

**FACTORS INFLUENCING COMPLETION OF CONSTITUENCY DEVELOPMENT
FUNDED PROJECTS IN KENYA: A SURVEY OF EDUCATIONAL PROJECTS IN
KIKUYU CONSTITUENCY, KIAMBU COUNTY IN KENYA.**

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DECLARATION

This research report is my original work and has not been submitted for any academic award in any other University.

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DEDICATION

I dedicate the research report to my mother Lucia Mumbi Wanderi who encouraged me to attend school even under difficult circumstances. To my family for their support during the duration of my course; thanks to my supportive wife Martha Wanjiku.

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TABLE OF CONTENT

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
TABLE OF CONTENT	v
LIST OF TABLES	x
ABBREVIATIONS AND ACRONYMS	xii
ABSTRACT	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.2 The Development of Constituency Development Funds(CDFs).....	2
1.1.3 Constituency Development Funds (CDFs) in Kenya	3
1.2 Statement of the Problem	4
1.3 Purpose of the Study	5
1.4 Objectives of the Study	5
1.5 Research Questions	6
1.6 Significance of the Study	6
1.7 Delimitation of the Study	6
1.9 Basic Assumptions of the Study.....	7
1.10 Organization of the Study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1. Introduction	8
2.2. The Constituency Development Fund.....	8
2.3. Historical Perspective.....	9
2.4 Empirical Review	10
2.4.1 Project Leadership and Completion of Constituency Development Funded Projects..	10
2.4.2. Teamwork and Completion of Constituency Development Funded Projects	10

2.4.3. Projects planning and completion of the Constituency Development Funded (CDF) projects.....	11
2.4.4. Projects Monitoring/evaluation and Completion of CDF Projects.....	11
2.5 The Theoretical Framework	12
2.5.1 Theory of Effective Project Implementation.....	12
2.5.2 Contingency Theory	13
2.6. The Conceptual Framework.....	13
2.7. Knowledge Gap.....	15
CHAPTER THREE	16
RESEARCH METHODOLOGY.....	16
3.1 Introduction	16
3.2 The Research Design.....	16
3.3 Target Population	16
3.4 Sample Size of the Study	16
3.4.1 Sampling Procedure	17
3.5 Data Collection Instruments.....	17
3.5.1 Piloting	18
3.5.2 Validity of the Instrument	18
3.5.3 Reliability of the Instrument	19
3.6 Data Collection Procedure	20
3.7. Data Analysis Techniques	20
3.8 Ethical Considerations.....	20
3.9. Operationalization of variables	21
CHAPTER FOUR.....	23
DATA ANALYSIS, PRESENTATION AND INTERPRETATION.....	23
4.1 Introduction	23
4.2 Questionnaire Return Rate	23
4.3 Demographic information of the respondents.....	23
4.3.1 Distribution of respondents by Gender.....	23
4.3.2 Distribution of the respondents by age	24
4.3.3 Distribution of the Respondents by education level	25

4.3.4 Distribution of the Respondents by ward	26
4.3.5 Distribution of the Respondents by number of years they have lived in a given ward	26
4.3.6 Distribution of the Respondents on time the implementation of the CDF funded educational project started	27
4.4. Project leadership and completion of Constituency development funded projects in Kikuyu Constituency	28
4.4.1. Leadership and project completion.....	28
4.4.2. Project leadership selection and project completion	30
4.4.3 Frequency of project leadership meetings and projects completion.....	31
4.4.4 Conflicts resolution and project completion.....	31
4.4.5 Duration of respondents in project leadership and completion of the project	32
4.5 Influence of Teamwork of Project Committee Members and the Completion of Constituency Development Funded Projects in Kikuyu Constituency	33
4.5.1 Management committee meetings agenda setting and Project completion.....	33
4.5.2 Mode of communication of decisions and project completion	34
4.5.3 Frequency of Communication and project completion	34
4.5.4 Teamwork and project completion.....	35
4.6. Projects planning and completion of the Constituency Development Funded (CDF).....	36
Project in Kikuyu Constituency	36
4.6.1 Planning and project completion	36
4.6.2 Hierarchies of planning and completion of projects in Kikuyu Constituency.....	36
4.6.3 Mode of planning and project completion.....	37
4.6.4 The main players in planning in CDFs and projects completion.....	38
4.6.5 Effectiveness of planning and project completion.....	39
4.7 Influence of projects monitoring and evaluation and completion of projects.....	40
4.7.1 Monitoring and evaluation in project completion	40
4.7.2 Responsible body in project monitoring and evaluation and project completion	41
4.7.3 Methods of project monitoring and evaluation and project completion.....	42
4.7.4 Effectiveness of monitoring and evaluation and project completion	44

CHAPTER FIVE.....	45
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	45
5.0 Introduction	45
5.1 Summary of the findings	45
5.1.1 Project leadership and successful completion of Constituency development funded (CDF) projects in Kikuyu Constituency.....	45
5.1.2 Teamwork and completion of Constituency development funded (CDF) projects in Kikuyu Constituency.....	46
5.1.3 Projects planning and completion of the Constituency Development Funded (CDF) projects in Kikuyu Constituency.	46
5.1.4 Projects Monitoring & Evaluation and Completion of Constituency Development Fund (CDFs) Projects in Kikuyu Constituency.....	47
5.2 Discussions on Findings.....	47
5.2.1 Project leadership and successful completion of Constituency development funded (CDFs) projects.....	47
5.2.2 Teamwork and completion of Constituency development funded (CDF) projects.	48
5.2.3 Projects planning and completion of the Constituency Development Funded (CDF) projects.....	48
5.2.4 Projects Monitoring & Evaluation and Completion of Constituency Development Funded (CDF) Projects.....	49
5.3 Conclusion.....	49
5.4 Recommendation(s)	50
5.5 Suggestions for further research.....	51
 REFERENCES	 52
APPENDICES	60
APPENDIX 1: Letter of Transmittal.....	60
APPENDIX II: Questionnaire For Educational Project Committee Members.....	61
APPENDIX III: Interview Schedule for Project Management Committee	

Chair Persons.....67
APPENDIX IV: Research Authorization Documents.....68
APPENDIX V: Amounts allocated per MP in USD and GDP in USD for different Countries71
APPENDIX VI: Sampling Table72

LIST OF TABLES

Table 3.4.1 Sampling Illustration.....	17
Table 4.1 Distribution of Respondents Gender.....	24
Table 4.2 Distribution of Respondents Age Brackets.....	24
Table 4.3 Distribution of the Respondents by education level.....	25
Table 4.4 Distribution of the Respondents by ward	26
Table 4.5 Distribution of the Respondents by number of years they have lived in the ward.....	27
Table 4.6 Distribution of the Respondents by time the project started.....	28
Table 4.7 Influence of leadership in project completion	29
Table 4.8 Project leadership selection.....	30
Table 4.9 Frequency of project management committee members meetings.....	31
Table 4.10 Distribution of responses on how conflicts in leadership were resolved	32
Table 4.11: Distribution of responses on how long they were involved in the Project.....	33
Table 4.12.Meetings agenda setting.....	33
Table 4.13 How decisions are communicated.....	34
Table 4.14 Frequency of communication.....	35
Table 4.15 Importance of teamwork in project completion.....	35
Table 4.16 Influence of planning in project completion.....	36
Table 4.17 Hierachy of project planning.....	37
Table 4.18 The mode of project planning.....	38
Table 4.19 Ranking of the main players in project management.....	39
Table 4.20 Ranking of project planning.....	40
Table 4.21 Influence of monitoring and evaluation in project completion.....	41
Table 4.22 Responsible body for Monitoring and Evaluation(M&E).....	42
Table 4.23 Method of project monitoring	43
Table 4.24 Strength of the project monitoring and evaluation	44

LIST OF FIGURES

Figure 1: Conceptual framework.....	14
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ABBREVIATIONS AND ACRONYMS

SBFs	School Bursary Funds
CDFs	Constituency Development Funds
CDFC	Constituency Development Fund Committee
CEDGG	Centre for Enhancing Democracy and Good Governance
DDC	District Development Committee
CHF	Constituency HIV/AIDS Fund
CRE-CO	Constitution and Reform Education Consortium
CSOs	Civil Society Organizations
DC	District Commissioner
DDGP	District Development Grant Program
GDP	Gross Domestic product
GOK	Government of Kenya
ICT	Information communication and technology
LATF	Local Authorities Transfer Fund
MP	Members of parliament
NGOs	Non-governmental organizations
PAYE	Pay As You Earn
PEF	Poverty Eradication Fund
SUNY/CID	State University of New York Center for International Development
SPSS	Statistical package for social sciences
VAT	Value Added Tax

ABSTRACT

Since the introduction of the Constituency development fund in Kenya in 2004 many studies have been undertaken on some factors that have influenced successful completion of projects funded through the fund in the country. This study sought to examine factors that influence completion of Constituency development funded (CDF) projects in Kikuyu Constituency, Kiambu County. The study is guided by the objectives; to establish how Project leadership influence successful completion of Constituency development funded projects in Kikuyu Constituency, to assess how teamwork influence completion of CDF projects in Kikuyu Constituency. To assess how projects planning influence completion of the CDF projects in Kikuyu Constituency and to explore how projects monitoring influence completion of CDF projects in Kikuyu Constituency. The study used a descriptive survey research design to guide the study due to its ability to allow the researcher to collect data in a wide constituency within time limits with a sample size of 118 respondents obtained through stratified sampling from the project management committee (PMC) members of education projects funded through the Constituency development funds (CDFs) from 2012- 2015. Primary data collection was done using structured and unstructured questionnaires as well as interviews and secondary data through literature reviews of books and related documents. Eventually descriptive data analysis technique was utilized in the study. Data was analyzed using both descriptive statistics and narrative techniques. From the analysis, the study revealed that project leadership, planning, teamwork, project and commitment to project monitoring planning play an influential role towards successful completion of the constituency development funded in Kikuyu Constituency, Kiambu County. A project completion rate of 83% of the education CDF projects initiated between 2012 and 2015 studied can be attributed to these foregoing factors with only 17% behind schedule majority of which were initiated in 2014 and 2015 financial year. The study recommends that the Project Management Committee (PMC) who are the main implementers and monitors of project at local level should be capacitated to develop basic project risks and mitigation factors to be integrated within the project plans to enhance quality review of project milestones, improve on quality and value for money invested. Further the project monitoring should be improved to have basic Indicators for monitoring progress as opposed to the current practice where mostly observation and CDFC appointed staff are solely relied on to certify a project duly completed. Procurement has been noted as a great obstacle towards timely completion of projects streamlining the rules governing procurement needs to be reviewed to not only fasten the process but also enhance greater accountability in managing of Constituency project. During transition in political leadership care should be taken so that the new leadership cannot begin new projects while abandoning the old projects initiated by their predecessors this avoid the tendency of the existence of white elephant projects across a given constituency.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Concept of people's participation in their development is not a new phenomenon as far as rural development is concerned; it has been talked and written about since the 1950s or even before (Guijt, 2001, Nelson, 1995). The Constituency Development Funds (CDF) was initially an arrangement between the central government and constituencies. The ideal outcome was to directly channel financial resources to constituencies for development projects. However, while the central government provides the financial resources, decisions about their use are mainly influenced by members of parliament with the degree of citizen's participation in them, varying from one constituency to another. In the recent years in developing countries members of parliament have more influence on use of CDFs, than their Constitutional mandate (Keefer and Khemani, 2009).

CDFs have generated a lot of interest in research on not only the concept but also their implementation. The concept is also spreading rapidly and at least 23 countries have adopted or are considering adopting CDFs: In Africa, they include Kenya, Ghana, Liberia, Malawi, Namibia, Nigeria, Rwanda, South Sudan, Tanzania, Uganda, Zambia, and Zimbabwe among others. In Asia on the other hand Bhutan, Malaysia, India, Nepal, Pakistan, Papua New Guinea, Philippines, have adopted the CDFs as well as countries like Mongolia, Honduras, Jamaica and Solomon Islands (Keefer and Khemani, 2009). CDFs increased six folds in recent years in the Philippines since 1990, Zambia from 60 million *Kwacha* in 2006 to 666 million in 2010 as well as Kenya where it has consistently grown as per the revenue collection since 2004 (Kibua and Mwabu, 2008).

Past studies have demonstrated how other countries have allocated the Constituency development fund with reference to their national growth and budgets. In 2009 Philippines with a GDP (\$ 166.91 Billion) allocated \$ 4,270,001 per MP, Bhutan with a GDP of \$ 3.76 Billion allocated \$ 43,000 per MP, Solomon Islands with a GDP of \$ 1.57 Billion allocated \$ 140,000 per MP, Kenya with a GDP of \$ 34.51 Billion allocated \$ 794,464 per MP, Malaysia with a GDP of \$ 194.93 Billion allocated \$ 577,951 per MP, Jamaica with a GDP of \$ 15.07 Billion

allocated \$ 456,361 per MP, India with a GDP of \$ 1217.49 Billion allocated \$ 420,790 per MP, Sudan with a GDP of \$ 58.44 Billion allocated \$ 317,543 per MP, Pakistan with a GDP of \$ 168.28 Billion allocated \$ 168.28 per MP, Malawi with a GDP of \$ 4.27 Billion allocated \$ 21,352 per MP; Tanzania with a GDP of \$ 20.49 Billions allocated \$ 13,761 per MP and Uganda with a GDP of \$ 14.53 allocated \$ 21,352 per MP.,(Hickey A., 2010 and Center for International Development ,2009).

Kenya has provided much more CDF allocation than even some of the countries that have a higher GDP than it has. CDFs have given members of parliament a chance to enable their constituents to prioritise their project choices and respond to the demand for decentralization of power from the national to local levels, (Center for International Development, 2009).

There is so much supports for CDFs in developing countries even as many questions of their operational transparency and accountability have been raised. Some critics also think that CDFs give illegal powers to MPs to implement projects and also do oversight role to the executive, (Kimenyi, 2005).

1.1.2 The Development of Constituency Development Funds(CDFs)

Africa's development challenges are characterized by high poverty index, the ever increasing inequalities and high youth unemployment among other challenges, (Mbabazi, 2005). Centralization of power, allocation of resources and decision making has been a major argument for escalation of this situation in Africa, (Olukoshi and Nyamnjo, 2005).

The disenchantment with this centralized approach, following its dismal contribution to development has since seen the call by donors for a people centered approach 'decentralization and community driven development' to African development. Constituency Development Funds are spreading rapidly through Africa and have been established or are under consideration in other regions (Oxford Analytica, 2009).

1.1.3 Constituency Development Funds (CDFs) in Kenya

Kenya has been a victim of the question of inequity in distribution of natural resources like its counterparts in developing nations of the world as a result efforts have been put in place to remedy the situation by establishment of decentralization efforts such as District Development Grant Program (DDGP) ,(1966), the Special Rural Development Program, (1969/1970), District Development Planning (1971), the District Focus for Rural Development (1983 -84) and the Rural Trade and Production Center (198-89), (Kibua and Mwabu, 2008; Oyugi, 2005). Over time the decentralization programs faced underfunding and too much control by the government, (Khadiagala and Mitullah, 2004).

In light of the disappointing record of 50 years of development aid, both donors and civil society have called for power sharing between the central government and local organizations at the grass-root level in many countries. There has been efforts and campaigns for decentralization of power at all levels of government for the advantage of local citizens, (Maina, 2005).

The Kenya government designed a new strategy for enhancing community development in 2003 through an Act of Parliament (The Constituencies Development Fund act, 2003). This Act saw the establishment of CDFs. These are funds meant for initiating development projects at the constituency level. The CDF Act gives provision for earmarking at least 2.5% of ordinary government revenue for the CDFs kitty. Seventy five percent of it is distributed equally to all the 290 Constituencies in the country while the remaining 25% is further distributed basing upon the poverty index of constituencies.

The CDF Act 2007 establishes four committees. These include National Assembly Committee overseeing the Constituency Development Fund, the Constituencies Development Fund Board, County Projects Committee to facilitate the efficient implementation and management of the fund and Constituency Development Fund Committee .However one of them stands out as it is the one that handles the money directly and that is the Constituency Development Fund Committee (CDFC).

CDFs were aimed to be a tool for dealing with poverty, reduce the inequality gap and enhance national as well as local growth, (National Anti-Corruption Campaign Steering Committee, 2008).

The CDF Act 2013, caps the administrative duties in constituencies at 3% all the resources per financial year. Each constituency is required to keep aside 5% as an emergency reserve. All CDF project proposals are submitted to MPs who in turn forward them to the Clerk of the National Assembly for approval. The approved projects list is reviewed by the National CDF committee, which presents final recommendation to the Finance Minister. There are other funds channeled to grass root level development that include: The Local Authorities Transfer Fund (LATF), Bursary Fund (BF), Poverty Eradication Fund (PEF), Constituency HIV/AIDS Fund and Road Maintenance Levy Fund. All these funds are aimed at poverty alleviation, narrow regional imbalances in resource distribution; improve the quality of life and the general level of economic development.

The Constituency Development Fund is sourced from taxes from common products such as food items, clothes and books. Other sources include statutory deductions such as pay as you earn (PAYE); withholding tax; taxation on manufactured goods, export and import items. The taxation system therefore ensures that every Kenyan contributes to the CDFs fund hence making it their responsibility to ensure that the funds are spent as per the aspirations of the Kenya Constituency Development Act, (2003).

1.2 Statement of the Problem

Since its inception in 2003 the Constituency development fund (CDF) has contributed to numerous projects in the Constituencies across the country. The projects funded through CDF have succeeded and failed in equal measures. According to the Taskforce on CDF Amendment Act (2009), CDFs has had a number of challenges majority in citizen engagement and meaningful responsibilities in their implementation and management, incompleteness of projects, corruption and nepotism in composition of CDF committees. In Kikuyu Constituency 83% of the education CDF projects initiated between 2012 and 2015 in Kikuyu constituency had been completed with only 17% behind schedule majority of which were initiated in 2014 and 2015 financial year. Some of the factors that influence the level of success in Constituency Development projects are the project leadership, Teamwork, planning as well as projects monitoring and evaluation. With regard to the CDF, project management committees are the ones recognized under the CDF Act 2007 as the bodies responsible for ensuring the management of the CDF funded projects (Owuor and Ruth, 2013).

Malala *et.al*,(2014) noted that procurement for the CDF projects is not effectively done and that the projects are marred with political interference and that monitoring and evaluation is uncoordinated, ineffective and does not promote superior performance of projects. In Kikuyu constituency procurement was also cited as slow and a factor that limits timely completion of projects. Monitoring and evaluation of projects though practiced lacks a clear schedule and indicators of what constitutes a successful project in terms of quality and value for money as well as timely completion.

Kirui *et.al*, (2015) research in Ainamoi constituency notes that only 29.73% had been completed and that 100% of the projects were not completed on schedule for the duration 2011 and 2012.

The failure of completion of all the CDF project as earlier planned in Kikuyu and other constituencies in Kenya are indicators of teething problem yet to be adequately resolved at all levels of the management of the funds and its projects. The empirical finding in this research makes a contribution towards finding solutions to better management of CDFs.

1.3 Purpose of the Study

The purpose of the study was to investigate factors influencing the completion of constituency development projects in Kikuyu Constituency in Kiambu County.

1.4 Objectives of the Study

The study was guided by the following objectives;

1. To establish how project leadership influence successful completion of Constituency development funded projects in Kikuyu Constituency
2. To assess how teamwork influences the completion of Constituency development funds projects in Kikuyu Constituency.
3. To assess how project planning influence completion of the CDFs projects in Kikuyu Constituency.
4. To explore how project monitoring and evaluation influence completion of CDFs projects in Kikuyu Constituency.

1.5 Research Questions

The study was guided by the following research questions:

1. How does project leadership influence completion of CDFs projects in Kikuyu constituency?
2. How does teamwork influence completion of the CDFs projects in Kikuyu Constituency?
3. How does project planning influence completion of CDFs projects in Kikuyu Constituency?
4. How does project monitoring and evaluation influence completion of the CDFs projects in Kikuyu Constituency?

1.6 Significance of the Study

The study findings significantly generated knowledge and information which will be useful for researchers in the field of CDFs, the government of Kenya and Constituency managers of CDFs projects. Knowledge of the major imperatives influencing the completion of projects in Kikuyu constituency will provide useful information that can be used for designing useful strategies, laws and procedures that will improve the efficient and effectiveness of managing Constituency development funds and other devolved funds. The research may also provide useful data for scholars, implementers of development projects and researchers as a reference point.

1.7 Delimitation of the Study

The scope of the study was delimited to 20 CDF funded educational projects out of the entire 30 projects for the period 2012-2015 in all the wards in Kikuyu Constituency Kiambu County.

1.8. Limitations of the study

The study on factors influencing completion of constituency development projects in Kikuyu Constituency Kiambu County was limited by time given the vastness of the Constituency however the researcher developed a clear timeline that was strictly followed and results delivered on time.

The availability of adequate funds for the study was also a challenge to which a representative sample of the population was selected for the study to save on the cost. The Constituency development funds management has been questioned on accountability issues; this made the

interviews with the project management committee and the Constituency Development Fund Committee constrained. To this a clearly explained intention and purpose of the study was communicated in a more transparent manner and a letter authorizing the research shared with the office in advance to lower suspicion and enhanced cooperation with the official for the success of the research.

1.9 Basic Assumptions of the Study

The study was guided by the assumptions that the respondents will answer questions correctly, truthfully and that the questionnaires will be returned on time. Finally that the researcher will have adequate time to complete the research.

1.10 Organization of the Study

The Survey study interrogated the factors that influence completion of Constituency Development Funded projects in Kikuyu Constituency in Kiambu County. The study has 5 chapters. Chapter one gives a back ground of the study, problem of the statement, sets out the research questions, explains the significance of the study, delimitations and limitations of the study while the second chapter is about literature review related to Constituency Development funds both in Kenya and other countries in the world in line with the research objectives. It reviews theoretical as well as conceptual framework of the study. Chapter three covers the research methodology used, the target population, sample size and sampling procedure, data collection instruments, piloting of the instruments, validity and reliability of the instruments as well as definition of variables. The data analysis, presentation, interpretation of research findings are in chapter four. Chapter five contains the summary of findings, discussions, conclusions, recommendations and suggestions for future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The chapter reviews literature related and relevant to the study as per the study objectives; To identify how Project leadership influence completion of CDFs projects in Kikuyu Constituency, To assess how teamwork influence the completion of CDFs projects in Kikuyu Constituency, To assess how projects planning influence completion of the CDFs projects in Kikuyu Constituency and To assess how projects monitoring influence completion of CDFs projects in Kikuyu Constituency.

2.2. The Constituency Development Fund

A project is characterized by a well defined schedule of activities with timelines and resources to make it a success; it is anchored to a certain expected outcome, (Maylor, 2003). Projects implemented through CDFs are limited to the the prescription offered by the fund legislative provisions, (CDF Act, 2007).

CDFs have the primary objectives of fostering development at the constituency level and ensuring efficiency in resource allocation (Constitution and Reform Education Consortium (CRE-CO), 2009). It is important to note, however, that constituencies vary in size and socio-economic outlook. They vary widely in various political, social, cultural, and economic aspects and these impacts on their efficiency to a greater extent have an impact on how CDF is utilized locally. A consequent of the differences mentioned above have significant influences on choice of projects to be implemented and the mode of delivery of critical services. This determines whether funds utilization is enhanced or impeded, (Loveland, 2012). It is important to note, however, that extent of engagement of communities and demand for political leaders to account for the resources determine efficiency of the projects and the outcome of CDF in any given constituency, (CEDGG, 2009).

The traditional national planning process has often been to find solutions through a consultative process that builds the Nation and generates possible growth at local level. For instance, the development and adoption of the Poverty Reduction Strategy Paper (PRSP) was established

through wide country consultations where inputs and suggestions addressing several concerns and priorities were consolidated (Nganga, 2011). This was also done during the development of the Economic Recovery Strategy for Employment and Wealth Creation as many stakeholders were consulted on the development of the document leading to the implementation of many ideas that people considered a priority in their various districts. A significant and fundamental lesson learnt has been that various consultations conducted in Kenya are considered important by Kenyans and it enables them to categorize their priorities and be able to decide a significant elemental development of the process. This is despite the myriad of challenges they face every time, (CEDGG, 2009).

In an ideal situation the government is expected to allocate resources to a greater extent meeting the demands of different areas of citizen needs. Nevertheless, there are variations that must be taken into account because the national government often has different priorities that do not align with the specific rankings of communities (Kimenyi, 2005).

2.3. Historical Perspective

Slightly more than the last ten years has seen an increased popularity of CDFs in developing nations. An example, save for Kenya is Zambia, whose CDF was approved by Parliament in 1995 within a wider decentralization policy. It is one of the most significant transfers' disbursed annually to the 150 constituencies and has grown from approximately \$13,000 per constituency in 2006 to approximately \$160,000 per constituency in 2011. These funds are under the control of the local MP who is a member of the Constituency Development Committee, (Weinstein, & Goldstein, 2013). Further a study undertaken by the State University of New York through the Center for International development confirmed the spread of CDFs in Africa, Asia, and Latin America. They came to a conclusion that CDFs appeared to increasingly become significant tools for the decentralization of resource allocation in developing countries, (Center for International Development, 2009)).

2.4 Empirical Review

This section presents a refined literature review specifically targeting the research problem of the study and the main focus.

2.4.1 Project Leadership and Completion of Constituency Development Funded Projects

Project leadership is critical in determining whether a project fails or succeeds. Equally the technical competence of the leader and his team cannot be underestimated in delivering the expected results of a project. It is the responsibility of the leader to foster a climate of shared vision and active participation among his team. The team leader needs to adequately understand the project task, establish the right people to work and support them to implement the project at hand (Welch and Byrne, 2001). Many organizations believe that effective use of leadership and technical skills of the team members are critical to the success of a project (Novello, 2008).

Constituency development funds management in Kenya is not immune to the realities of accusation of poor leadership and favoritism in selection of its project management committees with little management skills to manage the funds to which the electorate has since 2003 held their leaders accountable by voting them out in subsequent general elections depending on their judgment on their performance in providing leadership for their resources (Romero, 2012).

2.4.2. Teamwork and Completion of Constituency Development Funded Projects

Project organizations deliver their objectives through people and more so when the concerned personnel has an issue in coordinating their efforts towards the set objectives by the organization this might adversely affect the outcome of a project. There are three areas in which competences are required to build effective teamwork these are: Teamwork knowledge, teamwork skills and teamwork attitudes (Cannon and Tannenbaum, *et. al*, 1995). In Kenya numerous efforts have been put in emphasizing a stake holders teamwork both at the national and local level with most cited issues for improvement of the funds management being a more inclusive approach for the benefit of all in the Constituencies affected (Campion and Medsker *et.al*, 1993).

One of the most important aspect of any given project manager is to handle project communications. It is desirable that he/she handles every information coming in and going out of the project, this in cognizance of the importance of appreciating and understanding the impact of

communication in a project team whether done right or wrong and its implication in a given project (Bruce & Ricketts, 2008).

The value of communication in a project team cannot be further emphasized by the fact that major decisions, directions as well control measures in a given project cannot be passed on from the project leaders to the team and across each other if communication is compromised. The end product is a project can also be argued to be a product of whether the right information and an effective communication medium were used. The importance of involving the project team in developing a clear and effective communication strategy to serve all stakeholders involved should also be arrived at for the success of a project (Maznevski & Chudoba, 2000).

2.4.3. Projects planning and completion of the Constituency Development Funded (CDF) projects

Planning is a key determinant of whether a project will succeed or fail. It clarifies the goals, estimates resources to be used both human, material and financial as well as puts mechanisms to gauge the health of a given undertaking, (UNDP, 2003). However plans are not cast on stone because lessons learnt during implementation may cause variations to the plans in order to improve and put the project on the path to success, (UNDP, 1997).

Planning for community based projects in many parts of the world face a lot of challenges particularly from political leaders and government bureaucrats who have consistently exploited their citizens in participating in decision making even on projects that affect their lives directly, (Sanoff, 2000).

This phenomenon is also true in the management of CDFs projects in Kenya where many citizens are left out in most aspects of the projects including but not limited to project identification, planning, implementation as well as evaluation and monitoring, (Oyugi, 2007).

2.4.4. Projects Monitoring/evaluation and Completion of CDF Projects

Monitoring and evaluation of projects is a great component of improving the quality of project and ensuring the value of investment in CDFs projects succeeds. Lack of adequate systematic procedures and practices of monitoring and evaluation has been blamed on loss of project resources and corruption, (KIPPRA, 2007).

The Constituency Development Fund Board of Kenya lists as some of the challenges facing the entire constituency development fund as insufficient beneficiaries participation and prioritization of their projects. Another noted problem cutting across the country is that projects are done without clear indicators of progressive measures compromising monitoring and evaluation of projects. This can have an implication on completion of the projects, (www.cdf.go.ke).

2.5 The Theoretical Framework

Many scholars in the field of project management have come up with a number of theoretical frameworks of what contributes to success in project implementation. Some of the reknowned scholars in this field are Taylor and Watling,(1973), Archibald,(1976),Martin,1976 as well as Cleland and King,(1983).

2.5.1 Theory of Effective Project Implementation

Success in project implementation needs well refined goals and philosophy with a good management support as well as ability for managers to organize and delegate authority. A competent team should be established, resources set aside for project in addition to sound control and information mechanisms. Finally projects require regular planning and reviews to succeed. Martin, (1976).

Cleland and King, (1983) puts a strong case for project success with a simplified document of what the project will entail, operational details and above all a strong management and financial support. Details of the target market should also be clear as well as the logistical and facility support. Essentials of project schedule, development of executive, personell training, organization, clear information channels and regular project review.

Effective Project Implementation is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted (Nutt, 1996).

Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine.

However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous (Nutt, 1996).

2.5.2 Contingency Theory

Contingency theories describe how situations influence leadership actions. The Hersey-Blanchard Situational Leadership Theory created by Hersey and Blanchard (1988) encourages leaders to choose a style based on the capability of their subordinates. If new subordinates need specific instructions, effective project managers tell them what to do, typically by providing comprehensive step-by-step procedures (Hersey & Blanchard, 1988). When team members know how to accomplish a task, project managers tell subordinates what needs to be done but spend less time communicating how to do it. If the project team members don't require much direction, the project leader focuses on motivating the team to produce quality results. When a project team member can operate completely on his own, the project manager delegates authority to him/her (Fielder, 1967). Using this theory, effective project managers select a style that fits the current situation to work most productively.

2.6. The Conceptual Framework

This part explains the relationship between independent variables, the intervening as well as the dependent variables. It has been developed from the reviewed literature and related theories.

The independent variables for this study were: Project leadership, Team work, planning, monitoring and evaluation. The independent variables identified are likely to influence completion of CDF projects in Kikuyu constituency. Figure 1 shows the factors influencing successful implementation of CDF projects

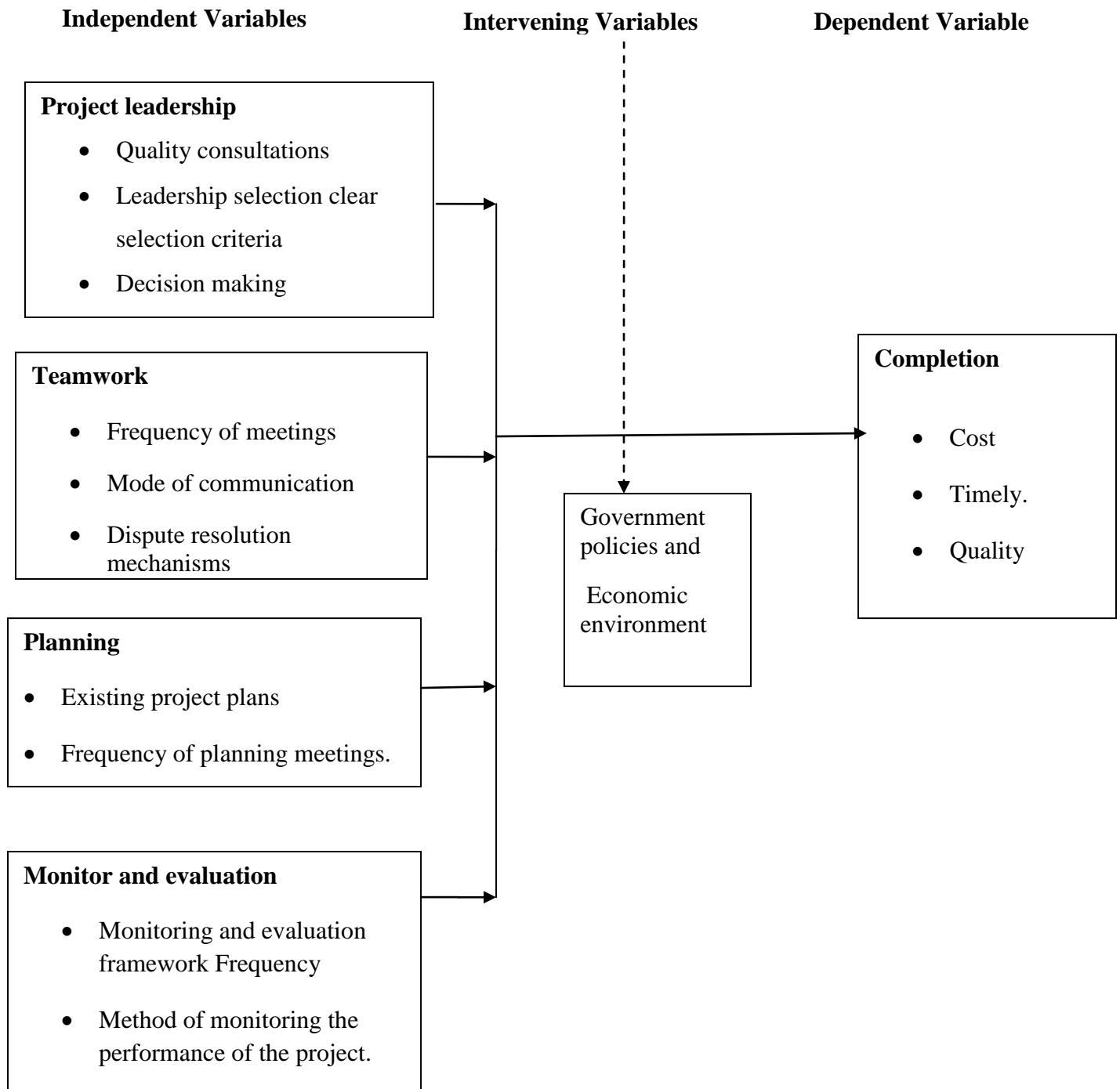


Figure 1: The Conceptual Framework

2.7. Knowledge Gap

Although there has been a lot of funds allocated to constituencies in Kenya every year since 2003 with major issues and studies looking at factors leading to embezzlement of funds, duplication of projects and abandoning of projects before completion, inclusiveness and participation of citizens in constituency development funds projects management there lacks adequate focus on the factors that influence completion of CDFs projects. Studies carried out at Kikuyu Constituency about CDF projects are not any different from the above realities hence the concentration of this study to contribute towards narrowing this existing gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the research methodology that was employed so as to meet the objectives of the study. It focuses on the research design, Sampling design and procedures, target population, data collection instruments and procedures, data analysis and presentation as well as reliability and validity of research Instruments. It also outlines the ethical Considerations as an essential element in research.

3.2 The Research Design

Descriptive survey research design was used for the study. “It can be used when collecting information about people’s attitudes, opinions, habits or any of the variety of education or social issues ’’, (Orodho and Kombo, 2002).

Orodho (2003) describes a descriptive research as collecting data in order to get a detailed description of current practices or status of the subject. The design was appropriate for this research due to the spread of respondents in the wider Kikuyu constituency wards, this method of gathering information suited this study in the face of inadequate resources and time. This research method is easy to administer and can be easily be used to gather information.

3.3 Target Population

The target population was 180 project management committee members who are a total of all committee members of 20 selected education projects funded through the Constituency Development Funds in Kikuyu Constituency Kiambu County between the year 2012 and 2015.

3.4 Sample Size of the Study

The stratified random sampling was used in the selection of the study sample. Stratification of the target population was done where each ward was treated as a stratum and random sampling done to collect data on Constituency development funded educational projects. The sample size was calculated using the Krejcie and Morgan table shown in the appendix where a sample of S=118 was selected from an estimated target group population of N = 180 of the total number of project

management committee members including chairpersons of education CDF funded projects between 2012 to 2015 as shown in the Table 3.4.1.

Table 3.4.1 Sampling Illustration

Respondents	Population	No of respondents
Project management committee Chair persons	20	15
Project management committee(PMC)	160	103
Total	180	118

3.4.1 Sampling Procedure

A sample is described as a proportion of the population that is under investigation by a research study a researcher is allowed to use a sample when the target population for a study is too big and the researcher is limited in terms of resources (Mugenda & Mugenda, 2003).

The study employed simple stratified random sampling to select the sample size from individual CDF funded education projects and project management committee members in kikuyu Constituency. Stratified sampling is suitable when dealing with homogenous sub groups. In this case the Education projects management committee members and their chairpersons.

3.5 Data Collection Instruments

The data from respondents was collected through questionnaires and interviews. The questionnaire used to obtain data from the project management committee members was structured in five segments with part A providing for the bio data of the interviewees, Part B looked at the influence of leadership in project completion, part C looked at the influence of teamwork in project completion, Part D looked at the influence of planning in completion of projects and part E looked at the influence of monitoring and evaluation in project completion.

The interview schedule used to collect data from the chair persons of project management committees contained seven questions uniformly asked to the interviewees. The first question seek to ascertain the duration of the respondent in the project leadership and the second question seek to explore their role in the project. The third question seek to explore the influence of leadership in completion of the project, the fourth question looked at the influence of teamwork and completion of projects, the fifth question looked at influence of planning in project completion and the sixth part looked at the influence of monitoring and evaluation in the project completion. The last part seeks to interrogate the respondent's views on how completion of projects can be enhanced. More information was also collected through the study of books, publications and records in CDFs funded projects at the CDF offices in Kikuyu Constituency as a secondary data source.

3.5.1 Piloting

The questionnaire and the interview schedule were tested on 11 respondents purposefully selected who were project management committee members of one of the education projects funded by Constituency Development Funds in in the neighboring Kabete Constituency Kiambu County to ensure that they were clearly stated and meaningful to the respondents. The result of the pilot were analyzed and later used to improve the data collection tool by correcting some of the ambiguous statements hence making the tool more effective and reliable. The pilot also allowed the researcher to check if the variables could be easily processed and analyzed.

3.5.2 Validity of the Instrument

Mugenda and Mugenda, (1999), define validity as the accuracy and meaningfulness of inferences, which are based on research results. The pilot testing was useful in ensuring that the questions are meaningful and non-ambiguous to the respondents, this improved face validity (Nyaga, 2010). During the defense of the proposal the researcher was keen on the recommendations of the research expertise of the panel that went into improving the content of the research tool before it was administered.

3.5.3 Reliability of the Instrument

According to Mugenda and Mugenda (1999), reliability is the degree to which results obtained from analysis of the data actually represent the phenomenon under study. The test-retest technique was used to test the reliability of the research instruments; the test involved administering the same instrument twice to the selected project management committee members within a time interval of two weeks. Using Pearson's product moment correlation coefficient with the formula

$$r = \frac{N\sum xy - \sum(x)\sum(y)}{\sqrt{N\sum x^2 - (\sum x)^2} \sqrt{N\sum y^2 - (\sum y)^2}}$$

Where

r = proposal product moment correlation coefficient

$\sum x$ = sum of x scores

$\sum y$ = sum of y scores

$\sum x^2$ = sum of squared x scores

$\sum y^2$ = sum of squared y scores

$\sum xy$ = sum of the product of paired x and y scores

N = total number of items

A Pearson product moment correlation coefficient of 0.81 for the questionnaire for education projects committee were obtained implying that the two sets of scores were correlated hence the instrument had high degree of reliability. To check the reliability of interview schedule, test and retest formula was applied by administering the instrument on one identified respondent and repeating it on the same respondent after a week's interval. A correlation coefficient of 0.812 was obtained. According to Mugenda and Mugenda (2003) and if the correlation of 0.8 or more is obtained it shows there is high degree of reliability of data. From these findings both instruments were deemed to be highly reliable.

3.6 Data Collection Procedure

After the project proposal was approved by the supervisors from the University of Nairobi, research permit was obtained from the National Council for Science, Technology and Innovation by presenting the required documentation and fees. The researcher also got an introduction letter from the University of Nairobi which was delivered to the Kikuyu Constituency Development fund Committee office. The questionnaires were dropped to the respective project management committee members and collected after two weeks. Key informant Interviews were also conducted with the Chair persons of the selected CDFs funded education projects in Kikuyu constituency Kiambu County within three weeks.

3.7. Data Analysis Techniques

The data collected was first coded; this involved giving all statements numerical codes based on meaning for ease of data capturing. This was followed by data entry and analysis using descriptive statistics with the aid of the Statistical Package for Social Sciences (SPSS). Quantitative and qualitative statistical techniques were used to analyze data which paved the way for analysis of trends in the data and probing themes as they emerge hence drawing conclusions on the findings. The results were presented in form of APA tables.

3.8 Ethical Considerations

The respondents in the study were assured of confidentiality of the information they provided. The respondents were not required to write their names in the questionnaires or interview schedules. No respondent was forced to participate except those that voluntarily agreed to participate in the study. Permission to engage in the study was sought at the Constituency level and the project management committee members of the Constituency Development Funds education Projects in Kikuyu Constituency.

3.9. Operationalization of variables

Objectives	Variable	Measurements	Scale of measurement	Analysis tools	Analysis Type
To establish how project leadership influence completion of Constituency development funded projects in Kikuyu Constituency	Independent variable Project leadership	Leadership selection. Decision making. Participation of the people.	Nominal Norminal Norminal	Percentages. Frequencies.	Descriptive statistics
To assess how teamwork influence the completion of Constituency development funded projects in Kikuyu Constituency.	Independent variable Teamwork;	Frequency of meetings. Mode of communication. Dispute resolution mechanisms.	Ordinal Nominal Nominal	Percentages. Frequencies.	Descriptive statistics

To assess how projects planning influence completion of the CDF projects in Kikuyu Constituency.	Independent variable Planning	Project plans. Levels of planning. Frequency of planning meetings. .	Nominal Nominal Ordinal	Percentages. Frequencies.	Descriptive statistics
To explore how projects monitoring influence completion of CDF projects in Kikuyu Constituency.	Independent variable Monitoring and evaluation	M&E frameworks. Frequency of M&E. Methodology of M&E	Nominal Ordinal Nominal	Percentages. Frequencies.	Descriptive statistics
Project Completion	Dependent variable Project Completion	Cost Timely Quality	Ordinal Nominal Nominal	Percentages. Frequencies.	Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Chapter four has two parts. Part one presents the questionnaires return rate, demographic information of respondents with issues of gender, age, education, ward of respondents residence and duration they have lived there and finally the age of the projects under study. The second part outlines results and interpretation based on the four research objectives in chapter one.

4.2 Questionnaire Return Rate

The researcher administered one hundred and eighteen (118) questionnaires and had a return rate of 109 or ninety two percent (92%) response rate).According to Orodho (2004) a response rate of (30%) on a large sample of more than (30) items is representative enough. It is on the basis of this that the response rate for the study was considered sufficient.

4.3 Demographic information of the respondents

Six demographic characteristics of the respondents were studied. These are Gender, age and education. Also included is the residence ward of respondents, duration they have lived there and finally the age of the projects under study

4.3.1 Distribution of respondents by Gender

The gender of the respondents was thought by the researcher as an important component of the study. This was categorized into; Male and female. Table 4.1 shows the distribution of respondents by gender

Table 4.1: Distribution of Respondents Gender

Gender	Frequency	Percentage
Female	52	48
Male	57	52
Total	109	100%

(57) males representing, fifty two percent (52%) took part in the study. (52) Respondents representing forty eight percent, (48%) were female. This reveals a reasonable gender balance in people's participation in the management of CDFs funded projects in the Constituency.

4.3.2 Distribution of the respondents by age

This was categorised into age brackets of 18-35 years,36-50 years, and 51 and above years of age. Table 4.2 shows the distribution of respondents by age.

Table 4.2: Distribution of Respondents by age

Age Bracket	Frequency	Percentage
18-35	34	32
36-50	62	58
51 and above	13	10
Total	109	100%

The findings established that (62) respondents representing Fifty eight percent (58%) who took part in the study were between 36-50 years old. While (34) respondents representing, thirty two percent (32. %) were aged between 18-35 years. Only (13) respondents representing ten percent (10%) were 51 years and above.

4.3.3 Distribution of the Respondents by education level

They were categorised into; primary, O level, Diploma and Degree. Table 4.3 shows the distribution of respondents by their level of education.

Table 4.3: Distribution of the Responses by education level

Level of Education	Frequency	Percentage
Degree	52	48
Diploma	31	29
O level	22	20
No response	4	3
Total	109	100%

The findings established that (52) respondents or forty eight percent (48%) of the respondents had a Degree as their highest level of education. This was followed by slightly more than a quarter, (31) respondents or twenty nine percent (29%) who had a diploma and slightly less than a quarter of them (22) respondents or twenty percent (20%) who had attained an O-level level as their highest level of education. The remaining (4) respondents or three percent (3%) did not disclose their level of education. The results imply that the project management committee members are fairly educated and can understand and discharge their mandate in the management of CDFs projects.

4.3.4 Distribution of the Respondents by ward

The researcher sought clarification on the residence of respondents by ward. Table 4.4 outlines the distribution of respondents by their ward of residence.

Table 4.4: Distribution of the Respondents by ward

Ward	Frequency	Percentage
Kinoo	26	24
Karai	18	17
Kikuyu	24	22
Sigona	20	18
Nachu	21	19
Total	109	100%

The findings established that (26) respondents or twenty four percent (24%) were from Kinoo ward while (18) respondents or seventeen percent (17%) were from Karai ward. (24) Respondents or twenty two percent (22%) were from Kikuyu ward, while Sigona had (20) respondents or eighteen percent (18%) and Nachu (21) respondents or nineteen percent (19%) respectively. This implies that the respondents live and understand all the educational projects implemented in the ward.

4.3.5 Distribution of the Respondents by number of years they have lived in a given ward

The study established the number of years the respondents had lived in a given ward. Table 4.5 shows the distribution of respondents by the number of years they have lived in a given ward.

Table 4.5: Distribution of the respondents by number of years they have lived in the ward

Number of years	Frequency	Percentage
1	1	1
1- 2	8	7
3-4	7	6
5 - 6	93	86
Total	109	100%

The findings reveal that only(1) respondent or one percent(1%) have lived in the respective ward for less than one year.(8)respondents or seven percent(7%) have lived in the ward between one and two years. (7) Respondents or six percent (6%) have lived in their respective ward between three to four years. (93) Respondents or eighty six percent (86%) of the respondents have lived in their respective ward for more than five years. The finding may be interpreted to mean that majority of the project committee members have lived in the target wards long enough to understand the area and educational projects funded through CDFs in their locality.

4.3.6 Distribution of the Respondents on time the implementation of the CDF funded educational project started

The study sought to establish when the project being implemented started. Table 4.6 shows the distribution of the number of years the project started.

Table 4.6: Distribution of the Responses by time the project started

Number of years	Frequency	Percentage
Less than a year	44	40
One to Two years	43	39
Three to four years	14	13
Five years and above	8	8
Total	109	100%

The findings established that (44) respondents or forty percent(40%) said that projects were less than one year old while (43) respondents or thirty nine percent(39%) said they were between one and two years.(14) respondents or thirteen percent(13%) insunuated that projects were between three and four years old while only (8) respondents or eight percent(13%) were found to be more than five years old. The results imply that most of the projects are targeted to be completed between one and five years possibly to coincide with the duration local leaders (Member of county Assembly and Member of Parliament) are elected as representatives of the people.

4.4. Project leadership and completion of Constituency development funded projects in Kikuyu Constituency

The research sought to establish the influence of Leadership in Completion of Constituency Development Funded Projects in Kikuyu Constituency under the following thematic areas:

4.4.1. Leadership and project completion

The project management committee members were asked how leadership influenced completion of projects in Kikuyu constituency. The findings are indicated in Table 4.7.

Table 4.7: Influence of leadership in project completion

Influence of leadership in project completion	Frequency	Percentage
Project prioritization and community consensus on projects	65	59
Accountability on resources assigned to projects	15	14
Project quality and timeliness	29	27
Total	109	100%

Sixty five respondents or (59%) asserted that leadership influences project completion through creating a platform for project prioritization and community consensus on projects. Fifteen respondents or (15%) felt that leadership influence completion of project by ensuring that there is accountability on resources assigned to projects. Twenty nine respondents or (27%) stated that leadership influence leadership of the projects through ensuring project quality and timeliness. This implies that there is a considerable appreciation of the importance of leadership in completion of projects. The Centrality of leadership in organizing their communities to make choices on their priority projects may be a factor that can explain the high completion rate of education funded CDF projects in Kikuyu Constituency due to a feeling of ownership. The finding also insinuates to the fact that leadership commitment to accountability of resources and adherence to project quality are key to project completion in Kikuyu Constituency.

4.4.2. Project leadership selection and project completion

The study went ahead to establish how project leadership selection influence the completion of Constituency Development Funded Projects. The findings are shown in Table 4.8 below.

Table 4.8 Project leadership selection

How project leadership is selected	Frequency	Percentage
Elected by the people	95	87
Appointed by authorities	14	13
Total	109	100%

The findings reveal that (95) or Eighty seven percent (87%) respondents who took part in the study were in agreement that the project team leadership was selected by the people while (14) respondents or thirteen percent (13%) had a dissenting voice indication that the authorities had a hand in influencing who was selected to lead a project in the areas under study. The overwhelming completion of projects in Kikuyu Constituency where 83% of all education CDF funded projects between 2012 – 2015 were completed imply that the people of Kikuyu Constituency have a fairly democratic way of deciding who become the project management committee member, this way a feeling of duty by the leaders to the people who elected them may be positive in project implementation and completion.

4.4.3 Frequency of project leadership meetings and projects completion

The study went ahead to establish how frequent project meetings were held. The findings are shown in Table 4.9.

Table 4.9 Frequency of project management committee member's meetings

Duration	Frequency	Percentage
Very frequent	73	67
Frequent	36	33
Less frequent	0	0
Total	109	100%

Regarding how often the project leadership team met, the findings reveal that (73) respondents or sixty seven percent (67%) of the respondents who took part in the study indicated that the project management team meetings were very frequent. With (36) respondents or thirty three percent (33%) indicating that the meetings were frequent. The frequency of meetings by the project leadership means that there is a regular consultation that is necessary for the health of the projects being implemented hence fostering the high rate of projects completion in Kikuyu Constituency.

4.4.4 Conflicts resolution and project completion

The study further sought to examine how conflicts in leadership were resolved. Table 4.10 shows the distribution of responses on how conflicts in leadership were resolved.

Table 4.10: Distribution of responses on how conflicts in leadership were resolved

Method of conflict resolution	Frequency	Percentage
Arbitration	19	17
Through consensus building	90	83
Total	109	100%

The findings reveal that (90) of the respondents, or eighty three percent (83%) indicated that conflicts in leadership were resolved through consensus building. However, (19) respondents or seventeen percent (17%) of them indicated that it was resolved through arbitration. The commitment of the project leadership to resolve most of their conflicts through consensus and a few through arbitration means that there is little time spent by leadership on resolving conflicts in tedious and lengthy processes which gives the leadership team in Kikuyu Constituency to concentrate on their projects hence the high rate of projects completion in the Constituency.

4.4.5 Duration of respondents in project leadership and completion of the project

The respondents were further asked to indicate how long were they were involved in the project. Table 4.11 shows the distribution of responses on how long were they were involved in the project.

Table 4.11: Distribution of responses on how long they were involved in the Project

Duration of involvement	Frequency	Percentage
1 year	47	43
2years	34	32
3years	28	25
Total	109	100%

The findings reveal that (47) of the respondents, or forty three percent (43%) indicated that they were involved in the project within a duration of 1 year. Slightly less than a third of them, (34) respondents or thirty two percent (32%) said they were involved in the project for 2 years. The remaining (28) respondents, or twenty five percent (25%) had been involved in the project for 3 years. Most of the projects that were implemented for more than a year were also noted to be large projects such as classrooms, laboratories or dormitory construction which was funded on various phases through the Constituency development Funds (CDFs).The finding implies that the duration in leadership by the project management committee members does not affect completion of projects give that 75% of the leadership had less than 2 years of experience in the leadership of the education CDF funded projects in Kikuyu Constituency.

4.5 Influence of Teamwork of Project Committee Members and the Completion of Constituency Development Funded Projects in Kikuyu Constituency

The research sought to establish the influence of team work of Project Committee Members in completion of Constituency Development Funded Projects under the following thematic areas:

4.5.1 Management committee meetings agenda setting and Project completion

The research sought to establish how the agenda of the meetings was set. Table 4.12 shows the distribution of responses on how agenda for the meetings is set.

Table 4.12.Meetings agenda setting

Is agenda of meetings collectively agreed	Frequency	Percentage
Yes	85	78
No	24	22
Total	109	100%

When respondents were further asked whether the agenda of their meetings was collectively set and agreed. The findings reveal that (85) of the respondents or seventy eight percent (78%) agreed with the statement. While (24) respondents or twenty two percent (22%) disagreed with the statement. The findings implied that collectivity in agenda setting as a key component of team

work for the project completion could be a contributor to the high rate of project completion in Kikuyu Constituency.

4.5.2 Mode of communication of decisions and project completion

The study also sought to examine how decisions are communicated. Table 4.13 shows the distribution of responses on how decisions are communicated.

Table 4.13. How decisions are communicated

Means	Frequency	Percentage
Word of mouth	60	55
In projects meetings.	25	23
Emails	15	14
Others	9	8
Total	109	100%

An overwhelming (60) respondents or fifty five percent (55%) indicated that decisions are communicated through a word of mouth while (25) respondents or twenty three percent (23%) indicated that they received communication on decisions in project meetings. Only (15) respondents or fourteen percent (14%) indicated that decisions are communicated through emails. (9) Respondents or eight percent (8%) of the respondents indicated that they received decisions communication through other means majorly mobile phones. The diversity of communication medium implies a spirit of teamwork necessary for the implementation and possible completion of projects in Kikuyu constituency.

4.5.3 Frequency of Communication and project completion

The study also sought to examine how regular project management committee members communicated. Table 4.14 shows the distribution of responses on how regular the team communicated.

Table 4.14: Frequency of communication

Duration	Frequency	Percentage %
Very regular	82	75
Regular	21	19
Less regular	6	6
Total	109	100%

When asked to indicate how regular the project committee communicated, eighty two respondents (82), or seventy five percent (75%) who took part in the study indicated that it was very regular. With twenty one respondents(21) or nineteen percent (19) indicating they were regular with only six respondents(6) respondents or six percent(6%) indicating that they were less regular. This implies that regular communication as a component of team building is critical in the projects completion in the Constituency.

4.5.4 Teamwork and project completion.

The study sought to establish how teamwork influence completion of projects. Table 4.15 shows the distribution of responses on how team work influence the completion of the project.

Table 4.15 Teamwork in project completion

Teamwork in project completion	Frequency	Percentage
Yes	82	74
No	27	26
Total	109	100%

The findings reveal that a majority of the respondents (82) or seventy four percent (74%) view teamwork as a critical component that affect completion of projects while (27) respondents or twenty six percent (26%) of the respondents disagree with this assertion. This means that majority of the respondent value teamwork as a key determinant of project completion.

4.6. Projects planning and completion of the Constituency Development Funded (CDF)

Project in Kikuyu Constituency

The research sought to establish the influence of planning in completion of Constituency Development Funded Projects under the following thematic areas:

4.6.1 Planning and project completion

The study sought to establish how influential planning is in completion of projects. The findings are indicated in Table 4.16.

Table 4.16 Influence of planning in project completion

Influence of planning in projects completion	Frequency	Percentage
Yes	79	72
No	30	28
Total	109	100%

The findings reveal that seventy two percent (72%) of the respondents agreed to the assertion that planning has an influence in project completion. While only twenty eight percent (28%) disagree with this assertion. This means that the respondents greatly appreciate the centrality of planning in project implementation. It then implies that the value attached to planning can be attributed to the impressive rate of project completion in the Constituency.

4.6.2 Hierarchies of planning and completion of projects in Kikuyu Constituency

The study sought to establish the hierarchies of projects planning in Kikuyu Constituency. Table 4.17 shows the distribution of responses on the hierarchies of planning.

Table 4.17 Hierarchy of project planning

Hierarchy	Frequency	Percentage
Ward	69	63
At sub-location level	19	18
At village level	21	19
Others please specify	0	0
Total	109	100%

The respondents were asked to indicate the hierarchies/levels of planning for projects in Kikuyu Constituency. Sixty nine respondents (69) or sixty three percent (63%) agreed that it was done at ward level while nineteen respondents(19) or eighteen percent (18%) talked of sulocational level.21 respondents or nineteen percent(19%) at village level.This implies that planning is devolved fairly to the lower units of administration in Kikuyu constituency which can greatly boost the legitimacy of projects at local level, support and affecting the completion of projects in the Constituency.

4.6.3 Mode of planning and project completion

The study sought to establish how planning of the projects is done. The Table 4.18 shows the distribution of responses on how projects' planning is done.

Table 4.18 the mode of project planning

Mode of planning	Frequency	Percentage
At the leadership level	10	9
Planning meeting by all stakeholders	95	88
By the area members of parliament and his people	3	3
Others please specify	0	0
Total	109	100%

The research findings established that (10) or nine percent(9%) of the respondents indicated that planning is done at project leadership level with the majority (95) respondents or eighty eight percent (88%) indicating that planning is done in meetings with all stakeholders.(3) respondents or (3%)percent indicated that planning is mainly done by the area members of parliament. This means that there is a fair attempt to involve as many stakeholders as possible in the planning of projects this can explain the high rate of project completion.

4.6.4 The main players in planning in CDFs and projects completion

The study sought to examine who is involved and what role they played in the planning of the CDF projects. The Table 4.19 shows the distribution of responses on the ranking of the various players in project planning.

The Table 4.19 ranking of the main players in project planning

Players in CDFs Management	Frequency	Percentage
Members of parliament(MP)	40	37
Member of County Assembly(MCA)	10	9
Project Management Committees(PMC's)	30	26
The Constituency management board CDFC	26	24
The National CDF board	3	4
Total	109	100%

The findings established that (40) respondents or thirty seven percent (37%) indicated that the Member of parliament(MP) is a critical player in planning, while (10) respondents or nine percent(9%) feel that the Member of County Assembly(MCA) were critical in planning of the CDF projects within the Constituency. Also noted is the critical role in planning by the Project Management Committees (PMC's) by(30) respondents or twenty seven percent(26%).The Constituency Development Fund Committee(CDFC) was also mentioned by (26) respondents or twenty four percent(24%) as a critical player in projects planning. Only (3) respondents or four percent (4%) felt that the national CDF board is a critical player in the planning of Constituency development funded projects. This implies that there are a number of institutions that are critical in planning of CDF projects in the Constituency which can contribute to completion of projects.

4.6.5 Effectiveness of planning and project completion

The study sought to examine the effectiveness of the project planning. The Table 4.20 shows the distribution of responses on the ranking of the project planning effectiveness.

Table 4.20 ranking of project planning

Ranking	Frequency	Percentage
Very well planned	45	41
Well planned	62	57
Poorly planned	1	1
Very poorly planned	1	1
Total	109	100%

The findings reveal that (45) respondents or forty one percent (41%) of the respondents indicated that projects are very well planned. (62) Of the respondents or fifty seven percent (57%) cited that projects are well planned while (1) respondent or one percent (1%) cited that projects are poorly planned. Only (1) respondent or one percent (1%) indicated that projects are very poorly planned. This implies that there is reasonable efforts put in planning of project in the constituency under study which can be attributed to the completion of projects funded through CDF in the Constituency.

4.7 Influence of projects monitoring and evaluation and completion of projects.

The research sought to establish the influence of project monitoring and evaluation in completion of Constituency Development Funded Projects under the following thematic areas:

4.7.1 Monitoring and evaluation in project completion

The study sought to establish the influence of project monitoring and evaluation in project completion. The Table 4.21 shows the distribution of responses.

Table 4.21 Influence of monitoring and evaluation in project completion

project	Frequency	Percentage
monitoring and evaluation and project completion		
Yes	90	83
No	16	17
Total	109	100

The findings reveal that eighty three percent of respondents (83%) acknowledge the role of monitoring and evaluation in project completion. Seventeen percent (17%) disagreed with this assertion. This implies that majority of the respondents appreciate the centrality of project monitoring and evaluation in projects implementation and completion. Majority of respondents felt that monitoring and evaluation of projects not only ensures completion of projects in Kikuyu Constituency but also ensures that the complete projects are of quality.

4.7.2 Responsible body in project monitoring and evaluation and project completion

The study sought to examine who is responsible for project monitoring and evaluation. The Table 4.22 shows the distribution of responses on the ranking of responsibility in project monitoring and evaluation.

Table 4.22 responsibilities on M&E

Responsible body for M&E	Frequency	Percentage
CDFC	69	64
National CDF office	3	2
Project Management Committee	30	28
Project Beneficiaries	7	6
Total	109	100%

Respondents were asked which body was responsible for their project monitoring and evaluation. (69) Respondents or sixty four percent (64%) cited the Constituency Development Fund Committee (CDFC) while (30) respondents or twenty eight percent (28%) cited the project management committee. (3) Respondents or two percent (2%) of the respondents cited the national CDF office while (7) respondents or six percent (6%) of the respondents cited project beneficiaries. This means that the projects monitoring and evaluation is heavily undertaken by Constituency development fund committee members. With beneficiaries of the project playing a minimal role. This might affect the project negatively since it has an implication on project ownership at local level with sustainability of the project not being assured even after completion.

4.7.3 Methods of project monitoring and evaluation and project completion

The study sought to examine the most effective methods that can be used for project monitoring and evaluation. The Table 4.23 shows the distribution of responses on the methods that be used in project monitoring and evaluation.

Table 4.23 Method of project monitoring

Means	Frequency (F)	Percentage
Through project committee reviews	50	45
Benefiting communities consultations and feedback	40	38
Through hired Constituency project monitoring officers	10	9
Through external project evaluators	9	8
Total	109	100%

(50) of the respondents, or forty five percent (45%) indicated that monitoring of the project process can be more effective when undertaken by project committee reviews.(40) of the respondents or thirty eight percent (38%) indicated that project monitoring undertaken through benefiting communities consultations and feedback can be more effective.(10) respondents or, nine percent (9%) were on the view that project monitoring through hired Constituency project monitoring officers can be more effective, while (9) or eight percent (8%) of the respondents indicated that project monitoring that involved external project evaluators can be more effective. The findings indicate that there is a feeling among respondents that the Project management project committee reviews and the beneficially communities can be the most effective players in monitoring and evaluation of projects. This can have a positive influence on project completion.

4.7.4 Effectiveness of monitoring and evaluation and project completion

The study sought to effectiveness of project monitoring and evaluation. The Table 4.24 shows the distribution of responses on the ranking of the effectiveness of project monitoring and evaluation.

Table 4.24 Effectiveness of the project monitoring and evaluation

Level of Strength	Frequency	Percentage
Very strong	30	28
Strong	79	72
Poor	0	0
Very poor	0	0
Total	109	100

The findings established that (30) respondents or twenty eight percent (28%) feel that the project monitoring and evaluation is very strong while (79) respondents or seventy two percent (72%) felt that the project monitoring and evaluation is strong. The ranking indicates a high confidence with the project monitoring and evaluation with no respondents ranking them as poor or very poor. This can explain the high rate of project completion in the Constituency.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of findings of the study and discussions in relation to objectives set in chapter one. It also presents the conclusion of the study together with the recommendations of the researcher based on the findings. Suggestions for further research are also given.

5.1 Summary of the findings

This study established that there are factors that influencing successful completion of the education Constituency development funded projects in Kikuyu Constituency, Kiambu County. The research reveals that Sixty five respondents or (59%) asserted that leadership influences project completion through creating a platform for project prioritization and community consensus on projects. Fifteen respondents or (14%) felt that leadership influence completion of project by ensuring that there is accountability on resources assigned to projects. Twenty nine respondents or (27%) stated that leadership influence leadership of the projects through ensuring project quality and timeliness. Seventy four percent (74%) of the respondents agreed that teamwork of Committee Members enhances the Completion of Constituency Development Funded Projects in the Constituency with only twenty two percent (26%) disagreeing with that statement. Seventy two percent (72%) of the respondents endorsed Projects planning as a critical factor in completion of the Constituency Development Funded (CDF) projects while eighty three percent (83%) agreed that Projects Monitoring is a critical component in Completion of CDF Projects. Only seventeen percent (17%) disagreed with this assertion.

5.1.1 Project leadership and successful completion of Constituency development funded (CDF) projects in Kikuyu Constituency.

The majority of the people hailed the centrality of leadership in project completion in Kikuyu Constituency. Sixty five respondents or (59%) asserted that leadership influences project completion through creating a platform for project prioritization and community consensus on projects. Fifteen respondents or (14%) felt that leadership influence completion of project by ensuring that there is accountability on resources assigned to projects. Twenty nine respondents

or (27%) stated that leadership influence leadership of the projects through ensuring project quality and timeliness. There was a feeling that the role played by the Constituent Development Fund Committee office particularly in procurement of materials slowed down the activities of the Project Management Committee(PMC) as it sometimes takes a long time therefore undermining their times lines and completion of their work on the individual projects.

5.1.2 Teamwork and completion of Constituency development funded (CDF) projects in Kikuyu Constituency.

The research reveals strong teamwork in the project management committee members with most of the agenda of their meetings collectively set and agreed with 85 of the respondents or seventy eight percent (78%) agreeing with the statement. The projects management team also adopted various methods of communication which are critical for team work among them word of mouth at fifty five percent (55%) with twenty three percent (23%) receiving information in project meetings. Only fourteen percent (14%) of respondents indicated that decisions are communicated through emails. Eight percent of the respondents (8%) indicated that they received decisions communication through other means majorly mobile phones. The team however felt that there were a few of their members whose involvement in the selected projects was influenced by the local leaders and due to this they remain be an obstacle to the team efforts and are viewed as spies of the local leaders. However despite this few sentiments there was a general agreement that team work was critical in the completion of the CDF funded project under study.

5.1.3 Projects planning and completion of the Constituency Development Funded (CDF) projects in Kikuyu Constituency.

The study reveals mixed reaction from the projects management committee member's interviewed.45 respondents or forty one percent (41%) of the respondents indicated that projects are very well planned.62 of the respondents or fifty seven percent (57%) cited that projects are well planned while 1 respondent or one percent (1%) cited that projects are poorly planned. Only 1 respondent or one percent (1%) indicated that projects are very poorly planned. Some respondents also felt that most of the projects planned for implementation are tailored towards the political agenda of the local Member of County Assembly (MCA) and the larger interests of the Member of Parliament (MP).

5.1.4 Projects Monitoring & Evaluation and Completion of Constituency Development Funded (CDFs) Projects in Kikuyu Constituency.

The project management committees (PMC), The Constituency Fund management committee (CDFC), the project beneficiaries and the National CDF office were acknowledged as the offices responsible for monitoring of the projects in Kikuyu constituency. 69 respondents or sixty four percent (64%) cited the Constituency Development Fund Committee (CDFC) while 30 respondents or twenty eight percent (28%) cited the project management committee. 3 respondents or two percent (2%) of the respondents cited the national CDF office while 7 respondents or six percent (6%) of the respondents cited project beneficiaries. There was also lack of clarity of indicators of success as an integral part of the project at the initial stage of implementation.

5.2 Discussions on Findings

This section gives details on discussions of the findings of the study and compares the finding with previous research done. The research findings and data analysis points to the reality that there are factors that influence completion of constituency development funded projects in kikuyu constituency.

5.2.1 Project leadership and successful completion of Constituency development funded (CDFs) projects.

The way project management committees are selected has a big influence on their work because it gives them legitimacy among the community whose projects they lead. In Kikuyu Constituency the research findings indicate that leadership influences project completion particularly by playing a key role of creating a platforms for project prioritization and community consensus on projects. Project leadership is also critical in project completion through ensuring that there is accountability on resources assigned to projects without which projects cannot be completed in the right quality and timely. The findings concur with Kariuki & Misaro, (2013) who recommended the need to adhere to structured leadership selection criteria as stipulated in the CDF act 2011 and involvement of local people in CDFs projects management. The research findings concur with Oyugi (2007), who emphasizes the centrality of leadership in the completion of CDF projects and resources.

The study further reveals that projects completion could be a factor of reduced conflict as most of the leadership conflicts arising during projects implementation are resolved through consensus. The finding agrees with Langford, (2009) who content that in a project environment conflict is an inevitable byproduct of the organizational activities. Langford further urges that to understand and resolve conflict in a project environment an understanding that each participant in a project has individual aims that could be in conflict with the aims of the project they are working on and can be an obstacle to timely project completion.

5.2.2 Teamwork and completion of Constituency development funded (CDF) projects.

The research findings and data analysis also reveal that teamwork of project management committee members was a critical factor in the completion of Constituency Development Funded Projects. The findings reveal that there was consensus building on matters arising out of the project implementation with very few cases going for arbitration. The findings agree with Mwangi (2010) on the centrality of teamwork in the success of CDF projects. The research also noted the independent of the project management committees in decision making which had an influence on the completion of projects. Mulwa, (2004) concurs that the independence of the project team has an implication on the teamwork and unity of purpose necessary to influence the completion of the projects. Team work was also demonstrated in varied regular ways of communication to the members through a word of mouth, while in project meetings, emails and mobile phones as well as common agenda setting for the projects. The local leaders were also mentioned as promoting the unity of project management committee members in wards and the whole Constituency. The findings concur with Kloppenborg and Petrick, (1999) that points out project leaders have a role in developing team characteristics into a collective set of virtues including: Ethics, Respect, trust for others, Honesty, prudence, courage and responsible use and sharing of power.

5.2.3 Projects planning and completion of the Constituency Development Funded (CDF) projects.

The study also established that planning for CDF projects in Kikuyu Constituency was done at ward level by all stakeholders including local leaders and residents. The findings concurs with Kirui *et.al*,(2015), on the centrality of prior planning in the completion of CDF projects. He recommends that to avoid poor planning expert judgement and qualified personnel should be

employed to plan and design the project right from the beginning so that to avoid future disruptions.

The findings revealed a concerted effort to involve local residents as stakeholders in selecting and prioritizing of projects of their choice. The findings agree with Kasule, (1996) who argues that the community, as beneficiaries must engage in the sequencing and implementation of projects.

5.2.4 Projects Monitoring & Evaluation and Completion of Constituency Development Funded (CDF) Projects.

The findings indicated that monitoring and evaluation is a key component that has an influence in completion of CDF projects ensuring that they are timely and there is value for money. The findings are in agreement with Nowrojee, (2008) on the question of monitoring and evaluation as setting benchmarks for CDF projects performance. Although monitoring and evaluation of the projects in Kikuyu constituency lacked clear indicators of success against which it was to be measured in the individual projects, there was evidence of a regular schedule of the monitoring with the Project Management Committee Members(PMC) having a session in their Monthly meeting to evaluate the health of the project. The Constituency Development Fund Committee (CDFC) also irregularly visits projects sites and the National CDF office was also keen on monitoring the projects implemented in the Constituency although they lacked a clear schedule for this. The findings are in line with Kirui *et.al*, (2015) who suggests that use of monitoring and evaluation to check on project inputs and outputs so as to find out any shortcoming and take timely corrective measures. The centrality of monitoring and evaluation of projects in Kikuyu Constituency are in agreement with WBG, (1998) which established that M&E is indispensable tool of project and portfolio management; it provides a basis of sustainability.

5.3 Conclusion

The study concludes that leadership of the CDF funded project is critical in their completion and that people detest imposed leaders. This was observed to be an obstacle to project completion because of the opposing interest's faulting the unity of the team.

Further the team work of project committee members was adequate and can be attributed to the success rate of projects completion. The way conflicts are resolved could also influence the

completion of projects with consensus building on matters arising seen as the most effective than the complex method of arbitration.

The study concludes that project planning levels matters in influencing the project completion also of much importance is the involved of all stakeholders in identifying their projects. Through this legitimacy of projects and local ownership is enhanced. This has an implication on the sustainability of the project long after it is completed.

The study also concluded that the CDFC, the national CDF office and local communities need to be vigilant in monitoring local CDF funded projects to ensure that they are completed as planned, within the planned budget and of right quality and standard.

5.4 Recommendation(s)

From the research findings the researcher makes a number of recommendations that may go ahead to make the constituency development fund to be more effective, improve on project completion rate and get the right quality of projects as per the value of the resources invested.

i. To start with the Project Management Committee (PMC) who are the main implementers and monitors of project at local level should be capacitated to develop basic project risks and mitigation factors to be integrated within the project plans to enhance quality review of project milestones, improve on quality and value for money invested.

ii. Further the project monitoring should be improved to have basic Indicators for monitoring progress as opposed to the current practice where mostly observation and CDFC appointed staff are solely relied on to certify a project as duly completed.

iii. Procurement has been noted as a great obstacle towards timely completion of projects streamlining the rules governing procurement needs to be reviewed to not only fasten the process but also enhance greater accountability in tendering of Constituency development projects.

iv. During transition in political leadership care should be taken so that the new leadership cannot begin new projects while abandoning the old projects initiated by their predecessors this can avoid the tendency of the existence of white elephant projects across a given constituency.

5.5 Suggestions for further research

There is a general agreement that CDF projects have transformed the lives of many Kenya's across the country since its establishment in 2003. However, with the increasing threat of Members of parliament being stopped from managing the Constituency development fund and CDF being seen as conflicting with the Kenyan Constitution, there is need for a research to identify how best the CDF kitty can be harmonized with the new governance system in the Country.

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APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL

Kikuyu Constituency CDF office,

P.O Box 167-00902,

Kikuyu.

To Whom It May Concern

Greetings, my name is Paul Mwaura Wanderi a Masters student from the University of Nairobi.

I am conducting a survey study on the Factors Influencing Completion of Constituency Development Projects in Kenya in Kikuyu Constituency, a case study of Constituency development fund funded projects. The study may be useful for managers of Constituency Developments Fund Managers, Government, Academia and Researchers. Your participation in the research is voluntary and so you should feel free to participate, though it would be useful if you can participate in the study.

The results of this research will be confidential and are to be used for academic purpose only.

Thank you in advance

Regards,

Paul Mwaura.

APPENDIX II: QUESTIONNAIRE FOR EDUCATIONAL PROJECT COMMITTEE MEMBERS

The questionnaire is designed to gather general information about Factors influencing completion of constituency development funded projects in Kenya: A survey of educational projects in kikuyu constituency. You are assured that your answers will be treated confidential. Hence do not provide your name. Please indicate the correct option as honestly and as correctly as possible by putting a tick on one of the options.

RESPONDENTS TICK WHERE APPROPRIATE OR COMMENT ON SPACE AVAILABLE

SECTION A.BIO DATA

1. Please indicate your gender

Male ()

Female ()

2. Age bracket?

18-35 ()

36-50 ()

51 and above ()

3. What is your highest level of education?

Primary ()

O level ()

Diploma ()

Degree ()

Any other specify _____

4. What is your Occupation?

5. In what ward do you come from?

Kinoo ()

Karai ()

Kikuyu ()

Sigona ()

Nachu ()

6. How long have you lived in this ward?

Less than a year ()

One to Two years ()

Three to four years ()

Five years and above ()

7. When did the implementation of this CDF funded educational project start?

Less than a year ()

One to Two years ()

Three to four years ()

Five years and above ()

SECTION B. Influence of project leadership in project completion

8. How does leadership influence project completion?

Please explain.

9. How is the project team leadership selected?

Appointment by authorities ()

Elected by the people ()

Others –Specify

10. How often do the project leadership team meet?

Very frequent ()

Frequent ()

Less frequent ()

Others-Specify ()

11. How are conflicts in leadership resolved?

Through Consensus building ()

Arbitration ()

Courts ()

d) Others specify

12. How long were you involved in this project? Specify duration year(s)

13. Any other view on the project leadership?

14. In your view is project leadership effective in as currently constituted?

SECTION C: Influence of team work in project completion

15. How often do you meet?

Weekly ()

Monthly ()

After Three months ()

More than three months ()

16. Is the agenda of your meetings collectively set and agreed?

Yes ()

No ()

If no please explain.

17. How are decisions communicated?

Word of mouth ()

In projects meetings ()

Emails ()

Others – Specify

18. How often does the project committee communicate?

Very regular ()

Regular ()

Less regular ()

Others-Specify

19. Is team work critical in the completion of this project?

Yes ()

No ()

Explain

SECTION D: Influence of planning in project completion

20. Does planning have an influence in project completion?

Yes ()

No ()

If no please explain.

21. What are the hierarchies/levels of planning for projects in Kikuyu Constituency?

Ward level ()

At sub-location level ()

At village level ()

Others please specify

22. How is planning of project done?

At the leadership level ()

Planning meeting by all stakeholders ()

By the area members of parliament and his people ()

Others please specify ()

23. Who is involved and what role do they play? Please explain

24. Is project planning efficient and effective as constituted now?

25. Any suggestion to improve on project planning?

SECTION E. Influence of project monitoring and evaluation in project completion.

26. Does monitoring and evaluation have an influence in project completion?

Yes ()

No ()

If no please explain.

27. Who does project monitoring in Kikuyu constituency?

28. How often is monitoring done?

a. Weekly

b. Monthly

c. Quarterly

d) Others. Please explain

29. What method of project Monitoring used is more effective

Through committee projects review ()

Benefiting communities Consultations and feedback ()

Through hired Constituency project monitoring officers ()

Through external project evaluators ()

30. How strong is the level of monitoring and evaluation of project

Very strong ()

Strong ()

Poor ()

Very poor ()

27. Others please specify

Thank you

**APPENDIX III: INTERVIEW SCHEDULE FOR PROJECT MANAGEMENT
COMMITTEE CHAIR PERSONS**

1. How long are/were you a member of the implementation of this project?
2. What is/was your role in this project?
3. In your opinion what is the influence of leadership in the project completion?
4. How is teamwork enhanced and what is its influence in project completion?
5. Was there adequate plans for the project and what is their influence in your view in the completion of this project?
6. Was there a project progress monitoring and evaluation framework and what is its influence to the completion of this project?
7. Suggest ways in which committees can facilitate completion of CDF projects on time.

Thank you for your co-operation

APPENDIX IV: Research Authorization Documents



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: (254) 20 2713171
2241369, 213371, 2219420
Fax: +254 20 218245, 216249
Email: info@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

1st Floor, Main House
Upper Highway
P.O. Box 30521/0100
NAIROBI, KENYA

Ref. No:
NACOSTI/P/16/47469/9687

Date:
30th March, 2016

Paul Mwanza Warden
University of Nairobi
P.O. Box 30197 00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Factors influencing completion of Constituency Development Funded Projects in Kenya: A survey of educational projects in Kikuyu Constituency Kiambu County,"* I am pleased to inform you that you have been authorized to undertake research in Kiambu County for a period ending 24th March, 2017.

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

On completion of the research, you are expected to submit two hard copies and one soft copy in pdf of the research report/thesis to our office.


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

Copy to:

The County Commissioner
Kiambu County.


The County Director of Education
Kiambu County.



THIS IS TO CERTIFY THAT:
MR. PAUL MWAURA WANDERU
of UNIVERSITY OF NAIROBI, 44564-100
Nairobi, has been permitted to conduct
research in Kiambu County
on the topic: FACTORS INFLUENCING
COMPLETION OF CONSTITUENCY
DEVELOPMENT FUNDED PROJECTS IN
KENYA: A SURVEY OF EDUCATIONAL
PROJECTS IN KIKUYU CONSTITUENCY
KIAMBU COUNTY
for the period ending:
24th March, 2017

Paul Mwaaura Wanderu
Applicant's
Signature

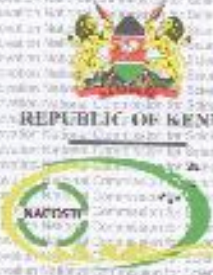
Permit No : **NACOSTI/P/16/47469/96R7**
 Date Of Issue : **30th March, 2016**
 Fee Received (ksh) **1000**



[Signature]
Director General
National Commission for Science,
Technology & Innovation

1. You must report to the County Commissioner and the County Education Officer of the area before commencing on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, climbing and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two (2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation at any time.

REPUBLIC OF KENYA



NACOSTI
National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. K- 8-274

CONDITIONS: see back page



**UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE**

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

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

26th October, 2015

REF: UON/CEES//NEMC/22/397


TO WHOM IT MAY CONCERN

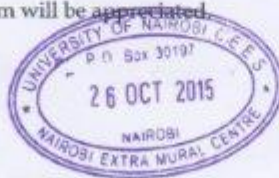
RE: PAUL MWAURA WANDERI -L50/70783/2011

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "factors influencing completion of constituency development funded projects in Kenya." A survey of Educational projects in Kikuyu Constituency, Kiambu County.

Any assistance given to him will be appreciated.


**CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE**



APPENDIX V: Amounts allocated per MP in USD and GDP in USD for different Countries

Country	GDP (billion USD)	Average Amount Allocated per MP(USD) per year
Philippines	\$ 166.91	\$ 4,270,001
Bhutan	\$ 3.76	\$ 43,000
Solomon Islands	\$ 1.57	\$ 140,000
Kenya	\$ 34.51	\$ 794,464
Malaysia	\$ 194.93	\$ 577,951
Jamaica	\$ 15.07	\$ 456,361
India	\$ 1217.49	\$ 420,790
Sudan	\$ 58.44	\$ 317,543
Pakistan	\$ 168.28	\$ 240,000
Malawi	\$ 4.27	\$ 21,352
Tanzania	\$ 20.49	\$ 13,761
Uganda	\$ 14.53	\$ 5,187

Source: Hickey A. 2010 and Center for International Development 2009

APPENDIX VI: Sampling Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	2700	159	750	256	2600	335	100000	384

Krejcie and Morgan Sampling Table

Key:

N = is population size

S= is sample size