken by leaders further posed challenges to performance of CDF projects in Marakwet west constituency.

Kairu and Ngugi (2014) sought to establish the influence of community participation on implementation of projects. The study has found that majority of the respondents were not aware of the importance of community participation on the success of the CDF. The community was not involved in decision making and management. There was also lack of ownership of CDF projects. This shows the extent to which the governance of the fund lacks in its ability to consider inclusive approaches to development matters. A study by Gathoni (2016) revealed that stakeholder participation was important element to improved performance of NG-CDF funded project. The findings showed that to a moderate extent the respondents cited that constituencies incorporate information sharing with stakeholders was a key factor to stalled projects. Very few stakeholders are involved in making contributions in meetings to discuss project matters. The stakeholders are barely updated on various NG-CDF project progresses. The members of parliament influence the location of NG-CDF projects.

Results of Mburu and Muturi (2016) study indicated that the local community was highly involved in CDF financed water projects. Based on these findings it was determined that the community played an effective role in planning, implementation and

monitoring and evaluation as the vast majority of response at above 70% being affirmative on these elements. Only a minority at below 30% felt that the community did not play an effective role in the fore mentioned phases. Thus the study found out that effective community participation was crucial in enhancing timely completion of projects as borne out by the fact that above 70% of responses indicating effective community participation also had project completion rate at above 75% as opposed to below 30% which indicated otherwise at below 20 % rate of completion. The study concluded thus that community participation played a positive role in enhancing the timely completion of the CDF financed projects.

Mohamed and Otieno (2017) findings study findings indicated that the beneficiaries /community members of Lamu East constituency were not given the opportunity or right to participate in evaluating, Selecting and prioritizing projects. Sugal (2017) study sought to determine how stakeholder relationships influences effective implementation of CDF projects in Balambala constituency in Garissa Kenya. It was observed that beneficiary communities were not sufficiently involved in the management of CDF projects funds creating room for lope holes in management that affected the performance of CDF projects financially and eventual project results. Lack of stakeholder involvement was seen to have led to several cases of incomplete, substandard quality, irrelevant projects in various constituencies in the country. Correlation analysis testing the association between stakeholder involvement and implementation of CDF projects showed that there was a weak insignificant positive correlation between stakeholder involvement and implementation of CDF projects. Further regression analysis showed stakeholder relationship is a statistically significant predictor of implementation of CDF projects.

METHODOLOGY

The study adopted a cross-sectional survey design. A cross-sectional survey collects data to make inferences about a population of interest (universe) at one point in time. Hall (2013) describes cross-sectional surveys as snapshots of the populations about which they gather data. The target population of this study was the members of project management committees (PMC) of CDF in constituencies in Laikipia County. According to the constituency CDF offices, there were about 524 CDF projects comprising 327 on going and 197 completed projects from 2013 to date, each with a PMC membership of seven members. Primary data was collected on both the independent variables and dependent variable. This study used a semi-structured self-administered questionnaire to collect primary data. The model used for regression analysis was as follows;

$$Y = C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Completion of CDF projects, C = Constant, $\beta_1 - \beta_4$ = Beta Coefficients, X_1 = Timely Funding, X_2 = Stakeholder participation, X_3 = Project management skills, X_4 = Project monitoring and ϵ = error term.

RESULTS

Project Timely Funding

The first objective of the study was to establish how timely funding affects successful completion of NG-CDF projects. The objective was tested through five (5) composite measures on a scaled questionnaire. The findings were presented in Table 1 which showed frequencies of responses and mean on the effect of successful completion of national government constituency development fund projects in Laikipia County.

Table 1: Timely Funding Results

Key: 1=Strongly Agree, 2= Agree, 3=Uncertain, 4= Disagree, 5= Strongly Disagree

Statement	1 %	2 %	3 %	4 %	5 %	Likert Mean
1 The CDF funds are disbursed in a timely manner	3.5	31.4	29.1	17.4	18.6	3.16
2 CDF funds are adequate for the project needs	5.8	24.4	25.6	24.4	19.8	3.28
3 Budget allocation for CDF projects influences the timely availability of funds	4.7	69.8	15.1	3.5	7.0	2.39
4 Release of CDF money adequately influences the time availability of funds	8.1	60.5	24.4	3.5	3.5	2.34
5 Commitment of the project financier influences the timely availability of funds	29.1	47.7	16.3	3.5	3.5	2.05
Average	10.2	46.8	22.1	10.5	10.5	2.64

The study did statistical analysis to obtain a model summary between timely funding (the independent variable) and successful completion of CDF projects (dependent variable). The calculated R value was 0.568. The calculated R square value was 0.323 which

means that 32.3% of the corresponding variation in successful completion can be explained by timely funding. The results of the analysis were as shown in table 2.

Table 2: Model Summary for Timely Funding

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.568	0.323	0.320	0.619

- a. Predictors: (Constant): Timely Funding
 b. Dependent Variable: Successful Completion of CDF Projects

Table 3: ANOVA for Timely Funding and Successful Completion

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.427	1	8.427	21.650	0.000
Residual	33.531	85	0.394		
Total	41.958	86			

- a. Dependent Variable: Successful Completion of CDF Projects
 b. Predictors: (Constant), Timely Funding

Table 4: Timely Funding and Successful Completion Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.305	0.066		4.621	0.000
Timely Funding	0.709	0.021	0.700	33.76	0.000

Stakeholder Participation

The second objective of the study was to determine whether stakeholders’ participation affect successful completion of NG-CDF projects in Laikipia County. The objective was tested through five (7) composite

measures on a scaled questionnaire. The findings were presented in Table 5 which showed frequencies of responses and mean on the effect of successful completion of national government constituency development fund projects in Laikipia County.

Table 5: Stakeholders’ Participation Results

Key: 1=Strongly Agree, 2= Agree, 3=Uncertain, 4= Disagree, 5= Strongly Disagree

Statement	1	2	3	4	5	Likert Mean
	%	%	%	%	%	
1 Stakeholders’ analysis was done before this project was initiated	16.3	61.6	19.8	2.3	0.0	2.08
2 My CDF Committee involves the local community in project identification	34.9	38.4	24.4	2.3	0.0	1.94
3 The views of all project stakeholders are taken into account in every step of project planning	15.1	45.3	34.9	4.7	0.0	2.29
4 All stakeholders are informed on the need to participate in the project processes	23.3	52.3	18.6	5.8	0.0	2.07
5 Level of Stakeholders’ participation in CDF projects is good	2.3	19.8	22.1	24.4	31.4	3.63
6 Stakeholders’ participation is expensive in CDF projects	11.6	16.3	20.9	36.0	15.1	3.27
7 Stakeholders’ participation causes delays in CDF projects	5.8	29.1	30.2	25.6	9.3	3.04
Average	15.6	37.5	24.4	14.4	8.0	2.62

Table 6: Model Summary for Stakeholders’ Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.431	0.186	0.185	0.597

- a. Predictors: (Constant): Stakeholders’ Participation
 b. Dependent Variable: Successful Completion of CDF Projects

Table 7: ANOVA for Stakeholders' Participation and Successful Completion

	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.330	1	6.330	19.742	0.000
Residual	29.115	85	0.343		
Total	35.445	86			

a. Dependent Variable: Successful Completion of CDF Projects

b. Predictors: (Constant), Stakeholders' Participation

Table 8: Stakeholders Participation and Successful Completion Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.299	0.080		3.738	0.000
Timely Funding	0.658	0.044	0.700	14.95	0.000

Project Management Skills

The third objective of the study was to determine whether project management skills affect successful completion of NG-CDF projects in Laikipia County. The objective was tested through five (7) composite

measures on a scaled questionnaire. The findings were presented in Table 9 which showed frequencies of responses and mean on the effect of successful completion of national government constituency development fund projects in Laikipia County.

Table 9: Project Management Skills Results

Key: 1=Strongly Agree, 2= Agree, 3=Uncertain, 4= Disagree, 5= Strongly Disagree

Statement	1	2	3	4	5	Likert Mean
	%	%	%	%	%	
1 PMC possess is relevant in project knowledge and skills	0.0	7.0	24.4	43.0	25.6	3.87
2 Education level is a consideration in the formation of PMC	3.5	32.6	54.7	8.1	1.2	2.71
3 Project management competencies is a consideration in the formation of PMC	16.3	50.0	24.4	9.3	0.0	2.27
4 Project management experience is a consideration in the formation of PMC	3.5	16.3	41.9	32.6	5.8	3.21
5 Sufficient skilled staff are hired in the project	14.0	59.3	22.1	3.5	1.2	2.19
6 We are continuously trained on relevant issues in project implementation and management	23.3	50.0	18.6	7.0	1.2	2.13
7 Community members are illiterate and have no skills to facilitate effective implementation of Projects	0.0	12.8	17.4	40.7	29.1	3.86
Average	8.7	32.6	29.1	20.6	9.2	2.90

Table 10: Model Summary for Project Management Skills

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.444	0.200	0.197	0.608

a. Predictors: (Constant): Project Management Skills

b. Dependent Variable: Successful Completion of CDF Projects

Table 11: ANOVA for Project Management Skills and Successful Completion

	Sum of Squares	df	Mean Square	F	Sig.
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Regression	7.747	1	7.747	21.000	0.000
Residual	31.051	85	0.365		
Total	38.798	86			

a. Dependent Variable: Successful Completion of CDF Projects

b. Predictors: (Constant), Project Management Skills

Table 12: Project Management Skills and Successful Completion Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.213	0.053		4.019	0.000
Timely Funding	0.690	0.019	0.666	36.32	0.000

Project Monitoring

The fourth objective of the study was to determine whether monitoring affects successful completion of NG-CDF projects in Laikipia County. The objective was tested through five (7) composite measures on a

scaled questionnaire. The findings were presented in table 13 which showed frequencies of responses and mean on the effect of successful completion of national government constituency development fund projects in Laikipia County.

Table 13: Project Monitoring Results

Key: 1=Strongly Agree, 2= Agree, 3=Uncertain, 4= Disagree, 5= Strongly Disagree

Statement	1	2	3	4	5	Likert Mean
	%	%	%	%	%	
1 Monitoring of the CDF projects is done regularly	14.0	64.0	18.6	3.5	0.0	2.12
2 Sufficient technical equipment is allocated for CDF M&E planning	19.8	39.5	12.8	16.3	11.6	2.60
3 The CDF projects have objectives that are in with the national CDF objectives	39.5	47.6	10.5	1.2	1.2	1.77
4 The CDF projects have objectives that are time bound	30.2	51.2	15.1	3.5	0.0	1.92
5 The CDF projects have objectives which are measureable	27.9	65.1	7.0	0.0	0.0	1.79
6 M&E plan has indicators that are clearly linked to the objectives of the CDF projects	12.8	69.8	12.8	4.7	0.0	2.10
7 Information from the CDF projects monitoring system is provided to the managers/officers to assist in decision making and planning	15.1	80.2	4.7	0.0	0.0	1.90
Average	22.8	59.6	11.6	4.2	1.8	2.03

Table 14: Model Summary for Project Monitoring

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.533	0.284	0.281	0.56823

a. Predictors: (Constant): Stakeholders' Project Monitoring

b. Dependent Variable: Successful Completion of CDF Projects

Table 15: ANOVA for Project Monitoring and Successful Completion

	Sum of Squares	Df	Mean Square	F	Sig.
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Regression	10.973	1	10.973	33.842	0.000
Residual	26.518	85	0.312		
Total	37.491	86			

a. Dependent Variable: Successful Completion of CDF Projects

b. Predictors: (Constant), Project Monitoring

Table 16: Monitoring and Successful Completion of CDF Projects Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.680	0.259		2.626	0.000
Timely Funding	0.727	0.022	0.674	33.05	0.000

Successful Completion of CDF Projects

The study obtained data on the dependent variable which is Successful Completion of CDF Projects on concerns of project completed within stipulated time, within budget, within the scope, in line with the

objectives, to customer's satisfaction. The respondents were required to rate the statements on a scale of one to five as from Very high = 1, high = 2, fair = 3, low = 4 and very low = 5. The results of analysis were presented in table 17.

Table 17: Successful Completion of CDF Projects Results

Key: 1=Very High, 2= High, 3=Fair, 4= Low, 5= Very Low

Statement	1	2	3	4	5	Likert Mean
	%	%	%	%	%	
1 Project Completed within stipulated time	0.0	11.6	38.4	38.4	11.6	3.50
2 Project Completed within budget	0.0	16.3	27.9	16.3	39.5	3.79
3 Project Completed within the scope	0.0	2.3	36.0	24.4	37.2	3.96
4 Project Completed in line with the objectives	0.0	3.5	15.1	44.2	37.2	4.15
5 Project Completed to Customers' satisfaction	0.0	5.8	34.9	39.5	19.8	3.73
Average	0.0	7.9	30.5	32.6	29.0	3.83

Multiple Linear Regression for all Variables

The study aimed at analysing factors affecting successful completion of national government constituency development funded projects in Laikipia County Kenya. The overall effect of the timely funding, stakeholders' participation, project management skills and monitoring of projects on completion of CDF projects is presented in this

section. The model $Y = C + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ explained 80.6% of the variations in successful completion of CDF projects. This showed that timely funding, stakeholders' participation, project management skills and project monitoring explained 80.6% of the variations in successful completion of projects as indicated in table 18.

Table 18: Model Summary on Combined Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.898	0.806	0.804	2.47903

a. Dependent Variable: Successful Completion of CDF Projects

b. Predictors: (Constant), Timely Funding, Stakeholders' Participation, Project Management Skills, Project Monitoring

Table 19: ANOVA for Multiple Regression Analysis

	Sum of Squares	df	Mean Square	F	Sig.
Regression	43.892	4	43.892	37.763	0.000
Residual	106.072	82	1.248		
Total	149.964	86			

a. Dependent Variable: Successful Completion of CDF Projects

b. Predictors: (Constant), Timely Funding, Stakeholders' Participation, Project Management Skills, Project Monitoring

Table 20: Beta Coefficients of Variables of the Combined Model

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	0.477	0.056	0.052	8.52	0.033
Timely Funding	0.504	0.140	0.076	3.60	0.036
Stakeholders' Participation	0.292	0.063	0.337	4.63	0.000
Project Management Skills	0.312	0.053	0.050	6.24	0.028
Project Monitoring	0.205	0.066	0.075	3.12	0.000

a. Dependent Variable: Successful Completion of CDF Projects

b. Predictors: (Constant), Timely Funding, Stakeholders' Participation, Project Management Skills, Project Monitoring

Correlation Analysis Model

Pearson correlation was used to measure the degree of association between variables under consideration, that is, the independent variables and dependent variables. Pearson correlation coefficients range from -1 to +1. Negative values indicate negative correlation and positive values indicate positive correlation; where Pearson coefficient <0.3 indicates weak correlation, Pearson coefficient >0.3<0.5 indicates moderate correlation and Pearson coefficient >0.5 indicates strong correlation. The analysis of

correlation is shown in table 21. Results indicates that all variables both dependent and independent variable had positive partial correlation. This implied that the positive correlation between the independent variables and dependent variable timely funding, stakeholders' participation, project management skills and project monitoring were able to improve on success on project completion if they are handled well. All partial correlation were positive at 0.01 level of significance as shown in table 21.

Table 21: Correlation Matrix of Variables

		Timely Funding	Stakeholders' Participation	Project Mgt. Skills	Project Monitoring	Successful Completion
Timely Funding	Pearson Correlation	1				
	Sig.(2 tailed)	.000				
	N	86				

Stakeholders' Participation	Pearson Correlation	0.06**	1			
	Sig.(2 tailed)	0.000	0.000			
	N	86	86			
Project Mgt. Skills	Pearson Correlation	0.258**	0.337**	1		
	Sig.(2 tailed)	0.000	0.000	0.000		
	N	86	86	86		
Project Monitoring	Pearson Correlation	0.285**	0.493**	0.301**	1	
	Sig.(2 tailed)	0.000	0.000	0.000	0.000	
	N	86	86	86	86	
Successful Completion	Pearson Correlation	0.836**	0.590**	0.761**	0.547**	1
	Sig.(2 tailed)	0.000	0.000	0.000	0.000	0.000
	N	86	86	86	86	86

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

CONCLUSIONS

The study made the following conclusions based on the objectives of the study with regards to factors affecting successful completion of national government constituency development fund projects. In as far as timely funding is concerned, it emerged from the study that majority of the respondents were of the opinion that the release of CDF money adequately influences the timely availability of funds. Moreover, the study concluded that most of the CDF projects completion rate delayed and were not completed in time. A few of the respondents also indicated that they were uncertain on whether CDF funds are disbursed in a timely manner. This therefore implies that there is a positive relationship between timely funding and successful completion of projects.

On influence of stakeholders' participation to successful completion of CDF projects, the study concluded that stakeholders' involvement should be a key consideration in planning of CDF projects. The respondents indicated that there was a significant positive stakeholders' involvement in regards to collecting views in project planning steps. There was also a conclusion that the stakeholders supported the

CDF projects. However, adequate information was not provided to the stakeholders' pertaining CDF projects and thus stakeholder participation is poor in CDF projects. How projects were identified as well as types of projects fairly satisfied the stakeholders. The study concludes that stakeholders' participation in CDF projects was not adequate thus affecting successful completion rate of CDF projects.

On the influence of project management skills to successful completion of CDF projects, the study concluded that project management skills is a critical factor to successful completion of CDF projects thus concluding that without committed project managers it is not possible to improve the successful completion rate of CDF projects since, in most projects, the project manager enforced guidelines while in others he/she did not. It also concludes that the personnel for the project team are chosen with less-than-full regard for the skills necessary to actively contribute to the success of implementation; hence poor planning mechanisms are not in place. The study also concluded that it is not clear whether or not the PMC members was firm in ensuring sufficient skilful personnel were available and in allocation of funds. The study concludes that the personnel do not have

proper management skills which are affecting the successful completion of CDF projects negatively.

In project monitoring, a large percentage of the respondents were of the view that that monitoring of projects was indeed done on a regular basis and it's supported by the findings collected. The study also concluded that the budgetary allocation for the projects should be reviewed to ensure adequate allocation of funds for project monitoring. The study concluded that there was adequate information from the CDF projects monitoring systems is provided to the manager's office for decision making but the personnel did not have adequate knowledge on the project monitoring skills and equipment used in the CDF projects. The analysis in this study indicated how information from the CDF projects monitoring systems is provided to the manager's office to assist in decision-making and planning. This therefore implies that there is a positive relationship between monitoring practices and successful completion of CDF projects.

RECOMMENDATIONS

To ensure timely funding, the fund manager of the projects should develop a clear schedule of funds on all the cycles of the projects and have dedicated qualified staff members who are able to create the situations of the successful timely project planning and implementation. Before the project planning process starts, all factors of project process should be written or recorded on paper to ensure timely budgets and proper procedures are followed. This makes the timely funding and project planning process easier to manage, and it can be of use for the projects that are the same as the current project. Project monitoring is also an important thing to make sure that activities are implemented as per planned. This assists the PMC members to check how well they are getting their objectives on a timely manner by incorporating Gantt charts, earned value charts and other various tools to communicate and record weekly progress made. This process is fully based on

the knowledge that the procedure, by which a project is implemented, has so many effects on its access, maintenance, and its timely operation.

The study recommended a guided policy framework to be developed to capture participatory M&E for projects which will enhance stakeholders' involvement and thus will go a long way in ensuring that the CDF projects thrive empowering many poor people. The committee should set aside finances for civic education on participatory and project involvement of the communities in Laikipia County. It should fully commit itself both for logistic support and financial backing to enhance effective stakeholders' participatory monitoring & evaluation of the CDF projects.

The government should also empower the CDF stakeholders and PMC members by training them on CDF expectations and provide trained project managers to guide the rest of the project team. This will help in bringing out the sense of project management skills in CDF especially in the area of project implementation in order to ensure a desirable outcome to the end user. This will also be important to the relevant stakeholders in ensuring the right measures are taken during the planning & implementation phase of CDF projects. The study also recommends that the PMC members should allow all CDF projects to formally go through the five phases of project management: Conception Phase, Definition Phase, Planning and organizing Phase, Implementation Phase and Project handover Phase. This will enhance project management skills and ensure that the projects are well managed and therefore, this should lead to a better final product.

The project management team involved in monitoring and evaluation should determine priorities and sequences to improve procedures used in preparation of budgets and also all the CDF projects should start on time and be completed within the given period. There should be a strong relationship

between project monitoring and evaluation, stakeholders' involvement and successful completion of CDF projects where original planners are required to be involved in project M&E. Where the planners provide adequate knowledge on proper methodology needed. Mechanisms needed in the various projects include; data base, interim and final reports and detailed financial plans which will alert the M&E policy makers to the magnitude and project time required and enable it to make necessary preparations or commitment.

Suggestion for further studies

Researchers and academicians should explore on the impact of project training on success of CDF projects. Other grass root funds for example; County Government Authorities Funds and Non-Governmental Organization Funds are a very rich area for further research. CDF is an innovative idea and can be replicated all over Africa.

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