INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON COMPLETION OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA: A CASE OF KABETE CONSTITUENCY, KIAMBU COUNTY.

KITHINJI EMMA GATWIRI

A Research Report Submitted in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Arts in Project Planning and Management, University of Nairobi

2018

DECLARATION

This research project is my original work and has not been presented for any award in any other university.

Signature..... Date.....

Kithinji Emma Gatwiri

L50/79808/2015

This research project has been submitted for examinations with my approval as the university supervisor.

Signed..... Date.....

Dr. Mbugua J. M (Phd)

Open, Distance and e-Learning Campus,

University of Nairobi

DEDICATION

This work is dedicated to my parents John and Ruth, my husband Henry and my daughter Nicole; who have taught me that nothing comes easy in life and one needs to be disciplined and focused in order to achieve the best.

ACKNOWLEDGEMENT

I solemnly wish to thank Almighty God for his health, provision and protection throughout the times, seasons and moments of study for this degree. Secondly, I wish to express my gratitude to my supervisor Dr. John Mbugua for guiding me throughout in writing this research project. Thirdly, I wish to appreciate the University of Nairobi, more specially the Nairobi Campus for giving me the opportunity to undertake this course, course lectures and staff in ODeL Campus, your invaluable support enabled me to successfully go through this course.

I also wish to extend special thanks to my manager Eng. Moses Otieno and colleagues at work for their support. I also acknowledge the Kabete Constituency Development Fund Committee (CDFC) officers for their assistance to locate the target projects and provided contacts for their project committee members. Finally yet importantly, my sincere appreciation also goes to my family for their understanding and support, and to all who contributed in one way or the other towards the success of this research proposal. To all I say may you be blessed richly.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABBREVIATION AND ACRONYMS

CDF	Constituency Development Fund
CDFC	Constituency Development Fund Committee
CVI	Content Validity Index
GoK	Government of Kenya
ICT	Information Communication Technology
Ksh	Kenya shillings
M & E	Monitoring and Evaluation
MP	Member of Parliament
NACOSTI	National Council of Science, Technology and Innovation
NGOs	Non-Governmental Organizations
PMBOK	Project Management Body of Knowledge
PMC	Project Management Committee
PMI	Project Management Institute
PMI	Project Management Institutes
UN	United Nations
UNDP	United Nations Development Programs
WBS	Work Breakdown Structures

ABSTRACT

The purpose of the study was to analyse the influence of project management practices on completion of Constituency Development Funds (CDF) project in Kenya. It was guided by four objectives namely; to establish how project scope management influences completion of CDF projects in Kabete Constituency; determine how project time management influences completion of CDF projects in Kabete Constituency; examine how project stakeholders management influence completion of CDF projects in Kabete Constituency and; determine how project risk management influences on completion of CDF projects in Kabete Constituency. The study adopted descriptive research design with a mixture of both qualitative and quantitative methods of research approach. A sample size of 107 respondents to was drawn from target population of 146 members of CDF committee and CDF Project Management for 22 projects commissioned in Kabete Constituency in the financial year 2015/2016. Stratified simple random techniques was used to select sampled respondents. Primary data was collected using structured questionnaires and analysed with Statistical Package for Social Science (SPSS). Multiple regression and Pearson correlation analysis was conducted to determine and explain the relationship between independent and dependent variable. The study found that project scope management in activities and defining output or deliverables is practiced to moderate extent; clarification of project scope plan for implementation is practiced to greater extent and use of Work Breakdown Structures (WBS) in project implementation is lowly practiced. In addition, project scope management practice moderately influences CDF project completion. For time management practice, study found that activity definition, activity sequencing and schedules development are lowly practiced, and project time management practice has low influence on CDF project completion. For stakeholders management, study found that, setting proper structure for stakeholders participation is highly practiced; defining stakeholders roles in guiding project identification and choice is also highly practiced; and identifying and managing potential stakeholder effects on project performance is lowly practiced. In addition, stakeholders' management practice has moderate influence on CDF project completion Lastly for risk management practice, the study found risk identification and risk analysis are lowly practice however risk mitigation is moderately practiced. In addition, risk management practice has low effects on CDF project completion. Thus, in general the study concluded that project management practises are moderately practised in CDF projects in Kenya. The study recommends that CDFC or PMC should devise strategies that would enhance project activity sequencing and schedules development, which are link to project deliverable in order to enhance completion rate; CDFC and PMC to develop and adhere to best time management practices related to CDF projects; CDFC and PMC should develop vibrant tools for stakeholders identification to help in allocating key stakeholders, finally CDFC/PMC should develop robust mechanism for risk identification and risk analysis for CDF projects. The study suggest similar study to be replicated in other constituencies.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Project is a temporary venture and therefore has a definite ending point, and unique means of achieve its objective (PMI, 2004). Project management, on the other hand, is the application of knowledge, skills, tools and techniques to project activities in order to meet project requirements. This is mainly accomplished through the application and integration of the project management processes of initiation, planning, executing, monitoring and controlling and closing phases of project (PMI, 2004). According to PMI (2004), much of the knowledge of tools and techniques for managing projects are unique to project management. However, understanding and applying the knowledge, skills, tools and techniques which are recognised as best practices are not sufficient alone for effective project management. Therefore, it is important that in addition to the knowledge of tools and techniques, project managers should understand application area knowledge, standards and regulations; understanding the project environment; general management knowledge and skills; and interpersonal skills (PMI, 2004). All these lump sum to what is known as project management practises.

The Constituency Development Fund (CDF) is kitty created by the Constituency Development Fund Act, 2003 with the primary objective of funding projects which addresses poverty at grassroots level by dedicating a minimum of 2.5% of the government ordinary revenue to grassroots development and the reduction of poverty (GoK, 2003). In 2007, the CDF Act as amended and in January 2013 it was repealed and replaced with CDF Act, 2013 in conformity to the new Constitution of Kenya 2010. Since its inception, several projects have been initiated in various capacity and infrastructural development areas to mitigate poverty and harmonize the spread of development throughout the country.

At the global, CDF project is practised in China, Singapore, Jamaica, Croatia among other nations that have embraced CDF. In China, a stimulus package similar to CDF was announced by the Central People's Republic of China on November 2008 as an attempt to minimize the impact of global financial crises. A study carried out by Wong (2011) to assess the impact of CDF projects on global financial crises, noted government allocation of huge resources toward different projects, among them rural development and technological advancements programs worth 370 billion Yuan. Despite this huge allocation, Wong reported insignificant impact of CDF projects on global financial crises. He noted lack of stakeholder's engagement in the entire project cycle management as the main huddle.

At the region level CDF practice is a common phenomenon. For instance in Zambia, CDF fund was introduced in 1995 to empower youths through youth development projects which are mooted and managed by the youth themselves. It has also been expanded to cover micro-community development projects that are visibly beneficial and involve active participation of ordinary community members. According to Kakungu (2013), CDF emphases on achieving benefits at grassroots level, encouraging the involvement of local communities in both labour and supply of materials for projects.

Locally in Kenya, CDF program was initiated in 2003 to channel development to to the grassroots and address the marginalisation problem. Initially, the kitty comprised of an annual budgetary allocation equivalent to 2.5% of the total national revenue (GoK, 2005), however, the parliament recently passed a motion to increase the fund to 7.5% of the total national revenue (GoK, 2013). Despite the enormous development so far achieved by CDF program, there is an outcry and dissatisfaction from stakeholders on the management of the projects funded by the

kitty as evidenced in ineffective and incompetency, that is, lack of proper project planning and design principle conducted by fund committee and project management committee.

Baskin (2010) raised doubts on the ability of the constituency development fund to meet its stated objectives. This gives a clear indication that the extent to which CDF has met its objectives remains a research imperative. Similarly, Owuor (2013) posed that CDF management faces varied challenges related to organization structure in managing CDF projects and Project identification criteria. In addition, the implementation of CDF has been marred by repeated accusation of abuse of funds, patronage due to excessive powers of the MP, incomplete projects, a lack of technical capacity, poor planning and more of other weaknesses which threaten to undermine the very success of the fund (Ndiritu, 2002). Given the powers accorded to the members of parliament with regard to fund administration, some MPs have taken it upon themselves to decide on the projects to be implemented without any community input and this has led to implementation of projects that do not respond to the needs of the community (Lewis, 2010). All these challenges points to the lack or non-practice of project management principles by the CDF project management committees.

Kabete Constituency was crafted from Kikuyu Constituency, and falls within Kiambu County. The constituency has recorded tremendous performance in terms of CDF projects despite the challenges faced. According to Kabete Constituency Financial Report for the year 2015/2016, the constituency recorded above average performance despite the CDF account being frozen for two months following the demise of the then Member of Parliament (MP). CDF benefit to community members was not delayed as a number of projects were completed and new ones initiated. The report further indicated that a total of 22 new projects were initiated during the financial year 2015/2016 (see appendix I).

It is clear that out of 22 projects initiated, only eight (36.4%) were completed, nine (40.9%) on going and five (22.7%) have failed. This is a clear indication that the performance rate of CDF projects in Kabete Constituency is low (36.4%). Within the said financial 2015/2016, the Auditor's Report (GoK, 2016) also pinpointed a number of audit matters/issues in the constituency fund management with regards to failure to close bank account jointly shared with Kikuyu CDF, construction of pre-fabricated staff houses, delays in implementation of projects among other previous year audit matter.

According to the Audit Report for Kabete Constituency for the financial year 2015/2017 (GoK, 2016), the review of statement of budget appropriation revealed under expenditure of Ksh. 35,718,910 or 29% of the approved budget. This low utilization was attributed to delays in disbursement of funds, poor, delay in procurement of resources and, low implementation. All these audit matters relates to management issues and points to low emphasis on management practises in CDF operations.

1.2 Statement of the Problem

Project manager plays key roles in management and successful completion of the project. However, lack of project management practices has become a common reason for project failure (Alexandrova, 2012). Thus, rigorous project management practise is essential to deliver projects on time and on budget. Several managerial issues can be pinpointed from the administration of CDF projects in Kabete Constituency which motivated the choice of the constituency as a case. For instance, in the financial year 2015/2016, 22 new CDF projects were initiated, by the end of the same financial year, only eight (36.4%) were completed, nine (40.9%) on going and five (22.7%) have completely failed. This indicates that performance rate of CDF projects in Kabete Constituency is below average.

The Auditor's Report (GoK, 2016) for Kabete Constituency observed audit matters including operation of joint, construction of pre-fabricated staff houses, delays in implementation of projects, all which pinpoints management failure. A review of statement of budget appropriation revealed under expenditure of 29 per cent of the approved budget, attributed to by delays in disbursement of funds, delay in procurement of resources and, low implementation, all which falls within the scope of management and pinpoints laxity or low emphasis on management practises in CDF operations.

Project management practises within CDF project have attracted little research. Onditi (2016) analysed the roles of management expertise in CDF project success, however the study did not look into management practises necessitating need for this study. Similarly, Yatich and Sakataka (2015) analysed Challenges Facing The Adoption Of Project Management Practices On CDF Projects Success in Kapenguria Constituency, however the study did not report affects project success; Katunga (2016) also assessed the influence of project management practice on project performance however she concentrated on implementation of capacity development projects in county government and not CDF projects. Thus, there was a need to explore this unexplained phenomena since to the best of researcher's knowledge.

1.3 Purpose of the Study

The purpose of the study was to investigate the influence of Project Managements Practices on completion of Constituency Development Fund in Kenya, specifically within Kabete Constituency.

1.4 Objectives of the Study

The study was guided by the following specific objectives:-

i. To establish how project scope management influences completion of CDF projects in Kabete Constituency.

ii. To determine how project time management influences completion of CDF projects in Kabete Constituency.

iii. To examine how project stakeholders management influence completion of CDF projects in Kabete Constituency.

iv. To determine how project risk management influences completion of CDF projects in Kabete Constituency.

1.5 Research Questions

The study was guided by the following research questions:-

i. How does project scope management influences completion of Constituency Development Funded projects in Kabete Constituency?

ii. How does project time management influences completion of Constituency Development Funded projects in Kabete Constituency?

iii. How does project stakeholders management influence completion of Constituency Development Funded projects in Kabete Constituency.

iv. How do project risk management influences completion of Constituency Development Funded projects in Kabete Constituency.

1.6 Significance of the Study

The significance of CDF project towards the improvement of community wellbeing cannot be overlook given the massive social-economic contributions they have made at the grassroots level of development. However, the success completion of CDF project lies on the adoption and practice of project management practices. This study is significance and its finding may be used as follows. First is CDF project managers. The study highlighted how management practice influence project completion success, and specifically recommend those practices which are relevant to CDF projects. Second is the policy makers and regulatory authority.

To the management, the study finding on specific area of project management practices namely scope, time, stakeholders and risk, in which the CDF project managers may consider in making prudent decisions. In addition, the study recommends management practices that may be used by policy makers in developing policy interventions that could ensure selection and placement of CDF project managers are done on merits and based on qualification relevance to project practice. Last but not least, the study findings provided data and literature for future research on management practices and CDF projects.

1.7 Basic Assumptions of the Study

Assumptions are conditions or events that the researcher takes for granted although they might affect the outcome of the research. According to Kothari (2009), assumptions could be beliefs or ideas that one holds to be true without any evidence. Therefore, the study assumed that there is a uniform management structure of all CDF projects in Kenya, and all projects are managed by competent and expertise management team who are knowledgeable on project management practices. Thus, respondents are enlightened on project management practices.

1.8 Limitations of the Study

Limitations are challenges that may delay or hinders the realization of research objectives. According to Mugenda and Mugenda (2003), limitations are functions that might impact on the outcome of the study when not been taken into account. The study experienced limitations during data gathering session. Project management team were committed and busy most of the time during data collection time. This adversely affected response rate and the researcher was forced to allow more three days to the respondents to fill the questionnaires and collected thereafter. The other limitation was respondents' skepticism to divulging vital information due to suspicion of the study. However, this was overcome by reassuring the respondents that the research was for purely academic, in addition to emphasis on confidentiality where sought.

1.9 Delimitations of the Study

The Research was conducted in Kabete Constituency, Kiambu County. The study involved analysis of four project management practices, namely, project scope management, project time management, project stakeholder's management and project risk management. Study limited itself to project management committee (PMC) as the main source of it primary data.

1.10 Definition of Significant Terms Used in the Study

CDF Stakeholder Management refers to grass root stakeholders who are affected or has interest in successful completion of CDF projects in one way or another.

Completion of CDF Funded Projects: refers to successful performance of every CDF project cycle within time, budget and quality as set out in project plan.

Constituencies Development Fund (CDF) refers to a public funded kitty established through an Act of parliament in 2003 and targets development projects at the grassroots level.

Project Management Practise refers to the adoption of management principles and theories in the administration of project activities and implementation so as to deliver the project on time, cost and quality

Project Risk Management refers to proper utilization of funds within a given time frame for a particular project.

Project scope management is a process to ensure that the project includes all the work required, and excludes the work that is not required, to complete the project successfully.

Project time management – refers to the activity sequence and allocating time to deliver a realistic and time bond project.

1.11 Organizational of the Study

The study is organized into five chapters, chapter one has background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitations of the study, basic assumption of the study, definition of significant terms, organization of the study. Chapter two contains literature review which comprise of introduction, theme of objectives, theoretical review, conceptual review, summary of literature review and knowledge gap. Chapter three presents introduction, methodology, research design, target population, sampling size and sample procedure, research instruments, (interview schedule, questionnaire), pilot testing, validity and reliability, data collection method and data analysis technique. Chapter four covers result of analyzed data, discussion and presentation of finding. Lastly, chapter five presents summary, conclusion and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature as guided by the theme of objectives. It commences with a review of influence of scope management on project completion, followed by time management, stakeholder management and project risk management. It also discuss the theoretical framework and conceptual that guided the study and was adopted respectively.

2.2 Completion of CDF Projects

All projects are expected to have specific objectives, that is, an end result, which costs so much and should be completed within a certain time-frame. According to Salapat (2008), projects which achieve cost, schedule and quality objectives are successful. Therefore, success or failure is a simple measure of performance but only for small projects but not very practical for most projects.

Studies has shown that project performance can be measured in terms as esoteric as the value of the project to the company president or as quantitative as earned value systems used on large government and utility projects. The following identified elements or facts are the basic terms project performance can be measured with the help of a monitoring system and key indicators. The components includes the following,: management organization, responsibility definition, personnel assignments, clear objectives, measurable indicators, authentication of data and timeliness of reports (Salapat, 2008). According to Kloppenborg and Opfer (2002), cost, time, and performance are the typical measures of project performance. In other words, a project is often considered successful if it finishes within its budget estimate, finishes within its scheduled time frame, and performs as designed (Scott-Young and Samson, 2008). Whilst the research

literature in project management engages in a fruitful debate over the nature of project success (Dvir et al., 2008), project success criteria have become multifaceted. For example, Hackman (2007) assesses project success by measuring the client's or intended user's satisfaction, as well as employee development and satisfaction. Shenhar et al. (1997) evaluate project success by evaluating long-term business success and learning that prepares the organization for the future.

Lim and Mohamed (2009) measure project success using the multidimensional set of time, cost, quality, performance, safety, and operational benefit. On the other hand, Shenhar et al. (2001) use project efficiency, customer benefit, organizational success, and potential benefit to the organization to assess project success. Yu et al. (2005) develop a value-centered model based on net project execution cost and net project operation value to evaluate project success. The Project Management Institute (2008) assesses project success with cost, time, quality, and stakeholder satisfaction. Another interesting dimension of project performance is the cost, time, and profitability metrics. According to Scott-Young and Samson (2008) this dimension allows a direct comparison of projects with different types, scopes, and sizes across different industries, especially when the metrics are binary measures. Consequently, under this dimension, Project Success is binary with 1 indicating that a project finishes within budget and scheduled time frame and makes a profit.

Project completion within the context of study is successful performance. In project management, project is said to be successfully competed if all the elements of planning, choice, analysis and implementation are present. Hence, project success criteria are key performance indicators that measure the successful outcome of a project. These success criteria are the dependent variables of the study and was used to assess percentage rate on satisfaction, time and budget.

2.3 Project Scope Management and Completion of CDF Project

According to the Project Management Body of Knowledge Book, scope management planning knowledge area consists of scope planning, scope definition, and creating work breakdown structures (WBS) (PMBOK, 2004). The importance of a well formulated project scope of work has been shown several times in different projects. For instance, Aladwani (2002) in his study titled 'IT project uncertainty, planning and success observed that it is not unusual that a project is rushed into start without the proper planning and preparation. His study reported that lack of clear scope management in project often leads to problems of extra costs (56%) and delays (78%), Aladwani (2002)

Project scope facilitates for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project according to Pinto and Slevin (2008). In their study titled 'Project success: definition and management techniques' the study reported poor scope definition as one of the leading causes of project failure, adversely affecting projects in the areas of cost, schedule, and operational characteristics. The study concluded that project scope as critical part of project planning that involves determining and documenting a list of specific project goals, deliverables, tasks, costs and deadlines (Pinto and Slevin, 2008).

International development project places greater emphasis on project scope according to Muriithi and Crawford (2002). In a study on 'Approaches to project management in Africa: implications for international development projects in Eastern Africa. They found that emphasis on the boundaries of the project establishes responsibilities for each team member and sets up procedures for how completed work will be verified and approved. They concludes that project scope management greatly influence project performance as it helps the project team remain

focused and on task and provides the project team with guidelines for making decisions about change requests during the project.

According to Lemma (2014) study titled ‘Influence of scope planning on ICT project success, with a main objective of assessing the role of project planning on project performance in Ethiopia. Using descriptive research design and a target population of 56 respondent, the study obtained data from respondents that consisted of project manager, supervisors, and other related respondents using structured questionnaire. The findings indicated that the main scope planning input factors that affect the performance processes are: - human, management, technical and organizational factors. The study further identified risk, quality human resource, and integration knowledge areas as key components of scope management. This study recommends that an organization should spend more efforts in the identified planning activities to improve the performance of their project outcome.

2.4 Project Time Management and Completion of CDF Project

The time schedule is one of the most important plans in a project. The development of time schedules should be based on the previously developed WBS. According to Ackermann and Eden (2007), in order to develop realistic and achievable schedules, it is important that activities are sequenced accurately. The activity sequencing involves identifying logical relationships and dependencies between the project activities (Guoli, 2010). Several scholars have analysed the time management and project success and have reported mixed findings.

Yatich and Sakata (2014) carried out a study to establish challenges facing the adoption of project management practices on CDF projects success in Kenya with focus on Kapenguria Constituency in West Pokot County. The study adopted descriptive survey design and involved

the use of structured questionnaire to solicit data from 30 respondents who composed of CDF Project Management Committee, CDF Manager and opinion leaders/project beneficiaries. The findings of the study indicate that the use of planning tools in project planning is above average although it still faces challenges like lack of necessary knowledge-ability, equipment and commitment. The study results also indicate that corruption and misappropriation of funds, inadequate monitoring and evaluation of the projects initiated at community level and poor prioritization of community needs by the management committees were the major challenges facing implementation of the projects.

The study recommends that, there should be a policy direction to address skill gap in the membership of CDF committee members and PMCs in charge of various projects concerning the planning process, that for project success all stakeholders must be involved in the planning process, that all planning procedures should be adhered to in order to achieve successful project implementation in Kapenguria Constituency, and last but not least that there should be adequate measures and goodwill to curb corruption and misappropriation of funds intended to benefit community members.

According to Ballard, Hammond, and Nickerson (2010) project time planning enables project manager to translate project requirement into Work Breakdown Structure (WBS), tasks list, Gantt charts, resource assignment and risk register. In a study titled ‘Impact of Scope Management in ICT Project Performance in Bangladesh’, Ballard et al (2010) found that failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals. In this regard, he concluded that project time planning defines the nature, develops the project scope, develops management plan, and identify and schedule project activities in a project.

The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews. According to Yatich and Sakata (2014) study to establish challenges facing the adoption of project management practices on CDF projects success in Kenya, specifically Kapenguria Constituency in West Pokot County. The study reported that there is poor or very low use of planning tools in CDF project planning. This low adoption and use, according to the study, is because of challenges like lack of necessary knowledge-ability, equipment and commitment. Thus the study recommended that qualifies and expertise PMC and CDFC should be employed.

2.5 Project Stakeholder Management and Completion of CDF Project

Project stakeholders can be actively involved in the entire process of the project or just in one of the phases of the project lifecycle. According to Ayuso, Rodriguez, Castro and Arino (2011), most common key stakeholders involved in a project can be classified as follows: project manager - the key person who is responsible for and dedicatedly managing the entire project, from the start to the end; customer/users - the most important group of people who will be using the final services or products of the project, without this group of stakeholder, the project should not even exist (Fleming, 2005); performing organization - the organization whose employees are directly involved in and perform the work of the project.

In addition, project team members - the employees who perform the work of the project; project management team - team members of the project who participate in the project management activities; sponsors - individuals or a group who financially support the project and; influencers - individual or a group of people who will indirectly influence the outcome or the process of the project. Desmond (2004), points that stakeholders influence can be negative or positive.

The involvement and participation of the beneficiary community stakeholder in designing and implementing projects is receiving increasing attention especially with CDF projects. Bracht and Kingsbury (2000) conducted a study on factors influencing Stakeholders' participation in capacity development projects on project success in Canada. Using stratified sampling method and at sample size of 250 respondents drawn from project from informal settlements, the researchers found that primary stakeholders' participation, especially project beneficiaries, partially participated in design of healthcare project. In addition, they had low participation level in decision making too, an issue the researchers observe to threaten sustainability.

In a similar study by Musomba (2013), who conducted a study on factors affecting Stakeholders' participation effective monitoring and evaluation on CDF project performance in Kenya? Using a sample size of 61 project management committee members and a mixed sampling method, the study finding revealed that local communities were lowly involved in CDF project management. In addition, due to community low level education and less interest in project also hinder their effective monitoring and control role.

However, in general the study reported that community positively influences project performance if effectively engaged. In an attempt to investigate how community involvement enhances program sustainability, Kinne *et al* (2002), conducted a study titled 'stakeholder influence mapping on sustainability' using healthcare project as a case. With an objective of mapping stakeholder influence towards project sustainability, the study found that community approach i.e. empowerment and active involvement enhances sustainability of healthcare project. The study further reported that the best avenue by which community participation influences project sustainability is through the intermediate process of promoting a sense of ownership of the project. From these findings, the researchers recommends a broad range of health

professionals, health institutions, community groups and private citizens to be involved in a holistic approach in tackling project from all Stakeholders' participation. (Kinne *et al*., 2002).

2.6 Project Risk Management and Completion of CDF Project

According to Royer (2002), project risk can be classifies into the following nine categories; customer associated, contract, project requirements, business practice expertise, work estimates, project constraints, complexity and scale deliverables, and contractors. Pinto and Slevin (2008) observed that innovation for human development in project implementation requires risk-taking. However, many organizations consider risk as something negative or as the danger of something undesirable occurring and likely to affect the project implementation. Project implementers should know that risk is also positive-there is an upside and a downside. It is therefore important for an organisation to dare to succeed and dare to fail.

Similar study by Grau (2004) argues that the global environment in which CDF projects operate is changing quickly, as is the very nature of the risk management function and the process for making decisions about risk. These changes affect not only CDF and the public that is served, but also the organizations that fund them. Keeping pace with changes in the overall economic, political, and cultural environment in risk management practice and in leading thinkers 'understanding of risk is vitally important to success in carrying out its mission and accomplishing its long-term goals.

According to Cooper, Grey, Raymond and Walker, (2005), managing project risk depends upon the project team understanding the sources of variation in projects, and then working to minimize threats and to maximize opportunities wherever it is feasible. Coopers et al (2005) study found that project risk management process is needed to ensure that; all significant risks to the success

of the project are identified, identified risks are understood, with both the range of potential consequences they represent and the likelihood of values in that being determined as far is necessary for decision making, assessment is undertaken of individual risks relative to other risks to support priority setting and resource allocation, strategies for treating the risks take into account of opportunities to address more than one risk, and the process itself and the risk treatment strategies are implemented cost-effectively.

2.7 Theoretical framework

The study was based on theory of project management, which provides a transformation view on operations (Kerzner, 2003). In the transformation view, theory of project management conceptualizes a project as a transformation of inputs to outputs. The theory outlines a number of principles, by means of which a project is managed. These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently (Fassin, 2009).

The theory of project emphasis on understanding of management as based on three elements, namely: management-as-planning, the dispatching model and the thermostat model. In management-as-planning, management at the operations level is seen to consist of the creation, revision and implementation of plans (Freeman, 2010). This approach to management views a strong causal connection between the actions of management and outcomes of the organization. Within the theory of project, the dispatching model assumes that planned tasks can be executed by a notification of the start of the task to the executor.

Accordingly, the thermostat model is the cybernetic model of management control that consists of the following elements: there is a standard of performance; performance is measured at the

output; the possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached.

This is applicable to the study because it would pinpoints an understanding to the application of management practices and principles in implementation of CDF projects and how they influence the outcome of CDF projects from initiation to the execution stage. These principles or practices include planning, execution and control. Under theory of project, there is concept of planning. Planning is management part in the project and the primary function while the primary function of the effecter part is to translate the resultant plan into action. The principle of planning involves knowing the current state of the world, the desired goal state, and the allowable transformations of state that can be achieved by actions, a series of actions of the plan (GoK, 2013).

The plan is translated into reality by the effecter part of the organization, which in comparison to CDF project, planning is done by CDFC and implemented or effected by PMC and project staffs. The other premise of project theory is execution. The conceptualization is that managerially, execution is about dispatching tasks to work stations. Execution is guided by the following principles; when, according to the plan, the time has arrived to begin task execution, it is authorized to start, in speech or in writing (Tshangana, 2010). This is based on assumption which argues that the inputs to the task and the resources to execute it are ready at the time of authorization; the task is fully understood, started and completed according to the plan once authorized. For this to be real, project theory further place emphasis on control.

The implication of this premise is that; there is a process to be controlled, a unit for performance measurement, a standard of performance and a controlling unit (thermostat control). The principle is that the possible variance between the standard and the measured value is used for

correcting the deviation. Therefore, the theory of project is best suit for the study and can be best used to explain the management practices.

2.8 Conceptual Framework

The study develop conceptual framework on a casual-effect relationship using three variables, namely independent, moderating and dependent variables. The independent variable were elements of management practices as derived from specific objectives themes, that is, scope management, time management, stakeholder management and risk management. The moderating variable was regulations governing management of CDF projects, in particular CDF Act. The dependent variable was CDF project completion. This relationship is shown in figure 2.1;

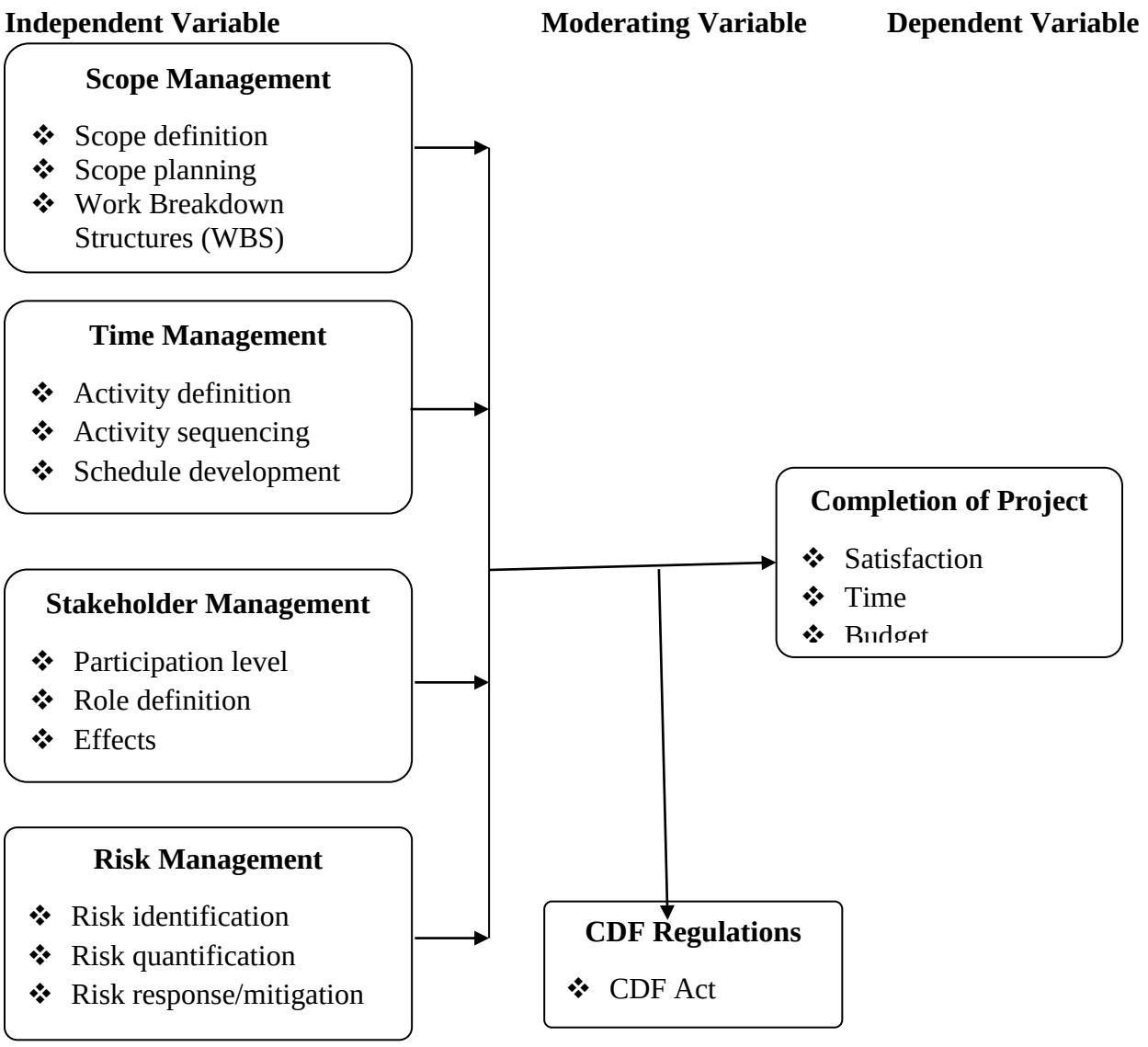


Figure 2.1 Conceptual Framework

From Figure 2.1, project scope management practise is critical to project completion and success. Thus, scope practise was assed based on three elements namely scope definition, scope planning and work breakdown structures (WBS). Project time management is critical aspect of project success. A number project tool are available for time or schedule management. The study analysed the extent to which currently tools adopted by management contributes to CDF project performance based on how they assist in activity definition, activity sequencing and schedule development.

Every project has stakeholders, who are individual or institutions whose interests may affect or be affected by the project. Stakeholders influence can be disastrous and adversely affect the performance of the project is not properly managed. Hence, under this independent variable, the study assessed three elements that relates to management activities namely stakeholders mapping, interest analysis and effect management.

Risk is considered by many organizations and projects as something negative or as the danger of something undesirable occurring and likely to affect the project implementation. Although risk cannot be wholly eliminated, its adverse effect can be mitigated through proper management. Hence under this variable, the study analysed three element that relates to risk management strategies namely risk identification, risk quantification and risk response.

The Constituency Development Fund (CDF) is created and regulated by laws. In Kenya, the Constituency Development Fund Act 2003 set forth the regulatory framework for CDF operations. It outlines composition of various management team level, areas of fund utilization, how fund is utilized, reporting and accountability required among others. All these falls within management aspect and thus could influence management practices. Thus regulatory, specifically CDF Act was analysed and checked on how it moderates the influence of management practises and completion of CDF projects.

Project completion within the context of study is successful performance. In project management, project is said to be successfully competed if all the elements of planning, choice, analysis and implementation are present. Hence, project success criteria are key performance indicators that measure the successful outcome of a project. These success criteria are the

dependent variables of the study and were used to assess percentage rate on satisfaction, time and budget.

2.9 Gaps in Literature Reviewed

Although attempts have been made to explain project management practises and project performance, majority of reviewed studies (Onditi, 2016; Yatich and Sakataka, 2015; Katunga, 2016) have concentrated on project implementation factors and success criteria, largely ignoring managerial contribution aspect on project performance. Hence, there is a need to provide analytical explanation of the managerial contribution to project performance based on analysis of all elements of management practices. The knowledge gap is summarised below.

Table 2.2: Summary of Gaps

Variable/Factor	Author	Study Title	Findings	Knowledge gap
Project Scope Management	Aladwani (2002)	IT project uncertainty, planning and success	Lack of clear scope management in project often leads to problems of extra costs (56%) and delays (78%)	Contextual Conceptual Methodological
	Pinto and Slevin (2008)	Project success: definition and management techniques	poor scope definition as one of the leading causes of project failure	Contextual Methodological
	Muriithi and Crawford (2002)	Approaches to project management in Africa: implications for international development projects in Eastern Africa	project scope management greatly influence project performance as it helps the project team remain focused and on task and provides the project team with guidelines for making decisions about change requests during the project	Conceptual Methodological
	Lemma (2014)	Influence of scope planning on ICT project success	Risk, quality human resource, and integration knowledge areas as key components of scope management	Conceptual Methodological

Project Time management	Yatich and Sakata (2014)	Challenges facing the adoption of project management practices on CDF projects success in Kenya	planning tools in project planning is above average although it still faces challenges like lack of necessary knowledge-ability, equipment and commitment.	Contextual Conceptual Methodological
	Ballard, Hammond, and Nickerson (2010)	Impact of Time Management in ICT Project Performance in Bangladesh	failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals	Contextual Conceptual Methodological
Project Stakeholders Management	Bracht and Kingsbury (2000)	Factors influencing Stakeholders' participation in capacity development projects on project success in Canada	Low participation level in decision making too, an issue the researchers observe to threaten sustainability	Conceptual Methodological
	Musomba (2013)	Factors affecting Stakeholders' participation effective monitoring and evaluation on CDF project performance in Kenya	Local communities were lowly involved in CDF project management. Community positively influences project performance if effectively engaged	Contextual Methodological
Project Risk Management	Grau (2004)	Influence of global environment on projects operation	Global environment risks adversely affects projects operation	Contextual Conceptual Methodological
	Cooper, Grey, Raymond and Walker, (2005),	Sources of project risk.	Project risk depends upon the project team understanding the sources of variation in projects	Contextual Conceptual Methodological

2.10 Summary of Literature Review

Project management practises has become an essential and key requirement for project performance. Project scope management planning knowledge area consists of scope planning, scope definition, and creating work breakdown structures (PMBOK, 2004). In addition, project scope facilitates for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project according to Pinto and Slevin (2008).

The main scope planning input factors that affect the performance processes are: - human, management, technical and organizational factors with identified risk, quality human resource, and integration knowledge areas as components of scope management.

The time schedule is one of the most important plans in a project. In order to develop realistic and achievable schedules, it is important that activities are sequenced accurately. The activity sequencing involves identifying logical relationships and dependencies between the project activities (Guoli, 2010). Project time planning enables project manager to translate project requirement into Work Breakdown Structure (WBS), tasks list, Gantt charts, resource assignment and risk register.

Project stakeholders can be actively involved in the entire process of the project or just in one of the phases of the project lifecycle. Most common key stakeholders involved in a project can be classified as follows: project manager - the key person who is responsible for and dedicatedly managing the entire project, from the start to the end; customer/users - the most important group of people who will be using the final services or products of the project, without this group of stakeholder, the project should not even exist.

Project risk can be classifies into the following nine categories; customer associated, contract, project requirements, business practice expertise, work estimates, project constraints, complexity and scale deliverables, and contractors. Innovation for human development in project implementation requires risk-taking. However, many organizations consider risk as something negative or as the danger of something undesirable occurring and likely to affect the project implementation. Project implementers should know that risk is also positive-there is an upside and a downside. It is therefore important for an organisation to dare to succeed and dare to fail.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the research methodology. It commenced with the discussion of research design to be adopted, followed by target population, sample size and sampling procedure. It also includes discussion on data collection methods, pilot test, and data analysis method.

3.2 Research Design

The study adopted descriptive survey research design to assess the influence of management practices on completion of CDF projects in Kabete Constituency. Creswell (2009), argued that a descriptive survey research design is intended to 'provide a picture of situation as it naturally happens,' hence may be used to justify current practice, make judgment and develop theories. In this regard, descriptive research design helped the study to gather both qualitative and quantitative data on management practices currently employed by CDF managers in Kabete Constituency and the performance rate of CDF projects in the constituency. Thus, the design linked project management practices to projects performance.

3.3 Target Population

The study narrowed down to only CDF Projects commenced from the financial year 2015/2016, and are completed or on-going or failed, as its sampling unit. According to data obtained from Kabete Constituency Development Fund Office, there are 22 projects that were initiated in 2015, of which 8 (36.4%) have been completed, 9 (40.9%) on going and 5 (22.7%) have failed (see table 1.1). From the sample unit, the target population comprised management staffs, that is, CDF project management committee and CDF Committee members of CDF projects in Kabete Constituency. According to the Chairperson of CDF Committee, Kabete Constituency has 16

members of CDF Committee and five members of PMC for each project. This gives a total target population of 146 distributed as shown in Table 3.1.

Table 3.1: Target Population

Project Group Name (Unit of Analysis)	**No. of CDF Projects**	**Management Committee (Target Population)**
Environment	1	5
Primary education	8	60
Secondary education	2	10
Tertiary education	1	5
Water	5	25
CDF office	2	10
Security	3	15
CDF Committee	-	16
Total	**22**	**146**

Source: Kabete Constituency Development Fund (CDF) Office (HR Report, April 2018)

3.4 Sample Size and Sampling Procedure

3.4.1 Sample Size

The study sample size or observations units was arrived at using Taro Yamane sample size formula (Yamane, 1967). Yamane sample size formula is ideal for determing observation units where there is definite target population. From the target population of 146 and a sampling error of 0.05, a sample size of 107 respondents is arrived at as follows:

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

Where: n = Sample size

N = Population size (160)

e = Sampling error (7.5%)

$$n = \frac{146}{1 + 146(0.05)^2} = 106.9597 \ approximately \ 107$$

Mugenda and Mugenda (2009) contends that the minimum considerable sample size should be 30 cases while Guthrie (2010) noted that a sample of more than 30 will usually give results similar to a normal distribution. Hence, the sample size is justified on both grounds.

3.4.2 Sampling Procedure

Since the target population is heterogeneous, the study used stratified random sampling technique to ensure proper representation of different project categories/groups. From each different stratum, the study employed simple random sampling to select the final subjects proportionately based on stratum weight as shown in Table 3.2;

Table 3.2: Sampling Frame

Stratum Name	Target Population (X)	Weight(n=X/146*107)	Sample
Environment	5	3.42	4
Primary education	60	41.10	44
Secondary education	10	6.85	7
Tertiary education	5	3.42	4
Water	25	17.12	18
CDF office	10	6.85	7
Security	15	10.27	11
CDF Committee	16	10.97	12
Total	**146**	**100.00**	**107**

3.5 Data Collection Instruments

The study gathered primary data only using structured questionnaire. The structure questionnaire was adopted because they are free from the bias of the interviewer, respondents has adequate time to give well thought out answers and are appropriate and convenient for a large samples (Mugenda and Mugenda, 2009). The questionnaires consist of both closed and open-ended questions in a specified sequence and with predesigned response options. Open-ended questions provided respondents with opportunities to reveal information in a naturalistic way. The questionnaires was divided into six sections; with section one requesting the respondent to fill in

his background/demographic information, whereas the remaining five sections consisted of variables under study.

3.5.1 Pilot Testing Instrument

The study conducted pilot study to test for the validity and reliability of research instruments. The pilot study was conducted a month to actual data collection in the bordering Kikuyu Constituency. The choice of Kikuyu Constituency was informed by the fact the two constituencies share a lot with Kabete Constituency having been split from Kikuyu Constituency. The pilot test was performed using Split-Half and Cronbach Reliability Index.

3.5.2 Validity of Research Instrument

Validity is the ability of an instrument to measure what it is designed to measure. As argued by Kothari (2006), validity is the most critical criterion and indicates the degree to which an instrument measures what is supposed to measure. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested. To enhance validity of the instruments, the study applied the Content Validity Index (CVI) formula (that is, CVI = No. of Judges declaring item valid/total No. of items). As recommended by Amin (2005), CVI of 0.7 was used as benchmark for loading and only items or questions that scored above 0.7 were considered. In addition, validity was enhanced by designing research instruments with simple, unambiguous, logical and comprehensive questions.

3.5.3 Reliability of Research Instrument

Reliability means the consistency in the production of the results or repeatability of the measure. Reliability is a requirement that, at least in principle, another researcher, or the same researcher on another occasion, can be able to replicate the original piece of research and achieve

comparable evidence or results, with similar or same study population (Boit, Wangare, and Magero, 2009). According to Kothari (2006), a measuring instrument is reliable if it provides consistent results. The study enhanced reliability of the data collected by computation of the Cronbach Reliability coefficient. Only items with high correlation, that is, Cronbach Reliability Index above 0.7 was considered for loading as proposed by Hayes (2008).

3.6 Data Collection Procedures

The study adopted drop-and-pick data collection method (Kothari, 2006) due to ease of access of respondents and researcher's proximity to the study area. Before the actual data collection, the study obtained an introductory letter from the university to Kabete CDF Committee chairperson and National Council of Science, Technology and Innovation (NACOSTI) to seek for authority for data collection and proceed with the study respectively. Upon approval, the study recruited two research assistant, trained and deployed to assist in data collection. Researcher together with research assistants distributed questionnaires to respondents at project cite/office and CDF office. To enhance high response rate, respondents were allowed three days to fill-in the questionnaire.

3.7 Data Analysis Techniques

The data collected were sorted, edited, coded and analysed with the aid of IBM Statistical Package for Social Science (SPSS) version 23. This data quality checks was done in order to eliminate errors or point of contradiction in data and coding to classify the answer to a question into meaningful categories so as to bring out their essential pattern. The study employed descriptive and inferential data analysis methods. Descriptive analysis was done by constructing frequency and percent distribution in order to determine frequencies and measures of central tendency. Inferential statistic involved computation of correlation and regression. Pearson Correlation and Multiple Regression analysis was done to assess the relationship between

independent variable and dependent variable. Parametric test for significance of computed values will be performed using z-statistic at 95% confidence level.

3.8. Ethical Considerations

The study strictly observed Scientific Research Code of Conduct and uphold all ethical consideration during the entire research period. Specifically, the study complied with NACOSTI guideline for ethical conduct of research involving human subject. Since the research dealt with sensitive issues, respondent's rights to confidentiality and privacy was paramount. The researcher employed informed consent thorough explanations of the purpose of the research, and guarantees of confidentiality in the preamble of questionnaires and also before and during interviews. Additionally, the study emphasized and respect participants' freedom of acceptance or refusal to be interviewed and also of withdrawal from interview at any time. Finally, anonymity of respondent details or use of pseudo names was applied where requested or deemed appropriate..

3.9 Operational definition of Variables

Table 3.3: The Operational definition of Variables

objective	Type of variable	Indicators	Scale of measurement	Type of analysis and test	Tools
To establish how project scope management influences completion of CDF projects in Kabete Constituency.	Independent variable	• Scope definition • Scope planning • Work Breakdown Structures (WBS	Normal Ordinal	Frequency	Mean Standard deviations
To determine how project time management influences completion of CDF projects in Kabete Constituency	Independent variable	• Activity definition • Activity sequencing • Schedule development	Normal Ordinal	Frequency	Mean Standard deviations
To examine how project stakeholders management influence completion of CDF projects in Kabete Constituency	Independent variable	• Participation • Role definition • Effect	Normal Ordinal Scale	Frequency	Mean Standard deviations
To determine project risk management influences completion of Constituency Development Funded projects in Kabete Constituency	Independent variable	• Risk identification • Risk quantification • Risk response/ mitigation	Normal Ordinal Scale	Frequency	Mean Standard deviations

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents an analysis and interpretation of the findings in line with the objectives of the study. The results are divided into three sections:-First section deals with descriptive statistic about demographic and background information of the respondent. The second section deals with discussion of research objectives and the third and the last deals with Multiple Regression Analysis results.

4.2 Response Rate

The study issued questionnaire to 107 respondents as per the sample size. 75 of issued questionnaires were returned dully filled, 22 returned partially filled and 10 not returned. This accounted for 70.10%, 20.56% and 9.34% for fully filled questionnaire, partly filled questionnaire and not returned questionnaires respectively, as shown in Table 4.4.

Table 4.4: Response Rate

Responses	**Frequency**	**Percentage**
Returned fully filled	75	70.10
Non partly filled	22	20.56
Not returned	10	9.34
Total	**107**	**100.00**

The study considered only fully filled questionnaires for analysis. This therefore, accounted for 70.10% response rate. According to Creswell (2009), this was above the minimum responses required for analysis. In addition, Mugenda and Mugenda (2003) indicated that a response rate of

50% is adequate for analysis and reporting, a rate of 60% is good and a response rate above 70% is excellent. Therefore, the response rate of 70.10% was excellent to progress to analysis. The high response rate could be attributed higher degree of awareness management practices among the CDF project managers.

4.4 Demographic Information

Gender is an important element that affects individual responses to concerns under study and CDF projects is not an exception to it. The issue of gender was important in the study as it also indicated whether gender roles had any influence in management practices and completion of CDF the project. The findings were as shown in Table 4.5:

Table 4.5: Gender distribution

Gender	Frequency	Percentage
Male	44	59
Female	31	41
Total	**75**	**100.00**

According to Table 4.5, the total number of male's respondents who participated in the study comprised 59% of total respondents while female comprised of 41% of the respondents. It can be concluded that the number of males who responded were higher than the number of female respondents and this reveals a relatively high gender disparity in the CDF projects management. Therefore, this finding is contrary to the widely held belief that women participate more in most development projects compared to men. The findings are in consistent with IFAD report (2007), which stresses that for any meaningful project results and sustainability, gender roles must be recognized.

4.4.2 Age of the Respondent

Respondents' age determination was important in understanding whether their views about project roles were influenced by age variance. The result this analysis is presented in Table 4.6.

Table 4.6: Age of the respondent distribution

Age Bracket	Frequency	Percentage
18-25 yrs	4	5.33
26-35 yrs	9	12.00
35-45 yrs	10	13.33
45-55 yrs	44	58.67
Above 65 yrs	8	10.67
Total	**75**	**100.00**

According to the Table 4.6, 5.33% (4) of the respondents were in the age bracket 18-25 years, 12% (9) in the age bracket of 26-35 years, 13.33% (10) in the age bracket of 45-55 years, 58.67% (44) in the age bracket between 45-55 years and 10.67% (8) in the age bracket of above 55 years. The findings therefore revealed that majority of the respondents were in the age bracket of 46-55 years and least respondent in the age bracket of above 18-25years. This implies CDF projects are managed by mature adults who have attained 45 years and above, thus depicted maturity, experience, broad knowledge and awareness on long term benefits of community initiative thus the ability to give reliable information.

4.4.3 Highest Level of Education

Education is among the most important demographic factors that might affect the person's attitudes and way of looking and understanding any particular social and economic phenomena.

The study sought to find out highest academic qualification of the respondent and result is depicted in Table 4.7.

Table 4.7: Highest level of education

Level of Education	Frequency	Percentage
O/A level	12	16.00
Certificate/Diploma	31	41.33
Bachelor/Undergraduate	26	34.67
Postgraduate	6	8.00
Total	**75**	**100.00**

Findings reveals that 16.00% (12) of the respondents attained A/O level as highest level of education, 41.33% (31) attained certificate/diploma education, 34.67% (26) and 8% (6) of respondent attained undergraduate and postgraduate respectively as highest level of education. This finding shows that majority of the respondents had attained certificate/diploma as highest level of education closely followed by undergraduate. This finding implies that post-secondary education is becoming a requirement to participate in CDF project management.

4.4.4 Years of Experience

The study also determined respondents' years of experience in CDF project management activities. The experience level of respondents is presented in Table 4.9.

Table 4.8: Years of experience

Responses	Frequency	Percentage
less than 1 year	15	20
1 – 5 years	39	52
6 – 10 years	12	16
11 - 15 years	6	8
Above 15 years	3	4
Total	**75**	**100.00**

According to the Table 4.8, 20% (15) of respondent had project experience of less than 1 year, 52% (39) had experience of between 1-5 year, 16% (12) had experience of between 6 - 10 years, 8% (6) had experience of between 10 - 15 years and 4% (3) had experience of above 15 years. This finding reveals that most of management team members charged with the responsibility of managing CDP projects in the constituency had experience between 1-5 years. This finding could be attributed to political leadership change, as probably most of the respondents were beneficiary of political appointments of the Members of Parliament (MP) of the day since the MP - being the Chairman of the CDFC, - may have influenced the composition of project management teams to suit political interests. The finding is supported by studies by Bruntland (2007) and World Bank (2002) which stressed on need to have project management team on a long-term basis.

4.5 Scope Management and Completion of CDF Projects

The study sought to establish how project scope management practice influences completion of CDF projects in Kabete Constituency. The analysis of scope management practice was assessed on three areas namely scope definition, scope planning and Work Breakdown Structures (WBS).

Respondents response to these elements, as rated on a 1-5 point likert scale (5-strongly agree and 1= strongly disagree) is presented in Table 4.9.

Table 4.9: Scope management elements

Elements	Min	Max	Mean	Std Dev
CDF project scope well defined in both activities, resources and output or deliverables	1	5	3.21	0.67
Clarity of CDF project scope plans for implementation.	1	5	4.32	0.53
Use of Work Breakdown Structures in CDF projects implementation	1	5	2.42	0.40
Average for scope management			**3.32**	**0.53**

From Table 4.9, results for CDF-PMC management practice in defining project scope in activities, resources and output or deliverables revealed a mean (m=3.21) and standard deviation of (std dev=0.67); clarity of project scope plan for implementation revealed a mean (m=4.32) and standard deviation of (std. dev=0.53); use of Work Breakdown Structures in project implementation revealed a mean (m=2.42) and standard deviation of (std dev=0.40). Average finding for scope definition practice indicates a mean (m=3.32) and standard deviation (std.dev=0.53).

The findings implies defining project scope in activities, resources and output or deliverables is practiced to moderate extent, clarity of project scope plan for implementation is practiced to greater extent and use of Work Breakdown Structures in project implementation is lowly practiced. In general, there is low practice of project scope definition in management of CDF projects in Kabete Constituency.

The study further sought to find out how scope definition practice affects project completion indicators namely project results satisfaction to beneficiary needs, project completion within planned schedule and project completion within planned budget. Finding is presented in Table 4.10.

Table 4.10: Scope management influence on completion elements

Completion	Beneficiary satisfaction		Planned schedule		Planned budget	
	Freq	**%**	**Freq**	**%**	**Freq**	**%**
Very high	41	54.7	54	72.0	41	54.7
High	23	30.7	9	12.0	18	24.0
Low	6	8.0	3	4.0	3	4.0
Very low	3	4.0	4	5.3	12	16.0
Not at all	2	2.6	5	6.7	1	1.3
Totals	**75**	**100**	**75**	**100**	**75**	**100**

From Table 4.10, finding for project results satisfying beneficiary needs showed that 54.7% agreed to very high extent, 30.7% agreed to high extent, 8.0% to low extent, 4.0% very low and 2.6% not at all. Finding for scope planning influence completion within planned schedule revealed 72.0% agreed to very high extent, 12.0% to high extent, 4.0% to low extent, 5.3% to very low extent and 6.7% not at all. For influence of scope management on project completion within planed budget indicates that 54.7% to very high extent, 24.0% high extent, 4.0% low extent, 16% to very low extent and 1.3% not at all. This findings implies that scope management practice influences project beneficiary satisfaction need, completed within planned schedule and completed within planned time. This is in agreement with Aladwani (2002).

4.5 Time Management and Completion of CDF Projects

The study developed objective two to in order to determine how project time management practices influences completion of CDF projects in Kabete Constituency. time management practice was assessed on three elements namely activity definition, activity sequencing and schedules development. Finding for the result is depicted in Table 4.11

Table 4.11: Time management influence

Question	Min	Max	Mean	Std Dev
CDF project activities time duration well planned for implementation	1	5	2.21	0.39
The management adopts PERT* and CPM** to estimate activity duration and sequencing	1	5	2.12	0.87
Project schedule is well developed or prepared and followed to the letter.	1	5	2.22	0.81
Average for time management			**2.18**	**0.69**

* PERT - Project Evaluation and Review Technique

** CPM - Critical Path Method

Results from Table 4.11 shows that CDF-PMC time management practice in planning project activities time duration for implementation revealed a mean (m=2.21) and standard deviation of (std dev=0.39); adoption and use of PERT and CPM to estimate activity duration and sequencing revealed a mean (m=2.12) and standard deviation of (std. dev=0.87) and; developing or preparing project schedules and following strictly revealed a mean (m=2.22) and standard deviation of (std dev=0.81). Average finding for time management practice indicates a mean (m=2.18) and standard deviation (std.dev=0.69). This finding implies that activity definition, activity sequencing and schedules development are lowly practiced in CDF project time

management. In general, there is nearly very low practice of project time management practice in management of CDF projects in Kabete Constituency.

Finding for how project time management practice affects project completion indicators: satisfaction to beneficiary needs, project completion within planned schedule and project completion within planned budget, is presented in Table 4.12.

Table 4.12: Time management influence on completion elements

Completion	Beneficiary satisfaction		Planned schedule		Planned budget	
	Freq	**%**	**Freq**	**%**	**Freq**	**%**
Very high	2	2.7	2	2.7	4	5.3
High	2	2.7	4	5.3	6	8.0
Low	43	57.3	41	54.7	43	57.3
Very low	24	32.0	25	33.3	19	25.3
Not at all	4	5.3	3	4.0	3	4.0
Totals	**75**	**100**	**75**	**100**	**75**	**100**

From Table 4.12, finding project time management practice influencing satisfying beneficiary needs revealed that 2.7% agreed to very high and high extent each, 53.7% agreed to low extent, and 5.30% said no influence at all. For completion within planned schedule revealed 2.7% agreed to very high extent, 5.3% to high extent, 54.7% to low extent, 33.3% to very low extent and 4.0% not at all. For project completion within planed budget indicates that 5.3% of respondents agreed to very high extent, 8.0% high extent, 57.3% low extent, 25.3% to very low extent and 4.0% not at all. This findings implies that time management practice has low influence on CDF project completion.

4.6 Stakeholders Management and Completion of CDF Projects

The third study objective was crafted to examine how project stakeholders' management practice influences completion of CDF projects in Kabete Constituency. Stakeholders management practice was analysed based on participation level, role definition and their effect on project performance. Study results are illustrated in Table 4.13

Table 4.13: Stakeholders' management influence

Question	N	Min	Max	Mean	Std Dev
There is a proper structure in place for stakeholders participation	75	1	5	4.32	0.34
Stakeholder roles are clearly defined and guide project identification and choice.	75	1	5	3.85	0.76
Potential stakeholder effects on project performance are well identified and managed.	75	1	5	2.02	0.49
Average for stakeholders management				**3.4**	**0.53**

Results as depicted in Table 4.13 shows CDFC/PMC stakeholders' management practice in revealed a mean (m=4.32) and standard deviation of (std dev=0.34); a mean (m=3.85) and standard deviation of (std. dev=0. 76) and; revealed a mean (m=2.02) and standard deviation of (std dev=0.49). Average finding for stakeholder management practice gives a mean (m=3.40) and standard deviation (std.dev=0.53). This finding implies that setting proper structure for stakeholders participation is highly practiced; defining stakeholders roles in guiding project identification and choice is also highly practiced; while identifying and managing potential stakeholder effects on project performance is lowly practiced. In general, there is moderate

practice of project stakeholders' management practice in management of CDF projects in Kabete Constituency.

4.7 Risk Management and Completion of CDF Projects

The last objective of the study sought to establish how project's risk management practice influences completion of CDF projects in Kabete Constituency. This analysis was assessed on three areas namely risk identification, risk quantification and risk response/mitigation. Respondents response to these elements was rated on a 1-5 point likert scale (5-strongly agree and 1= strongly disagree), and results presented in Table 4.14.

Table 4.14: Risk management influence

Elements	N	Min	Max	Mean	Std Dev
There is proper strategy in place for identifying project risk	75	1	5	2.22	0.89
There is proper mechanism in place for risk analysis and prioritization.	75	1	5	2.11	0.87
There is proper plan for risk response or mitigation strategies.	75	1	5	3.06	0.95
Average for risk management				**2.46**	**0.9.0**

Findings for risk management practice revealed that CDFC/PMC practice in setting strategy for identifying project risk revealed a mean (m=2.22) and standard deviation of (std dev=0.89); setting mechanism for risk analysis and prioritization revealed a mean (m=2.11) and standard deviation of (std. dev=0.87) and; use of setting plans for risk response or mitigation strategies revealed a mean (m=3.06) and standard deviation of (std dev=0.95). Average finding for risk management practice shows a mean (m=2.46) and standard deviation (std.dev=0.90).

The finding implies that there is low risk identification and analysis practice among CDFC/CDF-PMC and relatively moderate practice of risk mitigation. In general, there is low practice of project risk management in management of CDF projects in Kabete Constituency. Further analysis on how risk management practice affects project completion indicators of results satisfaction to beneficiary needs, project completion within planned schedule and project completion within planned budget are presented in Table 4.15.

Table 4.15: Scope management influence on completion elements

Completion	Beneficiary satisfaction		Planned schedule		Planned budget	
	Freq	**%**	**Freq**	**%**	**Freq**	**%**
Very high	12	16.0	4	5.3	3	4.0
High	3	4.0	3	4.0	6	8.0
Low	18	24.0	9	12.0	23	30.7
Very low	41	54.7	54	72.0	41	54.7
Not at all	1	1.3	5	6.7	2	2.6
Totals	**75**	**100**	**75**	**100**	**75**	**100**

Table 4.15 illustrates that findings project results satisfying beneficiary needs showed that 54.7% agreed to very high extent, 30.7% agreed to high extent, 8.0% to low extent, 4.0% very low and 2.6% not at all. Finding for scope planning influence completion within planned schedule revealed 72.0% agreed to very high extent, 12.0% to high extent, 4.0% to low extent, 5.3% to very low extent and 6.7% not at all. For influence of scope management on project completion within planed budget indicates that 54.7% to very high extent, 24.0% high extent, 4.0% low

extent, 16% to very low extent and 1.3% not at all. This finding implies that scope management practice influences project beneficiary satisfaction need, completed within planned schedule and completed within planned time.

Table 4.16: Stakeholders management influence on completion elements

Completion	Beneficiary satisfaction		Planned schedule		Planned budget	
	Freq	%	Freq	%	Freq	%
Very high	4	5.3	2	2.7	2	2.7
High	6	8.0	4	5.3	2	2.7
Low	19	25.3	25	33.3	24	32.0
Very low	43	57.3	41	54.7	43	57.3
Not at all	3	4.0	3	4.0	4	5.3
Totals	**75**	**100**	**75**	**100**	**75**	**100**

Findings indicates that risk management practice influencing satisfying beneficiary needs revealed that 5.3% to very high extent, 8.0% high extent, 25.3% low extent, 57.3% to very low extent and 4.0% not at all; for completion within planned schedule revealed 2.7% agreed to very high extent, 5.3% to high extent, 33.3% to low extent, 54.7% to very low extent and 4.0% not at all and. For project completion within planed budget indicates that 2.7% agreed to very high and high extent each, 32.0% agreed to low extent, 57.3% to very low extent and 5.30% said no influence at all. This findings implies that risk management practice has low influence on CDF project completion.

4.7 Completion of CDF Projects

Respondents were requested to indicate the number CDF projects completed successfully within the last five years in Kabete Constituency. Completion success was assessed based on project satisfaction to beneficiary need, implemented within scheduled time and implemented within planned budget. Results are shown in the Table 4.17, and the study established that in 2013, only 15% of the projects were completed to beneficiary satisfaction needs, 21% of the project completed within time schedule and 64% completed within budget. In 2014, respondents indicated a huge rise of project completed to satisfaction of beneficiary need at 61%, 21% of projects completed at schedule time and 17% completed within budget. In 2015, a significant drop in completion to beneficiary need at 15%, 33% competed within schedule plan and 52% completed within budget.

In 2016, 8% of project competed to beneficiary need, 44% competed within schedule time and 48% of projects completed within planed budget. In 2017, 13% of project competed to beneficiary need, 55% competed within schedule time and 32% of projects completed within planed budget. These findings imply that CDF project completion success rate has been low. The trend is characterized by relatively stable completion within beneficiary need, improvement in competition within schedule time and, declining completion within planned budget.

Table 4.17: CDF project completion Rate

Completion factor	Implementation years				
	2013	2014	2015	2016	2017
Satisfaction to beneficiary need	15%	61%	15%	8%	13%
Implemented within time schedule	21%	21%	33%	44%	55%
Implemented within budget	64%	17%	52%	48%	32%

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes study findings and discusses major findings in relation to other empirical findings. The chapter also draws conclusion and offers recommendations and suggestions for further studies.

5.2 Summary of Findings

This section presents summary of major findings.

5.2.1 Demographic findings

Study response rate was 70.10%. demographic findings revealed that majority (59%) of respondents were male and 41% female; majority (58.67%) of respondents were in the age bracket of 46-55 years and least respondent in the age bracket of above 18-25 years and; majority (41.33%) had attained certificate/diploma as highest level of education closely followed by undergraduate. These findings implied that CDF projects are managed by mature adults who have attained 45 years and above, thus depicted maturity, experience, broad knowledge and awareness on long term benefits of community initiative thus the ability to give reliable information. In addition, majority (52%) of management team members have worked for between 1-5 years, which could be attributed to political leadership change, as probably most of the respondents were beneficiary of political appointments of the Members of Parliament.

5.2.2 Project Scope Management and Completion of CDF Projects

Findings for CDF-PMC practices in project scope management revealed that majority of respondents agreed that defining project scope in activities and defining output or deliverables is

practiced to moderate extent; clarifying project scope plan for implementation is practiced to greater extent and use of Work Breakdown Structures (WBS) in project implementation is lowly practiced. In addition, majority of respondents also agreed that scope management practice influences project beneficiary satisfaction need, completed within planned schedule and completed within planned time.

5.2.3 Project Time Management and Completion of CDF Projects

Finding for CDF-PMC time management practice shows that majority of respondents agreed that activity definition, activity sequencing and schedules development are lowly practiced, thus there is nearly very low practice of project time management practice. In addition, majority of respondents also agreed that time management practice has low influence on CDF project completion.

5.2.4 Project Stakeholders Management and Completion of CDF Projects

Findings for stakeholders' management practice shows that majority of respondents agreed that setting proper structure for stakeholders participation is highly practiced; defining stakeholders roles in guiding project identification and choice is also highly practiced; while identifying and managing potential stakeholder effects on project performance is lowly practiced. In addition, majority of respondents also agreed that stakeholders management practice affects satisfaction to beneficiary needs, project completion within planned schedule and project completion within planned budget, as project completion indicators.

5.2.5 Project Risk Management and Completion of CDF Projects

Finding for risk management practice shows that majority of respondents agreed that there is low risk identification and analysis practice among CDFC/CDF-PMC and relatively moderate

practice of risk mitigation. In addition, majority of respondents also agreed that risk management practice affects project completion indicators of results satisfaction to beneficiary needs, project completion within planned schedule and project completion within planned budget.

5.2.6 Project Completion of CDF Projects

Findings for CDF project completion shows that majority of respondents agreed that completion success rate is low. The trend is characterized by relatively stable completion within beneficiary need, improvement in competition within schedule time and, declining completion within planned budget.

5.3 Discussion of Findings

5.3.1 Project Scope Management and Completion of CDF Projects

The study objective one sought to establish how project scope management practice influences completion of CDF projects in Kabete Constituency. The analysis of scope management practice was assessed on three areas namely scope definition, scope planning and Work Breakdown Structures (WBS). Findings revealed that defining project scope in activities, resources and output or deliverables is practiced to moderate extent, clarity of project scope plan for implementation is practiced to greater extent and use of Work Breakdown Structures in project implementation is lowly practiced. In general, there is low practice of project scope definition in management of CDF projects in Kabete Constituency. This finding corroborates Muriithi and Crawford (2002) who in their study found that emphasis on the boundaries (scope) of the project establishes responsibilities for each team member and sets up procedures for how completed work will be verified and approved. Similarly, study findings are also supported by Lemma

(2014) who indicated that the main scope planning input factors that affect the performance processes are: - human, management, technical and organizational factors.

Further analysis to find out how scope definition practice affects project completion indicators revealed that scope management practice influences project beneficiary satisfaction need, completed within planned schedule and completed within planned time. This is in agreement with Muriithi and Crawford (2002) and Lemma (2014) who all reported that project scope management greatly influence project performance as it helps the project team remain focused and on task and provides the project team with guidelines for making decisions about change requests during the project.

5.3.2 Project Time Management and Completion of CDF Projects

The study developed objective two to in order to determine how project time management practice influences completion of CDF projects in Kabete Constituency. Finding revealed that time management practice influencing satisfying beneficiary needs to low extent; completion within planned schedule revealed to low extent; and completion within planed budget to low extent. This finding illustrates that time management practice has low influence on CDF project completion. This is in agreement with Yatich and Sakata (2014) study, which through establishing challenges facing the adoption of project management practices on CDF projects success in Kenya, indicated that the use of time management as a planning tools in project planning is above average.

Conversely, Hammond, and Nickerson (2010) findings also corroborates the study finding when they reported that project time planning enables project manager to translate project requirement into Work Breakdown Structure (WBS), tasks list, Gantt charts, resource assignment and risk

register. In addition, time management practice has low influence on CDF project completion, and this supported by Hammond, and Nickerson (2010) and Yatich and Sakata (2014), although effective implementation of time management still faces challenges like lack of necessary knowledge-ability, equipment and commitment.

5.3.3 Project Stakeholders Management and Completion of CDF Projects

The third study objective was crafted to examine how project stakeholders' management practice influences completion of CDF projects in Kabete Constituency. Stakeholders management practice was analysed based on participation level, role definition and their effect on project performance. Finding shows CDFC/PMC stakeholders' management practice setting proper structure for stakeholders participation is highly practiced; defining stakeholders roles in guiding project identification and choice is also highly practiced; while identifying and managing potential stakeholder effects on project performance is lowly practiced. In general, there is moderate practice of project stakeholders' management practice in management of CDF projects in Kabete Constituency. The finding concurs with Bracht and Kingsbury (2000) study which found that primary stakeholders' participation, especially project beneficiaries, partially participated in design of healthcare project. Similarly, Musomba (2013) found low participation level in decision-making and observed that this could threaten sustainability. However he stressed that community stakeholders positively influences project performance if effectively engaged. The findings are also supported by Kinne *et al* (2002), who reported that the best avenue by which community participation influences project sustainability is through the intermediate process of promoting a sense of ownership of the project.

5.3.4 Project Risk Management and Completion of CDF Projects

The last objective of the study sought to establish how project's risk management practice influences completion of CDF projects in Kabete Constituency. This analysis was assessed on three areas namely risk identification, risk quantification and risk response/mitigation. Findings revealed that CDFC/PMC practice in setting strategy for identifying project risk revealed low practice; setting mechanism for risk analysis and prioritization revealed low practice and; use of setting plans for risk response or mitigation strategies revealed moderate practice, The finding implies that there is low risk identification and analysis practice among CDFC/CDF-PMC and relatively moderate practice of risk mitigation. In general, there is low practice of project risk management in management of CDF projects in Kabete Constituency. This finding corroborates with Coopers et al (2005) study which found that project risk management process is lowly emphasised in CDF projects management. However, in the contrary Cooper et al (2005) observed that managing project risk depends upon the project team understanding the sources of variation in projects, a factor the study found to be lowly practised.

5.4 Conclusion

The study aim was to assess the influence of project management practices on completion of CDF project. Based on the major findings, the following conclusions are drawn. First, defining project scope and output deliverables and use of WBS are lowly practiced, while clarification of scope plan for implementation is practiced to greater extent. Scope management practice influences project beneficiary satisfaction need, completed within planned schedule and completed within planned time. Secondly, activity sequencing and schedules development are lowly practiced. Time management practice has low influence on CDF project completion. Third, setting proper structure for stakeholders participation is highly practiced, defining

stakeholders roles in guiding project identification and choice is also highly practiced; while identifying and managing potential stakeholder effects on project performance is lowly practiced. Lastly, risk identification and analysis are moderate practice. Risk management practice affects project completion indicators of results satisfaction to beneficiary needs, project completion within planned schedule and project completion within planned budget.

5.5 Recommendations

The following recommendations are drawn from the study conclusions.

i. CDFC or PMC should devise strategies that would enhance project activity sequencing and schedules development, which are link to project deliverable in order to enhance completion rate.
ii. Time being a crucial resource contributing to 65% project failure rate the study recommends that CDFC oand PMC develop and adhere to best time management practices related to CDF projects.
iii. Based on the low practice finding on identifying and managing potential stakeholder effects on project performance, the study recommends that CDFC and PMC should develop vibrant tools for stakeholders identification to help in allocating key stakeholders. This will equally enable the management to effectively cater for their interest.
iv. CDF C and PMC should embrace modern practice to risk management. Special emphasis should be placed on risk identification and analysis, so as to enable taking appropriate mitigation strategy.

5.6 Suggestions

The study suggest following for further research.

i. The research was only carried out in Kabete Constituency as opposed to all the 290 constituencies country wide due to constraints of time and finance, the study recommends similar studies to be undertaken in other constituencies to cross-check the findings.
ii. Further study is suggests further study to assess why project risk management is lowly practised in management of CDF projects.
iii. The study recommends further analysis to investigate the reason for low practise of time management, risk management, scope identification.
iv. Study recommends similar study to be carried on other practises not covered.

REFERENCES

Ackermann, F., and Eden, C., (2007)., *Stakeholders Matter: Techniques for Their Identification and Management.* Department of Management Science Research Paper No 2001/20, Strathclyde Business School, Glasgow.

Aladwani, A., M., (2002), IT project uncertainty, planning and success. An empirical investigation from Kuwait, *Information Technology & People*, Vol. 15, No.3, pp.210 – 226.

Alexandrova, M. (2012). Critical success factors of project management: Empirical evidence from projects supported by EU programmes. Systemic Economic Crisis: Current Issues and Perspectives (pp. 1-9). Sofia: ASECU.

Ayuso, S., Rodríguez, M., A.; Castro, R., G., (2011). Does stakeholder engagement promote sustainable innovation orientation?, *International Managing Data*. System, 2011, *111*, 1399–1417.

Ballard, H., G., Hammond, J., and Nickerson, R., (2010), In: Proc. 17th Ann. Conf. of the Int'l Group for Lean Construction, Taipei, Taiwan, July 15-17.

Baskin, M., (2010) *Constituency Development Funds (CDFs) as a Tool of Decentralized Development*, Overview Paper, State University of New York Center for International Development (SUNY/CID), September 2010.

Boit, C., Wangare, G., & Magero, D., 2009).Using project management to improve month end reporting in a hospital. *Production and Inventory Management Journal* 41(4), 17–22.

Bracht, M. & Kingsbury, C., (2000). Re-examining project appraisal and control: Developing a focus on wealth creation. *International Journal of Project Management* 19, 375–383.

Cooper F., Grey, V., Raymond, S., & Walker, C., (2005), A statistical project control tool for engineering managers. *Project Management Journal* 32(2), 37–44.

Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. Los Angeles: Sage

Desmond, C. L. (2004). Project Management for Telecommunication Managers. New York: Kluwer Academic Publishers.

Fassin, Y. (2009), "The stakeholder model refined". *Journal of Business Ethics*, Vol. 84 No. 1, pp. 113-35

Fleming, Q. (2005). *Earned Value Project Management.*(3rd ed.). Project Management Institute.

Freeman, R. (2008), "Managing for stakeholders", in Donaldson, T. and Werhane, P. (Eds), *Ethical Issues in Business: A Philosophical Approach* , 8th ed., Prentice-Hall, Englewood Cliffs, NJ,pp. 39-53.

Gikonyo, W. (2008) The CDF Social Audit Guide: A Handbook for Communities. Nairobi: Open Society Initiative for East Africa.

GoK, (2016), National Auditor's General Report for Kabete Constituency, Nairobi: Government Printers.

Government of Kenya (2003). Constituency Development Fund Act2003, Nairobi: Government Printer

Government of Kenya (2005) Financial Management Training Manual for Secondary School's Nairobi: Government Printer.

Government of Kenya (2013) Constituencies Development Fund Act 2003.Retrieved 9th August 2012.

Government of Kenya (2013). Central Bureau of statistics. Geographic dimensions of well-being in Kenya, Vol.2. Nairobi: Government Printers.

Grau, G,. (2004). The logical framework method for defining project success. *Project Management Journal* 30(4), 25–32.

Guoli, V., (2010), Making projects a success, *Communications of the ACM*, Vol. 43 NO.3, pp. 57-61.

Gupta, M. C., & Boyd, L. H. (2008). Theory of Constraints: a theory for operations management. International Journal of Operations and Production Management, 28(10), 991-1012. Retrieved March 1, 2015

Hammond, Y., & Nickerson, Y., (2010). A heuristic to maximize the net present value for resource–constrained project scheduling problems. *Project Management Journal*, 32(2), 17–24.

Hayes, F.,(2008). The impact of the project manager on project management planning processes. Project Management Journal 33(3), 58–65.

Katunga A., (2016), "The stakeholder participation in capacity development projects in informal settlement: a case of Kibra Constituency, *Journal of Business Ethics*, Vol. 94 No. 1, pp. 113-135

Kerzner, H. (2003). *Project management, A systems approach to planning, scheduling and controlling*. New York: John Wiley and Sons.

Kerzner, H. (2003). Project Management: A Systems approach to Planning, Scheduling and Controlling (8th ed.). Hoboken, New Jersey, United States: John Wiley & Sons.

Kinne, D., Tokdemir, B., & Suh, K. (2002). Effect of learning on line-of-balance scheduling. International Journal of Project Management 19(5), 265–277.

Kothari, C. R. (2009) Research Methodology. Methods and Techniques, Second Revised Edition.New Age International Publishers, New Delhi.

Kumar, R. (2011). Research methodology: A step-by-step guide for beginners (3rd ed.). Thousand Oaks, CA: Sage Publications Inc.

Lemma, S., (2014). Influence of scope planning on ICT project success, Project Management Journal 30(4), 25–32.

Lewis, J. P. (2010). Project Planning, Scheduling and Control: The Ultimate Hands-On Guide to Bringing Projects In On time and On Budget. McGraw-Hill.

Mugenda, A & Mugenda, O. (2009).Research methods, quantitative and qualitative approaches. Nairobi, Acts Press.

Muriithi, D., and Crawford, F., (2002). Approaches to project management in Africa: implications for international development projects in Eastern Africa, *Project Management Journal*, 30(4), 25–32.

Ndiritu M., Lynn C., (2002). Approaches to project management in Africa: implications for international development projects, *Project Management Journal*, 29(1): 97–119

Nwankwo, J. O. (2006). *Project Management and Control*. Onitsha: Afucana-Feb Publishers.

Ohara, S. (2005) Project and Program Management for Enterprise Innovation, PMAJ

Owuor, M. P. (2013). *An assessment of the factors influencing the performance of CDF funded projects in Isiolo North Constituency*. Unpublished MA project. University of Nairobi.

Onditi, W. (2015). *Roles of Stakeholders Participation in CDF project performance,* Unpublished MA project. Jomo Kenyatta University of Agriculture and Technology (JKUAT).

Pinto J., K., and Slevin, D., P., (2008). Project success: Definitions and management techniques. *Project Management Journal*, 19(1): 67–71

PMBoK, A. (2000). Guide to the project Management body of knowledge. Project Management Institute, Pennsylvania USA

PMI Standards Committee (2005). "*A Guide to the Project Management Body of Knowledge*." 3rd ed.; Project Management Institute (PMI): Pennsylvania, PA, USA, 2004; pp. 81–86.

Project Management Institute [PMI]. (2006). A Guide to the Project Management Body of Knowledge. USA:

Project Management Institute Inc. (2004). *A guide to the project management body of knowledge (PMBOK® guide)* (3rd ed.). Newtown Square, PA Project Management Institute, Inc.

Slevin., (2008).Total punctuality approach for the jobbing industry. *International Journal of Operations & Production Management* 18(3), 260–270. Côtè,

Tshangana, C., (2010). Critical factors of effective project management. *The TQM Magazine* 9(6), 390–396.

United Nations (1987). Report of the World Commission on Environment and Development: Our Common Future. Published as Annex to General Assembly document A/42/427.

Yatich, F., and Sakataka, S., (2015), Analysed Challenges Facing The Adoption Of Project Management Practices on CDF Projects Success in Kapenguria Constituency, *Project Management Journal*, 29(1): 97–119

APPENDICES

Appendix I: Letter of Introduction

UNIVERSITY OF NAIROBI
OPEN DISTANCE AND e- LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

20th July, 2018

REF: UON/ODeL/NLC/29/078

RE: KITHINJI EMMA GATWIRI- REG NO.L50/79808/2015

The above named is a student at the University of Nairobi Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled "**Influence of Project Management Practices on Completion of Constituency Development Fund Projects in Kenya: A Case of Kabete Constituency**."

Any assistance given to her will be appreciated.

UNIVERSITY OF NAIROBI ODEL CAMPUS P.O. Box 30197, NAIROBI NAIROBI LEARNING CENTRE
20 JUL 2018

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

Appendix II: Questionnaire

Instructions:

Please answer all the questions honestly and exhaustively by selecting (ticking) the most appropriate box.

Part I: Background information

Gender	Male	☐
	Female	☐
Age bracket	18 – 25 years	☐
	26 – 35 years	☐
	36 – 45 years	☐
	46 – 55 years	☐
	Above 55 years	☐

Level of education

	O/A level	☐
	Certificate/Diploma	☐
	Bachelor/Undergraduate	☐
	Post graduate	☐
	Other qualifications	☐

Year of experience in CDF project management

Less than one year	☐
1 – 5 years	☐
6 – 10 years	☐
above 10 years	☐

CDF Project area

Environment ☐

Primary Education ☐

Secondary Education ☐

Tertiary Education ☐

Water ☐

CDF Office ☐

Security ☐

Part B: Scope Management

Scope management defines the central role of project planning and specify also the activities and deliverables or out puts at each level and project at whole. As one responsible or participants in CDF project management, do you or management put emphasis on CDF Project scope management?

Yes ☐ No ☐ I don't know ☐

Provided in the table below are scope management factors or issues under investigation. Please rate the extent to which you agree or disagree with the statements.

S/no.	Factor element	(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
1	CDF project scope are well defined in both activities, resources and output or deliverables					

2	There is a clear plan for CDF project scope and its implementation phases/ steps made at the planning phase					
3	Work Breakdown Structures are well used for CDF projects implementation					

To what extent do you agree that CDF project scope management influence the following project performance measures?

S/no.	**Completion measures**	**(5)** Very high	**(4)** High	**(3)** Low l	**(2)** Very low	**(1)** Not at all
1	Project results satisfaction the beneficiary needs					
2	Project completion on original planned schedule					
3	Project completion with planned budget.					

Part C: Time Management

Project time or schedule is a key component of evaluating project success. As one responsible or participants in CDF project management, do you or management put emphasis on Project time management?

Yes ☐ No ☐ I don't know ☐

Provided in the table below are time management factors or issues under investigation. Please rate the extent to which you agree or disagree with the statements.

S/no.	Factor element	(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
1	CDF project activities are well defined in terms of duration and physical resources required for their implementation					
2	The management adopts PERT* and CPM** to estimate activity duration and sequencing					
3	Project schedule is well developed or prepared and followed to the letter.					

* PERT - Project Evaluation and Review Technique

** CPM - Critical Path Method

To what extent do you agree that time management influence the following project performance measures?

S/no.	Completion measures	5 Very high	4 High	3 Low	2 Very low	1 Not at all
1	Project results satisfaction the beneficiary needs					
2	Project completion on original planned schedule					
3	Project completion with planned budget.					

Part E: Stakeholder Management

CDF project has several stakeholders with varied interest and impact on performance Do you or management put emphasis on project stakeholders' management?

Yes ☐ No ☐ I don't know ☐

Provided in the table below are stakeholder management factors or issues under investigation. Please rate the extent to which you agree or disagree with the statements.

S/no.	Factor element	(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
1	There is a proper structure in place for stakeholders participation					
2	Stakeholder roles are clearly defined and guide the project identification and choice.					
3	Potential stakeholder effects on project performance are well identified and managed.					

To what extent do you agree that stakeholder management influence the following project performance measures?

S/no.	Performance measures	5 Very high	4 High	3 Low l	2 Very low	1 Not at all
1	Project results satisfaction the beneficiary needs					
2	Project completion on original planned schedule					
3	Project completion with planned budget.					

Part F: Risk Management

CDF project faces a number of risk cutting across political, economic legal and social areas. These risk directly and adversely affects project performance, unless properly managed. Do you agrees that there is proper risk management strategy in place for CDF projects in Kabete Constituency

Yes ☐ No ☐ I don't know ☐

Provided in the table below are risk management factors or issues under investigation. Please rate the extent to which you agree or disagree with the statements.

S/no.	Factor element	(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
1	There is proper strategy in place for identifying project risk					
2	Thee is proper mechanism in place for analysis of qualitative and quantitative risk and risk prioritization.					
3	There is proper plan for risk response or mitigation strategies.					

To what extent do you agree that risk management influence the following project performance measures?

S/no.	Performance measures	(5) Very high	(4) High	(3) Low l	(2) Very low	(1) Not at all
1	Project results satisfaction the beneficiary needs					
2	Project completion on original planned schedule					
3	Project completion with planned budget.					

Part G: Project Performance

1. Rate the CDF project performance based on percentage (%) completion on time

0-20% [ ] 21-40% [ ] 41-60% [ ] 61-80% [ ] 81-100% [ ]

2. Rate the CDF project performance based on percentage (%) completion within budget.

0-20% [ ] 21-40% [ ] 41-60% [ ] 61-80% [ ] 81-100% [ ]

3. Rate the CDF project performance based on percentage (%) completion that met beneficiary specification

0-20% [ ] 21-40% [ ] 41-60% [ ] 61-80% [ ] 81-100% [ ]

Thank you.

Appendix III: Kabete CDF Projects for the Financial Year 2015/2016

Project Group Name	No. of Budgeted Projects	No. of Projects Implemented		No. of Ongoing Projects		No. of Projects not implemented /failed	
	Frq.	Frq.	%	Frq.	%	Frq.	%
Environment	1	1	100.0	0	0	0	0.0
Primary education	8	1	12.5	3	37.5	4	50.0
Secondary education	2	1	50.0	1	50.0	0	0.0
Tertiary education	1	0	0.0	0	0.0	1	100.0
Water	5	2	40.0	3	60.0	0	0.0
CDF office	2	1	50.0	1	50.0	0	0.0
Security	3	2	66.7	1	33.3	0	0.0
Total	**22**	**8**	**36.4**	**9**	**40.9**	**5**	**22.7**

Source: Adopted from (GoK, 2016)

Appendix IV: Research Budget

ACTIVITY	AMOUNT (KSHS)	
Proposal Development		
Internet services during literature review	10,000.00	
Typing and binding the proposal	5,000.00	
Sub-total		15,000.00
Data Collection		
Transport during data collection	5,000.00	
Subsistence during data collection	3,000.00	
Sub-total		*8,000.00*
Project Report Preparation and Presentation		
Data Analysis Cost (SPSS)	15,000.00	
Typing and printing the report	4,000.00	
Photocopying and binding	1,000.00	
Sub-total		20,000.00
Publication		
		20,000.00
Total		*63,000.00*
10% contingencies		6,300.00
Grand Total		69,300.00

Appendix V: NACOSTI Permit

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/18/42216/24292**

Date: **7th August, 2018**

Emma Gatwiri Kithinji
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Influence of project management practices on completion of Constituency Development Fund projects in Kenya: A case of Kabete Constituency"*** I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for the period ending **6th August, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Kiambu County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

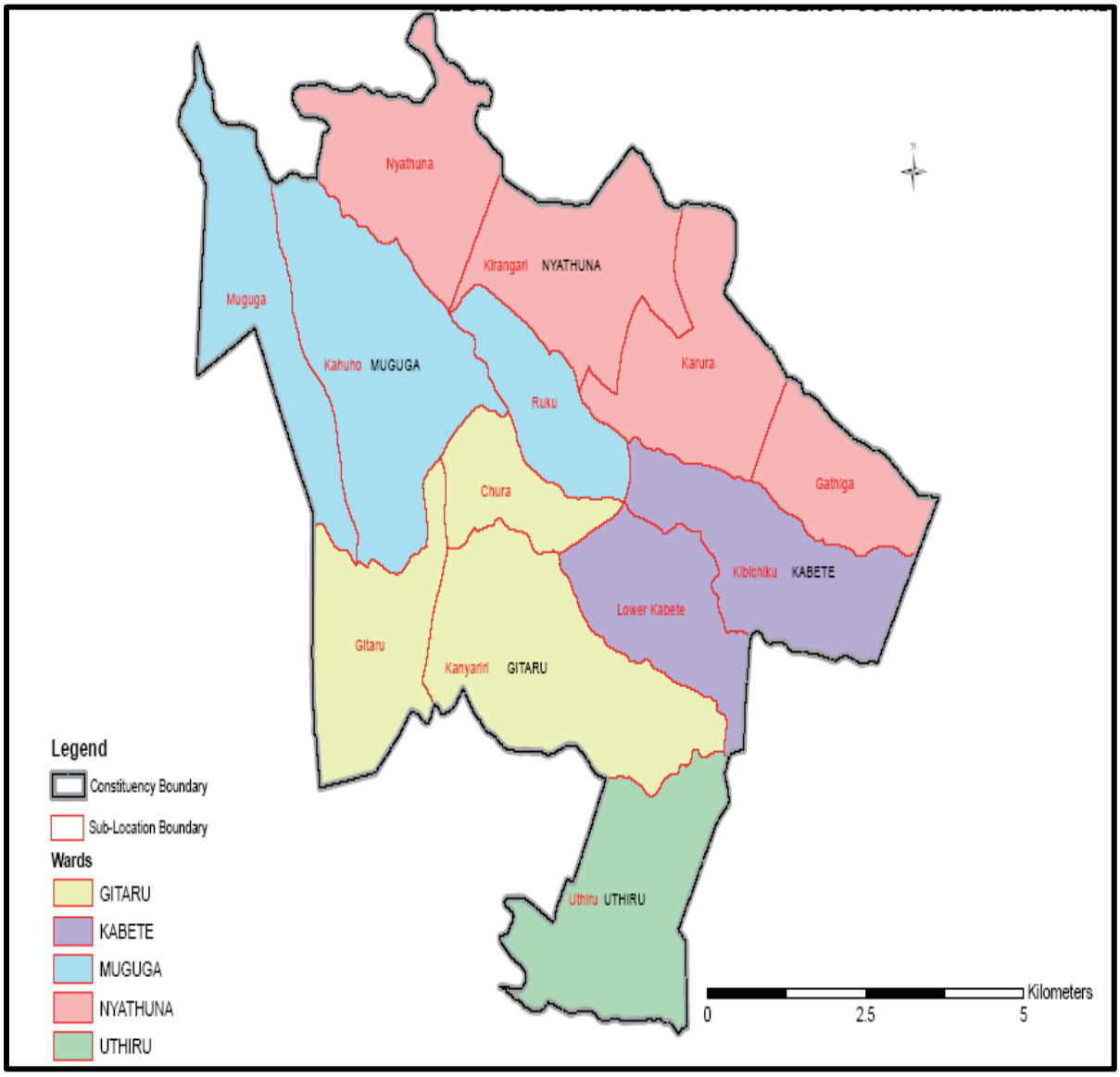
DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kiambu County.

The County Director of Education
Kiambu County.

Appendix VI: A Map of Kabete Constituency



Source: https://softkenya.com/kenya/wp-content/uploads/2017/04/Kabete-Contituency-Map.png

Appendix VI: Anti Plagiarism Report