PROJECT SUCCESS FACTORS AND PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN NAKURU TOWN WEST CONSTITUENCY, KENYA

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PROJECT SUCCESS FACTORS AND PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN NAKURU TOWN WEST CONSTITUENCY, KENYA

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ABSTRACT

The purpose of the study was to establish the influence of critical success factors on performance of CDF projects in Nakuru Town West Constituency, Kenya. Specifically, the study evaluated the influence of project planning, stakeholder involvement, project team training, project funding, and monitoring and evaluation on performance of CDF projects. The study was anchored on Stakeholder Theory, Resource Based View, Systems Theory and Complexity Theory. A descriptive cross-sectional survey design was employed. The 21 active CDF initiatives in the constituency were the study's target population. The research conducted a census study because the target population was tiny. Project managers for each project were the focus of the study. Targeting 5 project participants and community leaders for each project involved basic random selection as well. Consequently, there were 126 elements in all, including 42 community representatives, 63 project participants, and 21 project managers. A self-administered questionnaire with both closed-ended and open-ended questions was used in the study. In two ongoing CDF projects in Kenya's Nakuru Town East Constituency, a questionnaire was administered. Data from the questionnaire was examined using both descriptive and inferential statistics using the Statistical Package for Social Sciences. The survey findings were given in tables. The study established that project planning (r=.117), stakeholder involvement (r=.089), project team training (r=.523), project funding (r=.180), and monitoring and evaluation (r=.545) positively correlated with performance of CDF projects. The R^2 value of 0.440 implies that 44% of the variations in performance of CDF projects can be explained by the independent variables. The study concluded that project planning, stakeholder involvement, project team training, project funding, and monitoring and evaluation influenced performance of CDF projects. The study recommended the need for enhanced project planning, mechanism for more youth and women involvement, timely funding, widening of training scope and independent monitoring and evaluation of CDF projects. The study may provide a basis for review and institutionalization of policies that promote effective utilization of the critical success factors and thus enhance performance of CDF projects. Finally, the findings may contribute empirical data that may aid in the development of theory and practice on effective performance of CDF projects in Kenya.

Key Words: *Project Planning, Stakeholder Involvement, Project Team Training, Project Funding, Monitoring and Evaluation*

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INTRODUCTION

Projects are adopted with the goal of alleviating a particular problem, satisfying a community need, or capitalizing on a commercial opportunity. Government-sponsored initiatives have made significant contributions to the creation of jobs, the sustainability of food supplies, the delivery of healthcare services, and the provision of education services in industrialized nations, with the goal of reducing poverty and fostering national development (Hwang & Lim, 2013). Developing countries depend on different kinds of financing in which financial resources are linked to the successful management of supported projects in order to promote economic development by constructing a large number of infrastructure projects (Gwadoya, 2012). Locally, the national government's constituency development fund is an example.

The Constituency Development Fund (CDF) is an annual financial payment made to the constituencies by the national government (Mutai, 2016). While there are a variety of restrictions that govern how CDF is used to give transparency and accountability, citizens should make the majority of decisions about how the money is spent. The CDF tries to devolve national resources to the community level to foster economic development, which would contribute to overall national economic growth and poverty elimination. According to Oyalo and Bwisa (2015), distributing funds to the community is critical since it improves local citizens' capacity to exert economic control and support growth. This allows communities to concentrate cash to high-priority activities that will assist them in meeting their financial needs and reducing poverty.

The purpose of any training and development program is to strengthen human resources. Consistent monitoring and reporting also assists in the identification of inefficiencies in the overall project management strategy. Strengthening the capacities of local technical personnel, according to Dinsmore and Cabanis-Brewin (2011), would allow the staff to get more knowledge and practical experience via training and workshop activities. Furthermore, since many types of stakeholders are engaged in project management, effective training that covers specific project areas is required to optimize project performance. However, Muchiri (2014) found that training project participants had little to no influence on how successfully CDF-funded activities were carried out.

The timely availability of funds may be critical to the success of any endeavor (Webster, 200). According to Webster (2000), one of the key predictors of a project's feasibility and total effectiveness is the availability of funding. The lack of clear deadlines for CDF money disbursement hampered the completion of CDF projects. An effective monitoring team includes well-balanced involvement from stakeholders (Otundo, 2012). Collaboration is a strength and a critical component of great project performance for an M&E team. According to Gwadoya (2012), the varied teams did not have a consistent understanding of M&E processes, prompting more study to understand how M&E influences project performance in CDF-funded projects.

Project performance is termed as the ability of the project to realize the intended outcomes and project goals (Meredith and Mantel, 2010). Three criteria are used to assess a project's success: time, money, and quality. This aims at assessing how the project was formulated, implemented, executed and monitored. Perceptions of project success differed depending on the person viewing the project as well as the nation, kind of project, and type of contract (Cheung, Suen, and Cheung, 2004). However, time, cost, and quality are the three most crucial performance evaluation factors (Enshassi, Mohamed & Abushaban, 2009).

Nakuru Town West is one of the 11 constituencies in Nakuru County and it covers approximately 251 square kilometers. The Constituency has 6 Wards: Barut, London, Kaptembwa, Kapkures, Rhonda and Shabab. The Constituency is among the lowest performances in CDF management and has 38%

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project completion rate as compared to the national average of 67% project completion rate (GoK, 2018). This indicates over 60% non-performance of CDF projects in the constituency. The report further noted various discrepancies in funds usage, low project completion rates, project delays, and mismanagement of funds among others as being key contributing factors to the constituency CDF performance. The constituency therefore presents a potential case study to understand how various critical success factors influences project performance.

Statement of the Problem

The ideal goal of CDF projects is to transfer resources to the local level in order to promote economic growth at the national level and the eradication of poverty. The key success factors for the efficient execution of CDF projects, according to the reviewed studies, also include a methodical and inclusive project planning process, active participation from all pertinent stakeholders throughout the project lifecycle, ongoing and targeted project team training, adequate and prompt project funding, and well-trained monitoring and evaluation teams. The national project completion rate is 67% despite the usage of these crucial success factors, suggesting that there may be certain gaps that need more research before all crucial success factors are used simultaneously.

Additionally, several auditor general reports (GoK, 2019) have shown that there has been a rise in the number of CDF committee-funded projects that have stagnated throughout the nation. These reports have continuously raised the red flag over blatant misuse of billions of shillings allocated to the CDF. In these reports (GoK, 2018), Nakuru Town West constituency is cited as having project completion rate of 38% against a national average of 67% completion rate. This translates to a 62% non-performance of CDF projects. Further, the constituency has faced consistent audit queries, litigations by community members and an increasing number of stalled projects. Among the 14 projects awarded in the constituency in the financial year 2017/2018, eight (8) projects or approximately 57% are marked as not having started (GoK, 2019).

Since the CDF Act clearly outlines management and implementation guidelines and procedures for all CDF funded projects, it would be expected that project performance across all constituencies in Kenya would approximately average at an equal score. However, Nakuru Town West Constituency presents itself as a unique case study owing to the numerous delays in project completion reported by the Auditor General Report 2017/18 (GoK, 2018). Similarly, there is no evidence in literature undertaken focusing on all critical success factors in a similar context. In order to generalize the influence of these critical success factors, it would thus be prudent to further investigate these project success factors.

Furthermore, different studies have reported divergent findings on the influence of some these project success factors on project performance in different contexts and variables including project planning (Marren, 2016; Nyingi, 2017; Ondiek & Makokha, 2018), project funding (Owolabi *et al.,* 2014; Saisi, Ngahu & Kalio, 2015), monitoring and evaluation (Jamaal, 2018; Muriungi, 2015), project team training (Muhammad, 2018; Korir & Gichure, 2019) and stakeholder involvement (Kobusingye, Mungatu & Mulyungi, 2017; Mwangi, Nyang'wara & Ole Kulet, 2015). However, these studies have not singly investigated all the project success factors simultaneously and how they influence performance of CDF projects. This study attempted to investigate all these critical success factors and how they independently and jointly influence performance of CDF projects.

Objectives of the Study

The general objective of the study was to establish the influence of project success factors on performance of CDF projects in Nakuru Town West Constituency, Kenya. The study was guided by the following specific objectives;

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- To evaluate the influence of project planning on performance of CDF projects in Nakuru Town West Constituency, Kenya.
- To establish the influence of stakeholder involvement on performance of CDF projects in Nakuru Town West Constituency, Kenya.
- To evaluate the influence of project team training on performance of CDF projects in Nakuru Town West Constituency, Kenya.
- To determine the influence of project funding on performance of CDF projects in Nakuru Town West Constituency, Kenya.
- To examine the influence of monitoring and evaluation on performance of CDF projects in Nakuru Town West Constituency, Kenya.

The study tested the following hypotheses;

- **H_{01}:** There is no statistically significant relationship between project planning and performance of CDF projects in Nakuru Town West Constituency, Kenya.
- **H_{02}:** There is no statistically significant relationship between stakeholder involvement and performance of CDF projects in Nakuru Town West Constituency, Kenya.
- **H_{03}:** There is no statistically significant relationship between project team training and performance of CDF projects in Nakuru Town West Constituency, Kenya.
- **H_{04}:** There is no statistically significant relationship between project funding and performance of CDF projects in Nakuru Town West Constituency, Kenya.
- **H_{05}:** There is no statistically significant relationship between monitoring and evaluation and performance of CDF projects in Nakuru Town West Constituency, Kenya.

LITERATURE REVIEW

Theoretical Framework

Stakeholder Theory

Morgan Freeman put out the hypothesis in 1984. According to the idea, a stakeholder is any group or person that may influence or be impacted by the accomplishment of organizational goals (Boyne, 2002). It is common knowledge that businesses create externalities that have an impact on many stakeholders. Due to these externalities, stakeholders often put more pressure on businesses to boost positive benefits while reducing negative ones. According to the principle, a company should aim to reduce harm or increase benefits to the representing groups while pursuing strategies that take into account the parties impacted by actions. Firms are urged to consider factors other than financial success, such as their duties to society and its many component groups. Businesses' responsibilities in this interaction extend beyond the conventional fiduciary duty to shareholders and include consumers, workers, suppliers, and nearby communities.

The Resource-Based View

One of the most commonly recognized theories of management is the Resource-Based View (RBV) philosophy (Powell, 2010). The works of a number of academics, including Powell (2010) and Newbert, serve as examples of the RBV paradigm (2007). RBV emphasizes the resources that companies have established to operate in the environment and attracts attention to the internal environment of the organization as a driver for competitive advantage. Early on in the strategy-development process, the internal components of the firm were the major attention. RBV has now become a well-liked competitive advantage proposition. They claimed that a company's key source of competitive advantage is its resources.

Systems Theory

All components of a company are interconnected, according to Ludwig Von Bertanffy's systems theory, which also explains how a change in one component may have an impact on several other components (Li &Geiser, 2009). Businesses interact with their surroundings as systems, claim Walker and Brammer (2009). Every equilibrium undergoes continuous change as the company adjusts to its shifting environment. The fundamental tenet of

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systems theory is that every element of a business is interconnected, and that altering one variable may have an influence on several others (Maignanet al., 2012). Thus, businesses are seen as open systems that are always interacting with their surroundings and are in a state of dynamic equilibrium.

Complexity Theory

Stuart Kauffman is one of the primary proponents of the complexity theory (Battram, 2002). It proposes that people are open systems by nature when they coexist or collaborate. The theory is different from other conventional methods in that it recognizes that certain aspects of the system cannot be fully understood but also recognizes that there is normality in the randomness. The ideal way to deal with them would be to have a flexible approach rather than a strict contingency plan, according to complexity theory, which admits that there are just unknowns when managing projects (Weaver, 2007a).

Empirical Review

Marren (2016), investigated the performance of health programs in the Gedo area of Somalia. Fifty (50) World Vision employees who worked on health programs were the study's sample size. The research identified a number of planning components that affected how well projects performed including planning and employee staffing.

Kobusingye, et al., (2017) found that stakeholders' engagement contributed to project outcome. The research addressed several WASH project stakeholders in Rwanda and employed a descriptive survey approach. Similar to Macharia (2013), who looked at how stakeholders were affected by projects, stakeholder engagement in project execution, planning, and identification was shown to be beneficial. The study's goal was to assess how project stakeholders contributed to the success of the Kigumo Girls Academic Center of Excellence initiative. The research looked at how stakeholders' involvement in a project's execution affected it. A descriptive survey approach was utilized in the research. The research had 418 participants as its sample size. Semi-structured questionnaires, interviews, and observations were used to gather the data. The research, however, solely focused on one school and examined stakeholder engagement.

Muhammad (2018) reports that their research on Pakistani mega-engineering projects' successes and project management competence positively improved performance. The research study used a quantitative research methodology. In the research, 100 survey questionnaires were sent to participants, and 82 of them were appropriate for further analysis. Although Pakistan has a distinct political, social, and economic climate than Kenya, the research concentrated on factors of managerial competency on engineering projects in Pakistan. This compares to a research by Carbone and Gholston (2014) that looked at project management educational opportunities in Canada, including certificate, graduate, and organizational programs. A 41-person poll was taken from working professionals about their training in project management and concurred that these training affected the project success.

Fugar (2010), who looked into the reasons for delays in construction projects in Ghana, came to the conclusion that financial issues were to blame for the delays in such projects. Participants in the research included customers, consultants, contractors, and government finance managers. Semi-structured interviews were employed in the research to gather primary data. They discovered that it was challenging to get bank loans, and that changes in material pricing made it impossible to complete projects on time. However, the research was solely concerned with financial considerations and was conducted in Ghana, which has a distinct contextual situation.

Mwangi, et al., (2015) studied monitoring of CDF projects in Kenya. To accomplish the targeted goals, the study advised effective monitoring and assessment of CDF initiatives and concluded a positive correlation between monitoring and performance. Their research did not, however,

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address finance, planning, stakeholder engagement, or training. In another study, Naidoo (2011), found out that the M&E function is more likely to be regarded seriously if it is housed in a section or is connected to major decision-making authority. The depth of monitoring to spot cost overruns are other elements that contribute to the strength of monitoring teams.

Gustafsson and Wikstrom (2008) define projects as transitory activities carried out to achieve certain goals within a predetermined time frame and budget. Successful projects balance the four main project management constraints of scope, time, quality, and money. Around the globe, projects are started with the intention of resolving a specific issue, meeting a community need, or seizing a commercial opportunity. According to Stuckenbruck (2008), three factors—time, budget, and quality—are used to gauge a project's performance. In a research on the appraisal of project success by Muller and Jugdev (2012), it was discovered that perspectives and perceptions of project success vary by the individual personality of the person observing the project, as well as by country, project type, and contract type.

Conceptual Framework

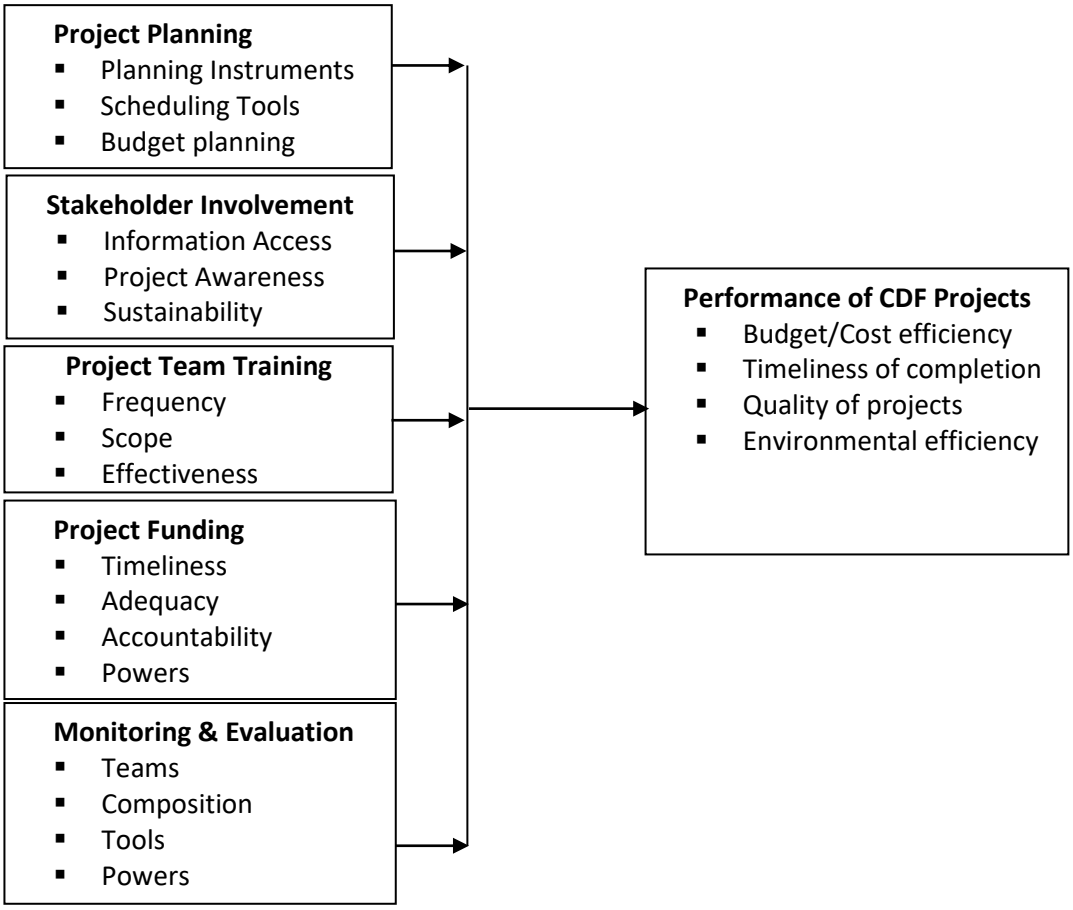

Figure 1: Conceptual Framework (Researcher, 2021)

METHODOLOGY

A descriptive research design was used for this study because it enables data collection from respondents in natural situations. All the 21 ongoing CDF projects in the constituency which were started in the financial year 2018/2019 and are still incomplete formed the study population. The projects were targeted as they have delayed beyond their stated completion dates. All of the project managers, committee members, and

community leaders who were active in the current CDF programs in the constituency were the units of observation in the target population. In each ongoing CDF project, the study purposively targeted each project manager. A survey questionnaire was used for data collection. It is feasible to do descriptive, correlational, and inferential statistical analyses using survey questionnaires (Sekaran & Bougie, 2011). Data for the study was analysed descriptively (percentages, averages, and standard deviations) and inferentially (Pearson Correlation and Regression) with the aid of SPSS. Tables were used to present the survey's findings. This was crucial since it allowed the researcher to test their theories and develop conclusions. The research put out the following connection as a theory:

$Y = B_0 + B_1$(planning tools, scheduling tools, financial planning)$X_1 + B_2$(information access, awareness, sustainability)$X_2 + B_3$(frequency, scope, effectiveness)$X_3 + B_4$(Timeliness, adequacy, accountability)$X_4 + B_5$(Teams, composition, tools)$X_5 + e$

Where: Y = Performance of CDF Projects,

X_1 = Project Planning,

X_2 = Stakeholder Involvement,

X_3= Project Team Training,

X_4 = Project Funding,

X_5 = Monitoring and Evaluation,

B_0 = Intercept of the fitted regression function

B_1, B_2 B_3, B_4 and B_5 = Composite Beta Coefficients which indicate direction and significance of influence of each independent variable

e = Error Term which indicates sum of squares of errors obtained when fitting the regression function

FINDINGS AND DISCUSSIONS

Descriptive Statistics of the Study Variables

Project Planning and Performance of CDF Projects

In this section the researcher presented various aspects Project Planning and Performance of CDF Projects as depicted in Table 1.

Table 1: Project Planning and Performance of CDF Projects

	SD	D	N	A	SA	Mean	Std Dev
All our projects are clearly planned in terms of scope, duration, and completion schedule	0 (0%)	0 (0%)	10 (10.2%)	56 (57.1%)	32 (32.7%)	4.22	.618
We usually incorporate the views of all project stakeholders in every step of project planning	0 (0%)	0 (0%)	21 (21.4%)	55 (56.2%)	22 (22.4%)	4.01	.666
All projects stakeholders take part in developing realistic cost estimates with contingency plans.	0 (0%)	4 (4.1%)	12 (12.2%)	64 (65.3%)	18 (18.4%)	3.98	.688
Our projects team ensures there are quality standards and indicators at each stage of project lifecycle.	0 (0%)	11 (11.2%)	12 (12.2%)	46 (46.9%)	29 (29.7%)	3.95	.935
We often coordinate resources based on budgets and timelines set in the project plan.	0 (0%)	2 (2%)	20 (20.4%)	52 (53.1%)	24 (24.5%)	4.00	.732
Our project team always develop realistic schedules for completion.	0 (0%)	0 (0%)	13 (13.3%)	48 (49%)	37 (37.7%)	4.24	.674
We also include health and safety and environmental management in planning for projects.	0 (0%)	5 (5.1%)	7 (7.1%)	56 (57.1%)	30 (30.7%)	4.13	.755
Our team provides functional and technical specification to be met for all project aspect.	0 (0%)	0 (0%)	25 (25.5%)	48 (49%)	25 (25.5%)	4.00	.718

From the findings, the respondents agreed with majority of the responses on project planning. The research concluded that these viewpoints converged since all of the standard deviations were smaller than one.

Stakeholder Involvement and Performance of CDF Projects

The descriptive findings on stakeholder involvement and performance of CDF projects are as shown below. It was established that majority of the respondent agreed that their project team ensured adequate community participation in decision making in CDF projects [Mean= 3.90, Std Dev=.766], that they usually made deliberate efforts to enhance community participation in the constituency [Mean= 4.17, Std Dev= 1.005], that they also involved the community in every aspect of CDF projects as guided by project regulations [Mean= 4.11, Std Dev= .823], that their project teams had a structured community mobilization process which enhanced involvement [Mean= 4.03, Std Dev= .527], that they always encouraged community members to be involved directly in the project process through tendering, provision of labor and materials [Mean= 3.93, Std Dev= .922] and that their teams ensured the involvement of all stakeholders in a structured manner as guided by the CDF implementation guidelines [Mean= 3.80, Std Dev= .861].

Table 2: **Stakeholder Involvement and Performance of CDF Projects**

	SD	D	N	A	SA	Mean	StdDev
Our project team ensures adequate community participation in decision making in CDF projects	2 (2%)	4 (4.1%)	10 (10.2%)	68 (69.4%)	14 (14.3%)	3.90	.766
We usually make deliberate efforts to enhance community participation in the constituency	2 (2%)	6 (6.1%)	12 (12.2%)	31 (31.7%)	47 (48%)	4.17	1.005
We also involve the community in every aspect of CDF projects as guided by project regulations	2 (2%)	2 (2%)	10 (10.2%)	53 (54.1%)	31 (31.7%)	4.11	.823
Our project teams has a structured community mobilization process which enhances involvement	0 (0%)	0 (0%)	12 (12.2%)	71 (72.4%)	15 (15.4%)	4.03	.527
We always encourage community members to be involved directly in the project process through tendering, provision of labor and materials	0 (0%)	6 (6.1%)	27 (27.6%)	33 (33.7%)	32 (32.6%)	3.93	.922
Our teams ensures the involvement of all stakeholders in a structured manner as guided by the CDF implementation guidelines	0 (0%)	6 (6.1%)	30 (30.7%)	40 (40.8%)	22 (22.4%)	3.80	.861

Project Team Training and Performance of CDF Projects

The findings on project team training and performance of CDF projects are as shown below. It was established that their project team always ensured continuous training of team members thus enhancing their performance [Mean= 3.81, Std Dev= .857], that they were continuously trained on project management and implementation issues [Mean= 3.92, Std Dev= .821] and that the continuous training of all stakeholders had enhanced our ability to make strategic decisions [Mean= 3.59, Std Dev= .571].

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Table 3: Project Team Training and Performance of CDF Projects

	SD	D	N	A	SA	Mean	StdDev
Our project team always ensures continuous training of team members thus enhancing their performance	0 (0%)	4 (4.1%)	35 (35.7%)	35 (35.7%)	24 (24.5%)	3.81	.857
We are continuously trained on project management and implementation issues	0 (0%)	4 (4.1%)	25 (25.5%)	44 (44.9%)	25 (25.5%)	3.92	.821
Our continuous training of all stakeholders has enhanced our ability to make strategic decisions	0 (0%)	2 (2%)	38 (38.7%)	56 (57.1%)	2 (2%)	3.59	.571
Our teams have continuously acquired knowledge, skills and attitudes arising from enhanced training	4 (4.1%)	22 (22.4%)	2 (2%)	46 (46.9%)	24 (24.6%)	3.65	1.194
Our project teams views training as important in enhance performance of team members	0 (0%)	4 (4.1%)	21 (21.4%)	46 (46.9%)	27 (27.6%)	3.98	.812
Our training covers all aspects of project management lifecycle	0 (0%)	3 (3.1%)	28 (28.6%)	36 (36.7%)	31 (31.6%)	3.97	.855

Furthermore, it was established that their teams had continuously acquired knowledge, skills and attitudes arising from enhanced training [Mean= 3.65, Std Dev= 1.194], that their project teams viewed training as important in enhancing performance of team members [Mean= 3.98, Std Dev= .812] and that their training covered all aspects of project management lifecycle [Mean= 3.97, Std Dev= .855]

Project Funding and Performance of CDF Projects

The descriptive findings on project funding and performance of CDF projects are as shown in Table 4.

Table 4: Project Funding and Performance of CDF Projects

	SD	D	N	A	SA	Mean	StdDev
Funds provided are adequate to facilitate effective completion of CDF projects	0 (0%)	7 (7.1%)	26 (26.5%)	32 (32.7%)	33 (33.7%)	3.93	.944
We readily have the funds budgeted and this funds are disbursed on time	0 (0%)	4 (4.1%)	37 (37.7%)	24 (24.5%)	33 (33.7%)	2.88	.934
CDF projects have detailed criteria to be followed in the distribution and disbursement of funds	0 (0%)	18 (18.4%)	12 (12.2%)	42 (42.9%)	26 (26.5%)	3.78	1.041
The timeliness and adequacy of project fund disbursement have enhance our performance	6 (6.1%)	12 (12.2%)	47 (48%)	27 (27.6%)	6 (6.1%)	3.15	.934
We have timely supervision and continuous auditing of CDF fund usage	0 (0%)	8 (8.2%)	18 (18.4%)	54 (55%)	18 (18.4%)	3.84	.821
Our teams often ensures optimum usage of all disbursed funds strictly based on project budgets	0 (0%)	16 (16.3%)	6 (6.1%)	47 (48%)	29 (29.6%)	3.91	1.006

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From the findings, it was established that funds provided were adequate to facilitate effective completion of CDF projects [Mean= 3.93, Std Dev= .944], that CDF projects had detailed criteria to be followed in the distribution and disbursement of funds [Mean= 3.78, Std Dev= 1.041], that they had timely supervision and continuous auditing of CDF fund usage [Mean= 3.78, Std Dev= .821] and that their teams often ensured optimum usage of all disbursed funds strictly based on project budgets [Mean= 3.91, Std Dev= 1.006]. However, it was established that majority of the respondents were unsure as to whether they readily had the funds budgeted and these funds were disbursed on time [Mean= 2.88, Std Dev= .934] or whether the timeliness and adequacy of project fund disbursement had enhanced their performance [Mean= 3.15, Std Dev= .934].

Monitoring and Evaluation and Performance of CDF Projects

The descriptive findings on monitoring and evaluation and performance of CDF projects were as shown in Table 5.

Table 5: Monitoring and Evaluation and Performance of CDF Projects

	SD	D	N	A	SA	Mean	StdDev
Our project teams have members who focus on monitoring and evaluation of projects	6 (6%)	8 (8.2%)	8 (8.2%)	38 (38.8%)	38 (38.8%)	3.96	1.166
Monitoring teams ensure project objectives match the needs being addressed by the projects	0 (0%)	2 (2%)	23 (23.5%)	47 (48%)	26 (26.5%)	3.99	.767
Monitoring and evaluations of projects ensures they are delivered in a timely and cost effective manner	0 (0%)	2 (2%)	24 (24.6%)	46 (46.9%)	26 (26.5%)	3.98	.773
Monitoring also ensures issues identified in the project lifecycle are addressed on time	0 (0%)	6 (6.1%)	13 (13.3%)	62 (63.3%)	17 (17.3%)	3.92	.742
Our teams ensure that all stakeholders analyze monitoring and evaluation results and thus develop adequate measures to ensure smooth completion.	0 (0%)	10 (10.2%)	25 (25.5%)	29 (29.6%)	34 (34.7%)	3.89	1.004
We often focus on the sustainability and long term effect of all CDF projects	0 (0%)	2 (2%)	35 (35.7%)	41 (41.9%)	20 (20.4%)	3.81	.782
Monitoring and evaluation reports helps our project team to plan future implementation of projects and identification of project obstacles	0 (0%)	4 (4.1%)	19 (19.4%)	57 (58.1%)	18 (18.4%)	3.91	.733

From the findings, it was established that their project teams had members who focus on monitoring and evaluation of projects [Mean= 3.96, Std Dev= 1.166], that monitoring teams ensured project objectives match the needs being addressed by the projects [Mean= 3.99, Std Dev= .767], that monitoring and evaluations of projects ensured they were delivered in a timely and cost effective manner [Mean= 3.98, Std Dev= .773], that monitoring also ensured issues identified in the project lifecycle were addressed on time [Mean= 3.92, Std Dev= .742], that their teams ensured that all stakeholders analyze monitoring and evaluation results and thus develop adequate measures to ensure smooth completion[Mean= 3.89, Std Dev= 1.004], that they often focused on the sustainability and long term effect of all CDF projects [Mean= 3.81, Std Dev= .7824] and that monitoring and

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evaluation reports helped project teams to plan future implementation of projects and identification of project obstacles [Mean= 3.91, Std Dev= .733].

Performance of CDF Projects

The descriptive findings on performance of CDF projects are shown in Table 6. From the findings, it was established that CDF projects were often completed based on cost and budget provisions [Mean= 4.09, Std Dev= 1.036], that all CDF projects met the intended quality standards [Mean= 3.99, Std Dev= .819], that all CDF projects were undertaken and completed based on the set technical requirements [Mean= 3.88, Std Dev= .803], that CDF projects were completed based on the user and community satisfaction [Mean= 3.76, Std Dev= .862], that CDF projects were usually evaluated based on the preset objectives [Mean= 3.96, Std Dev= .798], that all CDF projects met sustainability requirements of projects [Mean= 3.87, Std Dev= .927] and that all CDF projects undertaken were functional and served their intended use [Mean= 3.86, Std Dev= .885]. However, there was uncertainty on whether CDF projects were started and completed according to the set timelines [Mean= 3.33, Std Dev= 1.191].

Table 6: Performance of CDF Projects

	SD	D	N	A	SA	Mean	StdDev
Our CDF projects are started and completed according to the set timelines	7 (7.1%)	22 (22.4%)	16 (16.4%)	38 (38.8%)	15 (15.3%)	3.33	1.191
Our CDF projects are often completed based on cost and budget provisions	0 (0%)	10 (10.2%)	18 (18.4%)	23 (23.4%)	47 (48%)	4.09	1.036
All our CDF projects are meet the intended quality standards	0 (0%)	2 (2%)	27 (27.6%)	39 (39.8%)	30 (30.6%)	3.99	.819
All our CDF projects are undertaken and completed based on the set technical requirements	0 (0%)	4 (4.1%)	26 (26.5%)	46 (46.9%)	22 (22.5%)	3.88	.803
Our CDF projects are completed based on the user and community satisfaction	0 (0%)	4 (4.1%)	39 (39.8%)	32 (32.7%)	23 (23.4%)	3.76	.862
Our CDF projects are usually evaluated based on the preset objectives	0 (0%)	6 (6.1%)	15 (15.3%)	54 (55.1%)	23 (23.5%)	3.96	.798
All our CDF projects also meet sustainability requirements of projects	0 (0%)	8 (8.2%)	25 (25.5%)	37 (37.7%)	28 (28.6%)	3.87	.927
All CDF projects undertaken by our teams are functional and serve their intended use	0 (0%)	6 (6.1%)	28 (28.6%)	38 (38.8%)	26 (26.5%)	3.86	.885

Correlation Analysis

Project Planning and Performance of CDF Projects

Correlation analysis results between project planning and performance are as shown in Table 7.

Table 7: Project Planning and Performance of CDF Projects

		Project Planning
Performance of CDF Projects	Pearson Correlation	.117
	Sig. (2-tailed)	.250
	N	98

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As shown, a weak but positive relationship was established from the variables [r = .117, p=.250]. The findings tally with those of Ondiek and Makokha (2018) who established a similar positive relationship.

Stakeholder Involvement and Performance of CDF Projects

Correlation analysis results between stakeholder involvement and performance is shown in Table 8.

Table 8: Stakeholder Involvement and Performance of CDF Projects

		Stakeholder Involvement
Performance of CDF Projects	Pearson Correlation	.089
	Sig. (2-tailed)	.381
	N	98

As shown, a weak but positive relationship was established from the variables [r = .089, p=.381]. The findings tally with those of Macharia (2013) who found that stakeholders improved implementation of projects.

Project Team Training and Performance of CDF Projects

Correlation analysis results between project team training and performance as shown below revealed a strong positive relationship [r = .523**, p=.000]. The results concur with those of Korir and Gichure (2019), who discovered that project team training substantially affects CDF project performance.

Table 9: Project Team Training and Performance of CDF Projects

		Project Team Training
Performance of CDF Projects	Pearson Correlation	.523**
	Sig. (2-tailed)	.000
	N	98

Project Funding and Performance of CDF Projects

Correlation analysis results between project funding and performance is shown in Table 10.

Table 10: Project Funding and Performance of CDF Projects

		Project Funding
Performance of CDF Projects	Pearson Correlation	.180
	Sig. (2-tailed)	.077
	N	98

As shown, a weak but positive relationship was established from the variables [r = .180, p=.077]. The findings are in agreement with those of Saisi, Ngahu and Kalio (2015) who found that timely access to finances largely and significantly influenced the performance of the projects.

Monitoring and Evaluation and Performance of CDF Projects

Correlation analysis results between monitoring and evaluation is shown in Table 11.

Table 11: Monitoring and Evaluation and Performance of CDF Projects

		Monitoring and Evaluation
Performance of CDF Projects	Pearson Correlation	.545**
	Sig. (2-tailed)	.000
	N	98

As shown, a strong positive relationship was established from the variables [r = .545**, p=.000]. The results concur with those of Mwangi, et al., (2015) who found that M&E had a substantial impact on CDF project performance.

Regression Analysis

Table 12 shows the regression analysis results.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663[a]	.440	.409	.32645

a. Predictors: (Constant), Project Planning, Stakeholder Involvement, Project Team Training, Project Funding, Monitoring and Evaluation

According to the R^2 value of 0.440, the independent variables may account for 44% of the variability in CDF projects' success. This indicates that 56% of the success of CDF programs is attributable to other variables that were not examined in this research. The regression coefficients were as shown in Table 13.

Table 13: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.112	.750		-.149	.882
	Project Planning	.150	.146	.084	1.025	.308
	Stakeholder Involvement	-.128	.075	-.149	-1.705	.092
	Project Team Training	.369	.086	.374	4.264	.000
	Project Funding	.130	.076	.143	1.711	.091
	Monitoring and Evaluation	.504	.113	.406	4.454	.000

a. Dependent Variable: Performance of CDF Projects

If the independent parameters were maintained constant, CDF project performance would fall by 1.448, according to the multiple regression model. An increase in project planning resulted in a 0.15 increase in CDF project performance, an increase in stakeholder involvement resulted in a 0.128 decrease in CDF project performance, an increase in project team training resulted in a 0.369 increase in CDF project performance, and an increase in project funding resulted in a 0.15 increase in CDF project performance. The non-standardized coefficients in Table 13 was then used to generate the following model:

$Y = -0.112 + 0.15X_1 - 0.128X_2 + 0.369X_3 + 0.13X_4 + 0.504X_5$

Where Y = Performance of CDF projects,

X_1 = Project planning,

X_2 = Stakeholder involvement,

X_3 = Project team training,

X_4 = Project funding, and;

X_5 = Monitoring and evaluation

The findings of the ANOVA test are presented in Table 14.

Table 14: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.689	5	1.538	14.430	.000[b]
Residual	9.804	92	.107		
Total	17.493	97			

a. Dependent Variable: Performance of CDF Projects

Based on the ANOVA findings, the model is significant at the 5% significance level, and hence the combined impact of the independent variables has a statistically significant influence on CDF project success.

Hypothesis Testing

The hypothesis test results are shown below by Table 15.

Table 15: Hypothesis test results

Hypothesis	Test Criteria	Result	Conclusion
H01: There is no statistically significant relationship between project planning and performance of CDF projects in Nakuru Town West Constituency, Kenya.	P-Value (<0.05)	P=0.308, >0.05	Accept hypothesis
H02: There is no statistically significant relationship between stakeholder involvement and performance of CDF projects in Nakuru Town West Constituency, Kenya.	P-Value (<0.05)	P=0.092, >0.05	Accept hypothesis
H03: There is no statistically significant relationship between project team training and performance of CDF projects in Nakury Town West Constituency, Kenya.	P-Value (<0.05)	P=0.000, <0.05	Reject hypothesis
H04: There is no statistically significant relationship between project funding and performance of CDF projects in Nakury Town West Constituency, Kenya.	P-Value (<0.05)	P=0.091, >0.05	Accept hypothesis

CONCLUSIONS AND RECOMMENDATIONS

According to the study's findings, all CDF projects had clear scope, duration, and completion dates; all project stakeholders contributed to the creation of realistic cost estimates with backup plans; project teams made sure that there were quality standards and indicators at every stage of the project lifecycle; and CDF teams coordinated resources in accordance with budgets. A minor positive correlation between project planning and CDF project performance was also discovered by the study.

The study found that CDF teams made deliberate efforts to increase community participation, that they included the community in every aspect of CDF projects as directed by project regulations, that they had a structured community mobilization process that enhanced involvement, and that they encouraged community members to participate directly in the project process. The research also concluded that there was only a marginally beneficial association between CDF project performance and stakeholder participation.

The study concluded that CDF teams made sure that team members received ongoing training, which improved their performance. They also found that all stakeholders received ongoing training, which improved our capacity for strategic decision-making. Additionally, it was found that CDF teams viewed training as important in enhancing team member performance and that their training covered every phase of the project management lifecycle. These findings support the notion that CDF teams had continuously acquired knowledge, skills, and attitudes because of enhanced training. Additionally, it was shown that project team training and CDF project performance had a high favorable association. Iruki (2015) also concluded that CDF project development depends heavily on talents. The research did not, however, look into project financing, monitoring, or assessment.

The study concluded that the funds provided were sufficient to support the efficient completion of CDF projects, that CDF projects had specific guidelines to be followed in the distribution and disbursement of funds, that CDF projects had timely supervision and continuous auditing of CDF fund usage, and that

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CDF teams made sure that all disbursed funds were used to the greatest extent possible strictly in accordance with project budgets. Additionally, it was determined that CDF teams did not immediately obtain the monies allocated, even when they were distributed on schedule. It was also determined that the project funds' inadequate and tardy release had not improved their performance. The research also found a marginally favorable association between CDF project performance and project financing.

The study concluded that CDF teams had members who were responsible for project monitoring and evaluation, that monitoring teams made sure that project goals aligned with the needs being addressed by the projects, that project monitoring and evaluations made sure that they were delivered in a timely and cost-effective manner, that monitoring also made sure that issues identified in the project lifecycle were addressed on time, and that CDF teams made sure that all stakeholders analyzed the data on a regular basis. In addition, it was shown that CDF project performance and monitoring and evaluation had a strong positive correlation.

The study recommended the need to have long term planning of identification and implementation of projects to enable a long-term focus and to enable delineation of projects from political interests. Furthermore, project planning should be clearly done based on available and already dispersed funds to reduce the number of pending projects arising from delayed funding. On stakeholder involvement, it is recommended that CDF teams be anchored in law on its composition, to have more women and youth involved. Furthermore, mechanisms should be provided to enhance active involvement of all stakeholders.

On project team training, though training seems to have taken root, the study recommends widening the scope of such training to include empowerment training, new business development skills, information technology skills among others so as to enhance the technical capacity of CDF teams. On project funding, though adequate funds are budgeted, the study suggest the need finance CDF projects based on available funds and not pegged on National Treasury disbursement which often face several delays. Finally, on monitoring and evaluation, the study recommends the need to have independent bodies to appraise CDF projects to reduce aspects of conflict of interest.

Suggestions for Further Studies

It is proposed that more study be performed to examine other parameters impacting CDF project effectiveness to improve generality of the results. Similarly, additional academics should do a comparative examination of these determinants across counties and throughout the country to improve the generalizability of the results. Other researchers may additionally examine the impact of the business environment in regulating the link between success variables and CDF project performance. Finally, additional researchers should examine the long-term sustainability of CDF initiatives and propose ways of integrating mechanisms of long-term identification, planning, and execution of CDF projects that are not influenced by short-term political goals.

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