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ABSTRACT

This study determined the influence of project management practices on performance of NG-CDF projects in Bungoma County, Kenya. The specific objectives of the study was; to establish the effect of time management practice, stakeholder management practice and risk management practice on the performance of NG-CDF projects in Bungoma County. A descriptive survey research design was used for this study. The research targeted 123 National Government Constituencies Development Fund Bungoma county staff charged with projects activities. The sample size of the study was 94 respondents. This study employed stratified random and simple random sampling technique. The researcher used a questionnaire to collect data. The data collected was analysed using descriptive and inferential statistics with the help of Statistical Package for the Social Sciences (SPSS) version 28. Stakeholder management emerged as a major factor that contributes to project performance levels ($\beta_3 = 0.092$, $p = 0.012$) but falls behind the other designated variables. The study concluded that effective time, stakeholder, and risk management practice are essential for the success of NG-CDF projects. Time management guarantees that projects are completed on time, improving stakeholder satisfaction through efficient resource use and cost control. Engaging stakeholders through transparent communication and prioritizing their interests enhances cooperation, reduces conflicts, and ensures the project meets community needs. The study recommended that project managers should implement robust time management practice, using scheduling tools and time-tracking methods to ensure projects stay on schedule. Performance milestones and periodic reviews will help keep projects on track, while capacity building in time estimation and scheduling will enhance local teams' expertise.

Key Words: *Time Management Practice, Stakeholder Management Practice, Risk Management Practice*

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INTRODUCTION

In the current dynamic competitive world, programmes have been compelled to adjust to changing business conditions continually. Project Management contributes to organizational competitive strategy. It is seen as a key competency for associations that connects the outcomes of projects to their goals (Project Management Institute Report, 2023). Management of project is a strategic capability that results in the connection to outcomes of projects to project goals (Project Management Institute, 2023).

Project performance ensures that the institutions or stakeholders supported by projects, as well as the benefits obtained, are preserved and continue after the project is over (Carboni *et al*., 2024). Project Management contributes to organizational competitive strategy. It is seen as a key competency for associations that connects the outcomes of projects to their goals (Project Management Institute, 2023). Management of project is a strategic capability that results in the connection to outcomes of projects to project goals (Project Management Institute, 2023).

Time management is the art of making the most of the time allotted to a project in order to fulfill deadlines and complete all tasks by the project's finish date or earlier (Nicholas & Steyn, 2020). All project contractors need to be comfortable with this approach because it needs them to keep their teams on task, productive, and on time at all times. Analyzing and creating a schedule and deadline for the project's completion is time management practice (Kabeyi,2019). Formalized time management procedures act as a safety net against things like unforeseen obstacles and overestimated project performance dates (Mwangangi,2022). These time management strategies identify the tasks that need to change as well as how to distribute and manage resources throughout the project.

Stakeholders are people or firms, such as proprietors, sponsors, organizations that perform, or the general population, who are effectively engaged with the project or whose interests might be emphatically or adversely influenced by the project implementation success. As characterized by Stanley (2024) involvement of stakeholders alludes to joining the interests of proprietors, sponsors, organizations that perform, or the general population, who are effectively engaged with the projector whose interests might be emphatically or contrarily influenced by the project implementation or success. It's key to get the Buy in, sustainability and projects' impact.

Research on practice of Project Management by Wepari, Donkor and Kusi (2024) in Ghana, on the project management practice in Africa have revealed the causes of overruns fordelay and cost in Nigerian construction projects. Studies by Capdevila et al. (2020) acknowledged the communication role in success of African projects. We are all ware of the issues on management of African project, because number of factors such as Corruption, bad government and inadequate capacity for (project) administration have been described as silent murders of African ventures and development (Abdulai, 2023).

The Government of Kenya through Kenya Ports Authority management impact on improving the port infrastructures in Mombasa. One of such heavy investment projects was Terminal Operating System like Kilindini Waterfront Automated Terminal Operations System (KWATOS) with initial cost of KES 450million meant to improve efficiency in service delivery, although there is still uproar on inefficiencies within the Port of Mombasa, contrary to CHELANGAT (2024) observation, who eluded that investing in port infrastructure lowers trade costs.

The greatest significance to project performance is achieved in the absence of the cost budget, failure to reach the necessary technical quality standards, customization, fitness, safety and environmental protection, as required for approvals, design and availability and inability to deliver on time. Project performance guarantees that companies maximize

profitability, reduce the impact of competitive and uncertain occurrences on project targets and take advantage of opportunities from risky events (Rossokha et al., 2021).

The criteria of project performance for the project are mostly cost, time and quality that are basic elements of project success (KPMG, 2023). Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents. Project performance measure for this is defined in terms of cost, time, quality and profitability, as small and medium enterprises focus on earning returns over project investment.

Project Management Techniques are roles that project managers undertake to ensure success (Podgórska & Pichlak, 2019). These include designing, preparing, implementing, tracking and managing communication systems to ensure the progress of a project. Management practices contribute to the coordination and management of resources so that resources perform any function necessary to complete the project in the designated environment, time and costs. Involvement of stakeholder plays a key role in management of projects in performance of project. Gureh and Ondara (2024) indicated that the context in which projects are executed includes several actors, directly or indirectly, and that they are distinct in the degree to which they can affect the project.

In Nigeria there are high level project delays whereby time, cost and quality are major performance menaces bedeviling the construction sector (Adamu, Idris & James, 2022). These poor performance of road constructions is attributed by material shortages, corruption within the government agencies, communication barriers, improper planning and poor contract management in the construction sector. Further the construction quality standards are not adhered to in the Nigerian construction industry and factors such as greedy contractors, inadequate regulatory framework (Okhueleigbe, 2023).

National Government Constituencies Development Fund was changed to National Government Constituencies Development Fund after the new constitution in Kenya 2010. It has been useful and brought tremendous impact on various implementation of projects. Economy, politics, social, and management are other factors that have affected the performances of NG-CDF Sponsored projects. The project performance period is increasingly becoming an important issue for stakeholders (Kerzner, 2022). This creates stress in project management from issues such as cost overruns, inflation, customer (sponsor) pressure, and possible disputes and claims leading to legal proceedings or arbitration. Delaying the performance of significant projects is a worldwide occurrence. Due to the delay, the project's funding does not reach their intended beneficiaries, which results in cost and time overruns (Mwirabua & Mohinder, 2020).

The NG-NG-CDF Act of Kenya, 2015 and the NG-NG-CDF guidelines on project implementation, place a great emphasis on NG-NG-CDF project's M&E; this obligation of M&E is placed upon the different projects stakeholder. The presence of numerous challenges has watered down the gains of NG-NG-CDF undertakings thus, resulting to low performance of NG-NG-CDF development projects. These hindrances are not limited to the improper execution of projects resulting to stalling of some projects or not done as per the schedule and questionable members of the committee management capabilities. In order for monitoring to be effective, the project M&E team is tasked to ask the relevant questions, interrogate the real and emerging issues and come-up with data that is relevant to allow the team to make correct assessment of the development project. Training the personnel heading M&E function is a critical component in achieving NG-NG-CDF development projects goals whereby training ought to be a

continuous undertaking to help individuals to be aware of what is supposed to be done at a given time.

Statement of the Problem

Ideally, a large amount of community development funds has been committed to development projects in each constituency since the introduction of the NG-CDF kitty in 2003 in Kenya. The major aim of these funds has been and still is to work against poverty and control imbalances in regional development. However, even though NG-CDF led to the identification of projects to be completed in the country, a number of factors have negatively influenced the performance of these projects. The issues surrounding the implementation of NG-CDF projects are not limited to poor management by the top NG-CDF boards, corruption, weak supervision, lack of continuous project monitoring and evaluation, low community participation, and poor project planning. These issues and others have surrounded the implementation and the performance of projects in NG-CDF projects in Bungoma County too. Despite these issues being and still revolving in these NG-CDF-run projects, little has been done in terms of research. Research by Wanyonyi and James (2019) specifically focused on factors affecting project management practices and success in communal development projects in Bungoma County, Kenya, highlighting the relevance of studying this county in the context of project performance. Additionally, the study by Edward, Carolyne and Joseph (2022) on financial controls and financial performance of NG-CDF in Mount Elgon constituency, which is part of Bungoma County, further supports the significance of examining project management practices within this region. These research references provide a strong basis for understanding the impact of project management practices on the performance of NG-CDF projects in Bungoma County. Therefore, this study sought to determine the influence of project management practices on the performance of NG-CDF projects in Bungoma County, Kenya.

Objectives of the study

The overall objective of the study was to determine influence of project management practices on performance of NG-CDF projects in Bungoma County, Kenya. The specific objectives were;

- To establish the effect of scope management practice on performance of NG-CDF projects in Bungoma County, Kenya.
- To determine the effect of time management practice on the performance of NG-CDF projects in Bungoma County, Kenya..
- To examine the effect of stakeholder management practice on the performance of NG-CDF projects in Bungoma County, Kenya..
- To determine the effect of risk management practice on the performance of NG-CDF projects in Bungoma County, Kenya.

The study was guided by the following research hypotheses

- **H_{01}:** Scope management practice have no significance effect on the performance of NG-CDF projects in Bungoma County, Kenya.
- **H_{02}:** Time management practice have no significance effect on the performance of NG-CDF projects in Bungoma County, Kenya.
- **H_{03}:** Stakeholder management practice have no significance on the performance of NG-CDF projects in Bungoma County, Kenya.
- **H_{04}:** Risk management practice have no significant effect on performance of NG-CDF projects in Bungoma County, Kenya.

LITERATURE REVIEW

Theoretical Framework

Parkinson's Law

This research were driven by Parkinson's Law, which was developed in 1955 by Cyril Northcote Parkinson. According to this theory, the amount of

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time required to complete a task increases linearly with the amount of time available to complete it. You'll accomplish a task faster if you give yourself less time to complete it. In time, you'll find a sweet spot where each given activity gets done but you don't feel like you're rushing through it. It's a different approach to time management, and it showed that working with less time can lead to better results (Parkinson & Osborn, 1957).

The assumption in this theory is that before scheduling or starting a task, you should try to determine how long it should take to accomplish it. When doing so, you should focus on how much time is available to finish the task rather than how long it should genuinely take to complete it without compromising performance. In general, you should base your timelines on the following factors: That amount should be devoted to the task. For example, you may decide to devote only one hour to a work when you can afford to devote ten hours to it. The deadline by which this task must be accomplished. For example, you might decide to complete an assignment by the end of the week even though you're allowed to take a month (Gough, 2011).

Stakeholders Theory

It is a theory developed by Freeman (1998) that covers firm management and business ethics, guiding on the acceptable values and morals required in firm management. Stakeholders theory, according to Oakley (2011), is a crucial theory for comprehending a firm's environment. While profit maximization is important, the idea ensures that contractors don't simply focus on that task but also identify the input/output model for stakeholders and take into account the interests of non-stockholder groups. According to Ackermann and Eden (2011), the stakeholders theory describes values and morality in parastatal administration. Theoretically, the company should take into account all of its stakeholders, including the neighborhood and its clients.

Muchelule (2018) avowed that, communities expect parastatals to make significant charity donations. Customers desire low costs, good service, and great quality, while capital investors want little risk and high profits. The parastatal's conclusion should thus be a compromise between these competing and inconsistent objectives (Friedman & Miles 2006). It is therefore necessary for a manager to support the core groups by connecting their interests with the parastatal's goals. Stakeholders theory holds that the parastatal has a duty to prioritize the requirements of other important parties and increase value for them in addition to the owners or shareholders (Freeman & Reed). Among the categories that the theory identifies are clients and employees as well as suppliers and financial backers as well as political parties, government agencies, labor unions and associations, and direct competitors. In public projects, stakeholder theory enables project contractors to recognize all those participating in the project who have an impact on its success.

Enterprise Risk Management Theory

This theory, proposed by Nocco and Stulz in 2006, lends credence to this investigation. Enterprise risk management is a comprehensive risk management method in which all risks are considered together within a coordinated and strategic framework. It varies from the more typical silo strategy, in which organisations aim to manage one risk at a time in a highly compartmentalized and decentralized manner (Nocco & Stulz 2006).

The current idea of business risk management is based on the assumption that all important decision characteristics are known. There is significant evidence that contractors are unable to identify their own vulnerabilities because of the complexity of organizations and the quick changes in the global market (Mikes & Kaplan, 2014). One of the most serious risks that businesses face today is the inability to effectively gather and analyze risk information. Flawed risk aggregation is claimed to have been a contributing factor in several of the financial institutions' misfortunes that occurred in

2007 and 2008.

Empirical Review

Gebreegziabher (2019) conducted a study to examine the usage of Time Management practice (PTM) procedures and their relationship with project schedule performance (i.e., timely completion). Seven PTM processes and seventy-seven tasks were discovered in project management literature. A governmental agency in Mexico's Yucatan Peninsula completed 14 school construction projects, which were evaluated in the study. Both the implementation of PTM processes (i.e., schedule planning and regulating processes) and the performance of the project schedule were assessed during the construction phase. Each of these projects was evaluated using a Use Index, while the Schedule Performance Index and Schedule Variance were used to analyze the second variable. These two variables were found to be statistically interdependent, according to the results. The PTM procedures were better utilized in the majority of projects that were finished on time.

The Project Management Body of Knowledge (PMBOK) has been published by the Project Management Institute (PMI) five times, while the APM Body of Knowledge has been published six times by the Association for Project Management (APM). It is easier to spread best practices when the project management process is standardized. This showed an approach for increasing project performance. The PMBOK Guide dedicates one of its ten Knowledge Areas to Time Management practice , which includes the processes needed to complete the project on time. This helps prevent project delays. It includes processes such as Activity Definition and Sequencing as well as Activity Resource Estimating as well as Activity Duration Estimation as well as Schedule Development and Schedule Control (Del Pico, 2023). As a significant indicator that might be used to analyze and evaluate the efficacy and capabilities of contractors to finish a project successfully, the appropriateness of Time Management practice can be viewed.

DUNCAN (2023) investigated the impact of project management approaches on the long-term viability of Kenyan urban housing projects. Several studies on project management approaches have been conducted during the last few decades. Despite increased efforts to address the issue of project sustainability, many projects continue to fail to deliver projected benefits over their planned lifespan. This study was based on two theories: the Stakeholders theory and the Control Theory. The descriptive study design was used to determine the data aspects of the study variables. The target population consisted of 203 people. A questionnaire was used to collect data from respondents, and the major data collected was statistically analysed using Microsoft Excel and SPSS V20. Tables were also employed to present the findings. The correlation study revealed a mild insignificant positive correlation of 0.578 with a threshold of significance of 0.05 between stakeholder involvement and sustainability. There was, however, a slight positive insignificant link between project sustainability and project M&E. The study's regression analysis revealed that project M&E was the most influencing component, with a regression co-efficient of 0.164 and 0.016 for stakeholder involvement, both of which were significant at 5%. According to the study, initiatives should encourage support from the major players and beneficiaries, as well as tracking and reporting on progress, since this will increase the project's survivability beyond completion.

According to Yaro and Njoroge (2023, Marsabit County, Kenya), the impact of various project management methodologies on project delivery has been studied. The examination was carried out using a descriptive research design. In Marsabit County, the industrial sector is home to 49 manufacturing companies. Respondents included 49 project contractors and 245 team members, with the total number of participants at 294 persons. Survey participants were selected using a simple random selection process in order to ensure that all possible scenarios were included. There

were 169 participants in total. A combination of descriptive statistics and regression analysis, as well as questionnaires, were employed to gather the data that would be used in the study. Stakeholder involvement, leadership support, communication, resource allocation, and project implementation are all linked, according to the findings. The successful implementation of capital expenditure projects depends on open, regular, and accurate communication channels with all levels of project personnel and stakeholders. In order to establish more effective project teams and workgroups, contractors can use resource allocation to review their schedules and estimate resource availability in real time.

Conceptual Framework

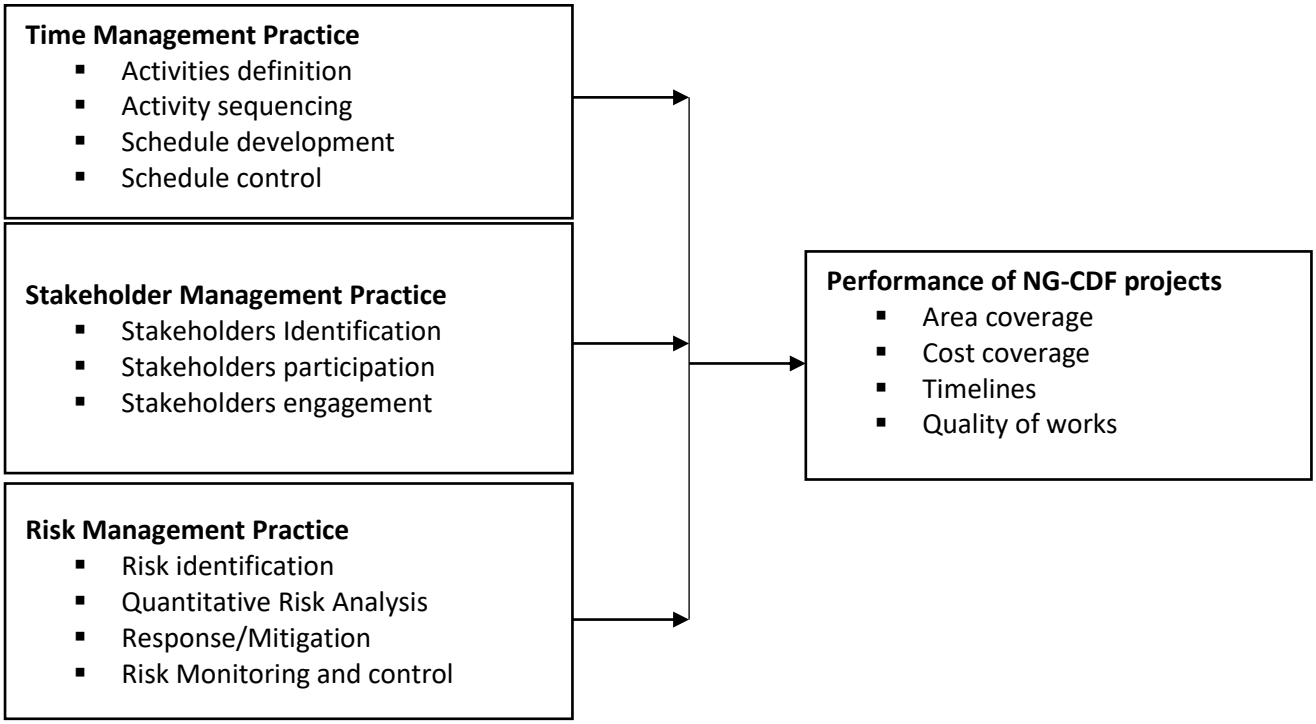

Figure 1: Conceptual Framework

METHODOLOGY

A descriptive survey research design was used for this study. A research design is the method by which a study is designed and carried out. The research targeted NG-CDF projects staff in Bungoma County charged with projects activities. Therefore, the accessible population were 52 contractors, 52 supervisors, 12 procurement staff, 7 finance staff, in Bungoma county. Sample size of 94 respondents were determined by Yamane formula. This study employed stratified random sampling method where there were four stratus (contractors, supervisors, procurement staff and finance staff). Strata and sample items were selected from each stratum so as to categories the accessible population into strata under their category in National Government Constituencies Development Fund projects. Simple random sampling technique was used to select respondents from each stratum, because these entire strata has the same characteristics and the probability of being chosen is equal.

For data collection, the researcher used a questionnaire. Questionnaires are written questions or statements to which the research subjects are required to answer in order for the researcher to collect data relevant to the investigation. In a semi-structured questionnaire,

open and closed questions are included. The questionnaire method of data collection were appropriate to this study because it is easy and effective. The questionnaires were standardized and completely predetermined. The questionnaire assisted the researcher to understand the views, perception, and experience. Participants are free to express their views however they see fit, as long as they do so in the context of the inquiry. This set of instruments allowed the researcher to get in touch with as many people as possible while spending less time and money. Questionnaire were key instrument for primary data collection.

To reduce the amount of information acquired from a field to something that is useful, data analysis is involved in the interpretation, arrangement, and presentation of collected data (Safa et al., 2016). SPSS version 28.0 was used to gather, arrange, code, and enter all of the data from the study. Frequency, percentages, mean, and standard deviation are all examples of descriptive statistics. Correlation and multiple linear regression are two examples of inferential statistics that can be used.

FINDINGS AND DISCUSSIONS

Response Rate

The researcher distributed questionnaires to 94 participants from NG-CDF projects staff in Bungoma County. The researcher employed stratified random sampling in every employee category because it provides equal selection opportunities to achieve balanced and impartial sampling results. Out of 94 distributed questionnaires, only 83 responded which represents 88.30% of the entire sample. This showed that the responses were more than 50% which fulfills Mugenda & Mugenda, 2010 criteria of statistical analysis. The 88.30% response rate exceeds all standards because it provides an excellent basis for valid statistical analysis and proper generalizing of research findings.

Descriptive Analysis

In this study descriptive statistics for independent variables and the dependent variable were analyzed through use of mean, frequencies, percentage and standard deviation as shown below.

Descriptive statistics for Time management practice

The research investigates how time management practice alongside performance of NG-CDF within Bungoma County. A 5-point Likert scale method was used by participants to respond while assigning 1 to “strongly disagree” and 5 to “strongly agree” with the other values in between. The research used the Likert scale as a continuous spectrum for mean score analysis, where “strongly disagree” corresponded to scores under 1.5, and ratings between 1.5 and 2.4 showed “disagree,” ratings from 2.5 to 3.4 indicated “neutral” and scores from 3.5 to 4.5 denoted “agree,” and “strongly agree” ratings were above 4.5. The statements were assessed using the mentioned 5-point Likert scale which is displayed in Table 1.

Table 1: Descriptive statistics for Time management practice

Statement		SD	D	UD	A	SA	Mean	Std. Dev
The project is defined and the work (or processes) needed to deliver the project is determined.	F	4	10	13	33	23	3.73	1.14
	%	4.8	12.0	15.7	39.8	27.7		
There is tracking, managing and monitoring the progress of a project	F	3	3	5	34	38	4.22	0.98
	%	3.6	3.6	6.0	41.0	45.8		
There is an audit of the project deliverables and accessing the results of the final product against the original defined plan.	F	1	2	12	41	27	4.09	0.82
	%	1.2	2.4	14.5	49.4	32.5		
The boundaries of the project are always set	F	6	8	13	37	19	3.66	1.15
	%	7.2	9.6	15.7	44.6	22.9		
The responsibilities of each team and the individual team members outlined	F	3	2	6	48	24	4.06	0.89
	%	3.6	2.4	7.2	57.8	28.9		

Results in Table 1 indicated project definition with determination of necessary work activities or processes received an average rating of 3.73 and standard deviation 1.14. As a result of this score we find that respondents demonstrate a moderate to strong level of consensus because 56(67.5%) either agreed or strongly agreed to the statement. Project timelines get their direction from complete knowledge of necessary work processes. The responses indicate that time management risks from project scope or deliverable ambiguity occurs in some situations based on the opinions of 14(16.8%) participants during the project lifecycle.

A high mean score of 4.22 along with 0.98 standard deviation indicated strong agreement toward the practice of "There is tracking, managing and monitoring the progress of a project" by participants. Time management practice aiming to track progress and monitor timelines are well-established and efficient according to the 72(86.8%) responding participants. Organizations encounter few difficulties maintaining this management aspect as shown by the low disagreement percentage of 7.2%. The high mean also points to a culture of accountability and proactive time control within project environments.

The survey analysis showed that 68(81.9%) of participants agreed with "There is an audit of the project deliverables and assessing the results of the final product against the original defined plan" while the mean score reached 4.1 and standard deviation equaled 0.82. Project timelines together with deliverables experience periodic as well as final reviews against original expectations by most organizations. Audits provide the necessary means to verify that planned targets get reached throughout the project timeline. Few health care professionals 3(3.6%) expressed disagreement regarding these review practices functioning smoothly which demonstrates their effective institutionalization for better time management and quality control.

A majority of participants agreed that "The boundaries of the project are always set" (56 or 67.5%) although the mean score reached 3.66 and standard deviation reached 1.15. There exists a significant portion of project team members 14(16.8%) who disagree about project boundary definition despite most participants 56(67.5%) who believe project scopes are adequate for time managing. A potential cause for this disagreement might be scope creep issues combined with unstable project requirements that create challenges for timeframes and scheduling precision.

All respondents indicated their solid approval with the mean value of 4.06 and standard deviation of 0.89 regarding the definition of responsibilities for teams and individual members. Research data showed that defined roles achieve high agreement from 72 out of 83 participants or 86.7 percent as they substantially enhance effective time management through reduced duplication and improved task coordination. The low response rate of 5(6%) reinforces the notion that organized team structures reduce project delivery delays brought about by responsibility misunderstandings.

Descriptive Statistics for Stakeholder management practice

The research investigates how stakeholder management practice alongside performance of NG-CDF within Bungoma County. A 5-point Likert scale method was used by participants to respond while assigning 1 to "strongly disagree" and 5 to "strongly agree" with the other values in between. The research used the Likert scale as a continuous spectrum for mean score analysis, where "strongly disagree" corresponded to scores under 1.5, and ratings between 1.5 and 2.4 showed "disagree," ratings from 2.5 to 3.4 indicated "neutral" and scores from 3.5 to 4.5 denoted "agree," and "strongly agree" ratings were above 4.5. The statements were assessed using the mentioned 5-point Likert scale which is displayed in Table 2.

Table 2: Descriptive Statistics for Stakeholder management practice

Statement		SD	D	UD	A	SA	Mean	Std. Dev
The company identify and document all the major stakeholders involved in the project	F	1	1	11	36	34	4.22	.81
	%	1.2	1.2	13.3	43.4	41.0		
The company prioritize the stakeholders by creating a stakeholder interest	F	1	3	13	36	30	4.09	.89
	%	1.2	3.6	15.7	43.4	36.1		
The company clearly spell out the expectations of each of the stakeholders before the start of the project.	F	3	6	10	36	28	3.96	1.04
	%	3.6	7.2	12.0	43.4	33.7		
The company enable proper information flow among the stakeholders.	F	1	7	11	40	24	3.95	.95
	%	1.2	8.4	13.3	48.2	28.9		

The data in Table 2 showed that the company identifies and documents all the major stakeholders involved in the project received 4.22 as the average score from respondents with 0.81 standard deviation. Stakeholder identification practices receive strong support from the respondents because 70 participants (84.4%) showed either agreement or strong agreement. Stakeholder mapping stands as a fundamental project management practice due to the small number of respondents who disagreed 2(2.4%). The survey data showed widespread understanding among organizations regarding stakeholder identification because the recorded mean value is high.

Eliminating the claim the company prioritizes the stakeholders by creating a stakeholder interest received responses from 79.5% of participants who approved or strongly approved the statement. The score averaged 4.10 while the standard deviation amounted to 0.88. Organizations are actively using stakeholder prioritization as a systematic process which assigns value to stakeholders judging by their project influence and stakeholder interest. Most companies manage stakeholder expectations by strategic alignment with project impact levels according to the findings presented by 4 out of 84 participants (4.8%). The result of a high mean score indicated that stakeholder analysis functions as an integral part of management operations to improve both project alignment and stakeholder support.

Project stakeholders receive clear statements of company expectations from the start through the company clearly spells out the expectations of each of the stakeholders before the start of the project. The research showed 64(77.1%) participants who agreed or strongly agreed to the practice of clearly defining stakeholder expectations before projects begin. The project benefits from this immediate clarity due to its dual purpose of minimizing conflicts and anticipating the needs of stakeholders. The results showed that 9(10.8%) participants had disagreements about the engagement process during project onset since some projects did not involve enough stakeholder consultation leading to uncertainty during implementation.

Under the company enables proper information flow among the stakeholders respondents gave a mean score of 3.95 along with a standard deviation of 0.94. Nearly four out of five participants or 64(77.1%) indicated their agreement along with strong agreement with existing communication networks that enable effective stakeholder interactions. The project benefits from proper information flow because it promotes timely feedback and trust as well as stakeholder alignment. The survey revealed that 8(9.6%)

individuals did not agree but it showed that inadequate communication occasionally prevents successful teamwork and project advancement in certain situations.

Descriptive statistics for Risk management practice

The research investigates how risk management practice alongside performance of NG-CDF within Bungoma County. A 5-point Likert scale method was used by participants to respond while assigning 1 to "strongly disagree" and 5 to "strongly agree" with the other values in between. The research used the Likert scale as a continuous spectrum for mean score analysis, where "strongly disagree" corresponded to scores under 1.5, and ratings between 1.5 and 2.4 showed "disagree," ratings from 2.5 to 3.4 indicated "neutral" and scores from 3.5 to 4.5 denoted "agree," and "strongly agree" ratings were above 4.5. The statements were assessed using the mentioned 5-point Likert scale which is displayed in Table 3.

Table 3: Descriptive statistics for Risk management practice

Statement		SD	D	UD	A	SA	Mean	Std. Dev
Risk identification is always done	F	5	9	13	31	25		
	%	6.0	10.8	15.7	37.3	30.1	3.74	1.17
Risk analysis done	F	3	5	8	42	25	3.97	0.98
	%	3.6	6.0	9.6	50.6	30.1		
The company do risk response planning	F	3	2	4	41	33	4.19	0.92
	%	3.6	2.4	4.8	49.4	39.8		
Risk monitoring and control are done	F	4	4	11	40	24	3.92	1.03
	%	4.8	4.8	13.3	48.2	28.9		

Table 3 reveals that risk identification receives regular attention in project work since respondents rated it 3.75 on average using a 5-point scale with 1.18 as the standard deviation. The outcomes point to a middle level of consent among the respondents since 56 individuals (67.4%) affirmed or solidly affirmed the statement. Risk identification stands as a standard procedure based on the responses but 14(16.8%) project teams do not perform risk assessment during initial project development. Data showed wide-ranging variations in this practice although it is conducted between different projects or organizations.

A majority of 67(80.7%) respondents agreed that risk analysis is performed while the mean rating reached 3.98 and standard deviation reached 0.99. The identification of risks leads to systematic analysis of their potential impact according to the majority of companies. The practice of risk analysis has received agreement from 74(89.2%) of respondents based on their survey responses. The observed mean demonstrates that risk analysis has evolved into a widely recognized project planning method which enables managers to make better decisions together with improved resource allocation.

Most organizations perform risk response planning which received a mean score of 4.19 with a 0.92 standard deviation showing that participants strongly agreed about this practice. Most companies demonstrate risk preparedness through proactive risk response planning as shown by the 74(89.2%) respondents who agreed or strongly agreed with the statement. The 5(6%) dissents among participants confirm the common understanding that risk response planning plays a crucial role in protecting project success.

The survey participants rated "Risk monitoring and control are done" with an average of 3.92 points and a standard deviation of 1.03 which received

agreement or strong agreement from 64(77.1%) respondents. Project monitoring along with risk adjustment operates continuously within multiple companies after risk planning completes. Eight participants or 9.6% of the respondents dissented regarding the regular monitoring of risks across projects. The mean value demonstrates wide-scale adherence to this practice with some variation observed in actual implementation methods.

Descriptive analysis on Performance of NG-CDF projects

The research investigates performance of NG-CDF within Bungoma County. A 5-point Likert scale method was used by participants to respond while assigning 1 to "strongly disagree" and 5 to "strongly agree" with the other values in between. The research used the Likert scale as a continuous spectrum for mean score analysis, where "strongly disagree" corresponded to scores under 1.5, and ratings between 1.5 and 2.4 showed "disagree," ratings from 2.5 to 3.4 indicated "neutral" and scores from 3.5 to 4.5 denoted "agree," and "strongly agree" ratings were above 4.5. The statements were assessed using the mentioned 5-point Likert scale which is displayed in Table 5.

Table 5: Performance of NG-CDF Projects

Statement		SD	D	UD	A	SA	Mean	Std. Dev
Cost of the project affects	F	5	6	13	37	22	3.78	1.10
performance	%	6.0	7.2	15.7	44.6	26.5		
Time affects performance	F	2	3	14	41	23	3.96	0.90
	%	2.4	3.6	16.9	49.4	27.7		
Scope of project affects performance	F	1	2	20	34	26	3.98	0.87
	%	1.2	2.4	24.1	41.0	31.3		
Needed quality affects performance	F	3	6	7	39	28	4.00	1.02
	%	3.6	7.2	8.4	47.0	33.7		

Table 5 indicated 3.78 as the mean score and 1.10 as the standard deviation for respondents who believed cost affects performance. Research participants whose total reached 59 people indicated their agreement or strong agreement that project costs shape performance results through their 71.1%. Financial management coupled with effective budgeting takes an essential role in achieving project success in the context of NG-CDF operations. Eleven (13.2%) among respondents did not concur that costs determine performance although a majority (71.1%) believed project expenditure affected performance outcomes.

Survey participants largely agreed or strongly agreed that time impacts performance results based on the mean score of 3.96 and standard deviation of 0.90. This agreement was shared by 64(77.1%) of respondents. Time management stands as an essential element which determines the success and performance quality of NG-CDF projects. The majority of 64(77.1%) participants agreed as well as strongly agreed that speedy timelines and delayed schedules negatively impact the quality and delivery of project results. Project performance depends heavily on timely execution since respondents rated its importance very highly.

Most project participants (60 out of 83 or 72.3 percent) concurred that project scope determines project performance based on the mean score 3.99 and standard deviation value 0.88. Project scope definition together with control mechanisms stand as critical factors to determine successful achievement of project goals. The results showed that 3(24.1%) of respondents stayed undecided about the issue possibly because they were unclear about scope definition or its changes during implementation periods. The data points to a nearly-four value showing that most participants

strongly endorse how well scope alignment affects project performance outcomes.

The statement "Needed quality affects performance" received exactly 4.00 points as mean at 1.02 standard deviation indicating that 67(80.7%) survey participants showed strong agreement. The delivery of successful projects depends directly on the quality standards and specifications which have been established. Quality stands out as a critical performance factor in NG-CDF projects because 9(10.8%) respondents agreed to this fact. The strong average score indicated the willingness of multiple stakeholders to achieve quality targets which build stakeholder satisfaction along with sustainable outcomes.

Inferential Analysis

Inferential analysis used in this section was correlation and multiple regression models. Correlation and multiple regression analysis showed the relationship between independent variables and the dependent variable.

Correlation Analysis

Correlation analysis was done to achieve the direction and strength of the correlation between the study variables. The findings are presented in Table 6.

Table 6: Correlation Analysis

	Performance of NG-CDF	Time Management Practice	Stakeholder Management Practice	Risk Management Practice	
Performance of NG-CDF	Pearson Correlation				
Time Management Practice	Pearson Correlation	.956**	1		
	Sig. (2-tailed)	.000			
Stakeholder Management Practice	Pearson Correlation	.798**	.762**	1	
	Sig. (2-tailed)	.000	.000		
Risk Management Practice	Pearson Correlation	.930**	.890**	.746**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83

According to Table 6, all four project management practices demonstrate positive correlations affecting the performance of NG-CDF projects in Bungoma County according to the results. Additionally, these relationships produce significant statistical findings. The correlation analysis demonstrates that scope management leads to the highest performance outcomes ($r = 0.965$) because precise project boundaries definition together with deliverables expectations significantly improves project success. Proper scheduling and timely execution act as vital elements for successful project completion because Time management produces a very strong positive correlation of $r = 0.949$ ($p < 0.01$). Project risk management maintains a strong correlation of 0.939 to the project outcomes because organizations need to actively mitigate potential risks to preserve both progress and effectiveness. Project performance achieves a strong positive connection with stakeholder management because researchers established a relationship of $r = 0.808$ which exceeds the 0.01 significance threshold ($p < 0.01$). Effective stakeholder engagement and

communication yields substantial benefits for project success. The independent variables exhibit strong and significant relationships with each other particularly through the significant connection between scope and time management (r = 0.956) and scope and risk management (r = 0.930). Thus better performance in one area tends to support enhanced outcomes in related sections. Research findings demonstrate that well-integrated project management practice implementation serves as a fundamental element toward successful completion of NG-CDF projects.

Regression Analysis Results

Multiple regression analysis was utilized to look at how each variable in the study related to the others. Tables summarizing the findings are provided below.

Model Summary

The correlation coefficient (R) and the coefficient of determination (R^2) illustrated the extent to which the independent variable explained the variance in the dependent variable, while the coefficient of determination (R^2) demonstrated the strength of the relationship between the dependent and independent variables. Table 7 presented regression model summary findings.

Table 7 Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.978[a]	.956	.953	.14090

Table 7 showed that the model summary reveals an extremely strong relationship between the four independent variables (scope management and time management along with risk management and stakeholder management) and NG-CDF project performance metrics. The multiple correlation coefficient (R) reaches 0.978 to represent the strong positive connection between all predictors and the dependent variable. A 0.956 R Square value indicated that project performance variation reaching 95.6% can be attributed to the four discussed project management practices incorporated into the model. The Adjusted R Square value measures 0.953 to account for both number of predictors as well as sample size and showed that the model maintains its stability and reliability after adjustment. The standard error of the estimate stands at 0.14090 which demonstrates that predictions for the performance outcome will be accurate. The model showed strong performance in explaining project outcomes because these four project management practices function as major success factors in NG-CDF projects.

Model Fitness

Table 8 displays the findings of an analysis of variance performed to assess the model fitness.

Table 8: Results of Model Fitness

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.378	4	8.344	420.306	.000[b]
	Residual	1.549	78	.020		
	Total	34.926	82			

The study findings of Table 8 revealed that there was a statistical significance between the independent variables and the dependent variable (F=420.306; p = 0.000< 0.05). Since the multiple regression models fit the data well, this means that it was chosen.

Regression Coefficients

The study primary objective was to determine the study variables respective coefficients. The study

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findings are presented in Table 9.

Table 9: Regression Analysis Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.078	.103		-.760	.450
Time Management Practice	.296	.081	.298	3.652	.000
Stakeholder Management Practice	.092	.036	.102	2.565	.012
Risk Management Practice	.294	.063	.301	4.641	.000

Table 9 indicated that the regression analysis reveals which project management practices produce the most influence on results from NG-CDF projects. All four independent variables scope management, time management, stakeholder management, and risk management have statistically significant positive effects on performance ($p < 0.05$). The three project management practices of scope management ($\beta_1 = 0.342$, $p = 0.004$), time management ($\beta_2 = 0.296$, $p = 0.000$) and risk management $\beta_4 = 0.294$, $p = 0.000$) demonstrate substantial power to enhance project success. Stakeholder management emerges as a major factor that contributes to project performance levels ($\beta_3 = 0.092$, $p = 0.012$) but falls behind the other designated variables. When all factors are included the constant variable of -0.078 showed no statistical significance ($p = 0.450$) toward the model output. The predictive equation for NG-CDF project performance uses the unstandardized coefficients as follows:

$$\mathbf{Y = -0.078 + 0.296X_1 + 0.092X_2 + 0.294X_3,}$$

The formula establishes a relationship between project

Y performance of NG-CDF Projects

X_1 representing time management

X_2 representing stakeholder management and

X_3 representing risk management.

CONCLUSION AND RECOMMENDATIONS

Effective scope management practice create positive impacts on the performance outcomes of NG-CDF projects. Audits of deliverables and defined scope and team responsibilities lead to project activities that fulfill intended goals. When scope management practice are robust the projects show better resistance against resource wastage events alongside scope creep occurrences. Accurate project scope definition together with defined organizational plans serves as business fundamentals for achieving CDF-funded project success.

Time management stands as a fundamental factor which determines project performance levels. Project completion happens on time and resources stay efficient due to activities tracking combined with scheduling and monitoring. Programs with properly scheduled timetables achieve higher degrees of stakeholder satisfaction because they control project spending while fulfilling stakeholder objectives. Effective time management techniques enhance the entire performance framework of NG-CDF projects.

The research investigation demonstrates that proper stakeholder management plays an essential role in project accomplishment. Different stakeholder groups become transparent through key identification procedures combined with

interest prioritization and continual information sharing. These processes lead to enhanced joint responsibility and better team cooperation. Project acceptability increases, conflicts minimize and the project delivers true community needs when stakeholders engage effectively. Planned stakeholder inclusivity represents the key for lasting project results.

Risk management practice that are well-developed lead to better project performance according to research findings. When project teams follow processes to detect along with interpret and react to and supervise foreseeable risks they maintain the ability to actively manage project obstacles and prevent interruptions. Embracing proper risk management methods produces projects that can maintain progress without interruptions when facing uncertain conditions. The fundamental part of NG-CDF project planning and implementation requires risk management activities.

The performance of NG-CDF projects can be improved when project committees select standard scope management frameworks. Project frameworks must contain defined objectives together with documented deliverables which need continual extensive scope checking across the entire project period. The delivery of scope planning and control training to project teams enables them to manage scope creep while making efficient resource usage. When delivering projects success requires both robust time management practice and proper implementation. The NG-CDF project managers should deploy wide-ranging scheduling tools and time-tracking methods to maintain project schedule compliance. Performance-based milestones combined with periodic progress reviews will maintain the proper track for completed projects. The successful execution of planned projects by local teams demands capacity building for time estimation and scheduling techniques which provide essential expertise.

The organizational framework for stakeholder management needs to become a core element during the NG-CDF project design process as well as execution procedures. The implementation process needs both predefined stakeholder participation strategies and permanent symmetric dialogue between stakeholders from beginning to end. Community members benefit from stakeholder mapping and feedback processes that create an inclusive environment with transparent decision-making and ownership. The establishment of participatory planning while conducting open forums ensures both enhanced community backing and lower conflict risks after implementation.

To counteract potential uncertainties NG-CDF committees need to develop complete formal risk management strategies which they will implement. The framework should include sections to identify risks and analyze them while providing response plans followed by continuous monitoring of identified threats. The application of risk analysis tools such as SWOT analysis and risk matrices receives enhanced capabilities from member projects in their ability to predict and handle upcoming challenges effectively. Through contingency planning activities project resilience becomes stronger allowing the activities to maintain smooth operation under unexpected disruptions.

Recommendations for Further Studies

Future research should examine project management practices across different counties to establish if they affect NG-CDF project performance similarly regardless of economic and political conditions. Such investigations will strengthen current research findings by assessing regional-specific project implementation issues and effective methods. Longitudinal research that observes NG-CDF projects over time can produce better knowledge about how project management practices develop along with their projected effects on project results. Research needs to investigate how technology enhances project management operations through analysis of digital software and tools used in planning and monitoring project

execution and reporting functions. The investigation of capacity-building initiatives focuses on how they affect local organizations in adopting best practices in project management. CEO-DSS should evaluate the impact of project team training and professional development on project success rates. Research needs to explore how community participation levels influence project performance results specifically among vulnerable groups participating in projects funded by the NG-CDF.

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