

**IMPLEMENTATION OF CONTINUOUS IMPROVEMENT STRATEGIES AND  
PROJECT PERFORMANCE IN WEBUYE EAST NATIONAL GOVERNMENT  
CONSTITUENCY DEVELOPMENT FUND KENYA**

**BY**

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**RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
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## DECLARATION

I, Kenneth Ochieng Odundo, declare that this research report is my original work and has not been submitted for the award of a degree in any other university.

Signed.....

Date.....

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### **Approval**

This research report, entitled; Implementation of continuous improvement strategies and project performance NG-CDF, Webuye East, Kenya, has been submitted to the University of Nairobi with my approval as the university supervisor.

Name of supervisor:            Mr. Vincent Muyeka    Signature .....

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Date .....

## **DEDICATION**

I dedicate this research project report to my loving and caring family for their understanding and encouragement throughout its development.

## **ACKNOWLEDGEMENT**

I sincerely owe deep gratitude to my supervisors Mr. Vincent Muyeka and Dr. Stephen Okello for their support, guidance and advice throughout my research project process. Their wise counsel, encouragement, patience and constructive criticism made this work come to completion.

To my family members, I thank you for your patience, prayers, moral and financial support throughout the study period. I pray for the family bond.

I am indebted to the management of Webuye East NG-CDF, particularly to Mr. George Shibanda (FAM) and Hon. Alfred Sambu (MP-Webuye East constituency) for their general acceptance of the study idea that made the study easy.

My final appreciation goes to my fellow students, especially Zedekiah Onyando alias Prof, Lilian Namukhasi, my brother in law Horace Muhonji and my kid brother Simeon Odundo alias Ngát Ruoth for their peer review contribution throughout the study.

If this research contains anything valuable, it is the collective work I did with the individuals and institutions mentioned above and I share the credit with them all. I take full responsibility for any errors, omissions and distortions that the reader may find in this research work.

## ABSTRACT

The success of a project is critical to achieving development agenda in the local communities across the world. It is also understood that implementation of projects is fundamental if the project objectives and success are to be achieved. Various projects could be initiated to transform social, political and economic well-being of citizens in a particular country. The National Government – Constituency Development Fund (NG-CDF) in Kenya is a strategy initiative which is gaining a widespread acceptance across the populace. Its resultant observance has made Fund projects vulnerable to severe scrutiny especially in its implementation stage. This study sought to establish the influence of implementation of continuous improvement strategy on project performance in Webuye East NG-CDF by investigating understanding of fund processes among the management team, the existence of change management procedures within the projects' system, technical expert involvement in decision making processes and team approach to performance review and inspection in project decision making process and their consequent influence on project performance. This study adopted a descriptive survey design which determines and reports the way things are and attempts to describe such things as possible behavior, attitudes, values and characteristics. The study targeted a total population of 290 NG-CDF management team in Webuye East including the sub county accountant representing the national treasury at the constituency level. Open and a close-ended questionnaire were used on a sample size of 99 management representatives. Criterion validity was used to ensure that the measured variable is truly what was expected to be measured and no other variable while reliability of the research instruments was established by the researcher before application and subsequent analysis and consequent presentation by way of testing and retesting. Data was then compiled, organized, edited, classified and coded into a coding sheet and statistically analyzed using the Statistical Package for Social Science computer software. Study findings established that good understanding of fund processes among the management team, the existence of change management procedures within the projects' system, very little of technical expert involvement in decision making processes and very little team approach to performance review and inspection and that these factors had influence, either negatively or positively depending on the level of implementation on the performance on the NG-CDF projects in Webuye East constituency.

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## ACRONYMS AND ABBREVIATIONS

AIE	Authority to Incur Expenditure
ANOVA	Analysis of Variance
CDF	Constituencies Development Fund
CI	Continuous Improvement
COC	Constituencies Oversight Committee
FAM	Fund Account Manager
FDIS	Final Draft International Standards
GOK	Government of Kenya
IEA	International Energy Agency
IEBC	Independent Electoral and Boundary Commission
ISO	International Standard for Organizations
IT	Information Technology
KNBS	Kenya National Bureau of Standards
M&E	Monitoring and Evaluation
NARC	National Rainbow Coalition
NG-CDF	National Government Constituencies Development Fund
NG-CDFC	National Government Constituencies Development Fund Committee
NG-PMC	National Government Project Management Committee
PIS	Project Implementation Status

PPMCC	Pearson's Product Moment Correlation Coefficient
SPSS	Statistical Package for Social Sciences
TQM	Total Quality Management



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

The success of a project is vital for the achievement of development agenda in the local communities across the world. Project outcomes such as quality, cost, and time are constrained continually, and this calls for the implementation of Continuous Improvement (CI) strategies. It is also true that success undeniably demands that processes be constantly challenged and pushed to a higher level of performance, another big call for CI processes.

CI is one of the Total Quality Management (TQM) principles advanced by TQM Gurus. CI, within the context of project planning and management, is defined as a culture of sustained improvement focusing on the elimination of waste in all systems and process of an organization, involving every individual working together to make improvements without necessarily making huge capital investments (Bhuiyan and Baghel, 2005). It is, therefore, a planned, organized and systematic process of on-going, incremental and company-wide change of existing practices aimed at enhancing company performance (Boer et al., 2000). For you to realize sustainable continuous improvement in an organization, there must be a systematic inclusion of all employees (Bessant et al., 1994; Hyland et al., 2000).

One of the main roles of the government is to provide essential goods and services to the public (GOK, 2010). Due to the modernization of the society and increased enlightenment of the people in the twenty-first century, there has been need for good governance, proper monitoring and evaluation of public projects (and therefore funds) as well as total compliance with the law by officer given the responsibility to manage public funds (NTPA, 2010). This has also increased the demand by the public, and other government services consumers world over for timeliness in materials, goods, and services availing by the public procuring entities to enhance efficiency, effectiveness, transparency, and accountability by various user departments (Malala et al., 2015).

To increase efficiency, many government departments initiate development projects aimed at provision of services to their citizens. This involves setting up of endeavors that are undertaken to realize specific objectives within a particular time interval and at specified costs (Ng'ang'a, 2013). Such projects must have a defined scope, have a definite starting and ending points and a budget for successful completion (PMBOK 2004). The key objective of the projects is to boost economic development and improve living standards of the people (UNDP, 2002). Such projects are usually financed either internally (from government's budgetary allocations) or externally (from donors and other developed Countries). The management of these projects and the related expenditures of public funds are major, visible areas of interest and concern. This has made emphasis on performance improvement in government to increase steadily, supported by mandates imposed by government laws and public pressure. Therefore, the success of public projects is central to achieving development agenda in the local communities across the world (Kariuki, 2011).

In Sri Lanka, the concept of continuous improvement has been applied in the management of public health projects (Somatunga et al., 2015). Somatunga et al. (2015) investigated the factors influencing continuous quality improvement programs in government hospitals of Sri Lanka. The study explained that despite the fact that a fully functioning Quality Management Unit was already available, 14.2% of the study sample were still not aware of the presence of Quality Management Unit in their hospital. This, therefore, meant that measuring and providing improvement was still difficult.

In Nigeria, Ogunmola (2015) surveyed why government projects fail. The study revealed that public projects experience failure throughout the country's process of democratic exposure and an action is required to correct this mishap. Ogunmola (2015) further highlighted basic factors causing project failures including institutional factors, less investment in business case analysis and project procurement error.

In the United States of America's Department of Defense, continuous improvement is about emphasizing on a shift in culture to maximize efficiency, effectiveness, and respond to external influence. It simplifies, standardize and streamline everyday systems and processes across our business; and join up with others and actively manage performance to ensure progress (DCLG, 2012).

A study by Otieno (2016) on Continuous Improvement practices and efficiency of commercial banks in Kenya concluded that C.I practices such as customer focus, quality improvement programs and factual approach to decision making affect the efficiency of an organization positively. However, leadership and engagement of people in the process are not highlighted as significant factors although they have an effect on the performance of the banking entities.

In Kenya, further, there are common reports about the high rates of failure of public projects. These projects range from those in agriculture, security, education, health and natural resources management. Due to the high population growth in Kenya and low per capita income, the country has a high reliance on donor-funded projects that are aimed at achieving specified objectives in various sectors of the economy. In cases where projects stall, the funds already spent are wasted, and members of the public suffer from the inadequacy of the goods or services that the project was supposed to provide.

By the Financial year 2015/2016, the government of Kenya had allocated Kshs 207.8 billion to the National Government Constituency Development Fund (NG-CDF), formerly Constituency Development Fund (CDF) for development programs. The allocation has increased steadily from Kshs 1.3 billion in 2003/2004 to Kshs 35.2 billion in 2015/2016 financial years. The distribution of the fund budget per sector majorly covered the education with 51%, water 9%, Health 7%, Roads/Bridges 7%, Emergency 5%, Agriculture 1%, Security 3%, Environment 1%, Others 9% and Administration 6%. Sectors such as Road/Bridges, Health, and water were devolved by the new Constitutional dispensation and had since been scraped from the Fund budget.

Webuye East NG-CDF, in particular, received a total allocation of Kshs 282,507,945.00 from the National Treasury for the last three financial years between 2013/2014 and 2015/2016 for the development of CDF projects. However, the infrastructural conditions across the Constituency are not satisfactory (Webuye East Constituencies Strategic Plan, 2008 – 2012). Despite the enormous fund commitments, there has been a general under-performance in project implementation over the years (Webuye East PIS, 2016). The study will, therefore, assess implementation of continuous improvement strategies and projects performance in Webuye East national government constituency development fund in Kenya.

## **1.2 Statement of the Problem**

It has been observed that most constituencies do not realize the full benefits expected of projects initiated under NG-CDF. This has majorly been attributed to poor performance of such projects. Dissatisfaction with the way NG-CDF projects are managed has sometimes resulted in public outcry and even led to public picketing and eventually violence in demand for efficient public service delivery.

Many studies have not focused on the influence of implementation of continuous improvement strategy on performance of CDF projects, and thus the proposed study undertakes to examine the impact of implementation of continuous improvement strategy on performance of CDF projects funded under Webuye East NG-CDF, Kenya.

The current study generated salient information that will help project decision makers in enhancing the competency of the project team on the understanding of the concept of CI, improve process understanding among management team to ensure efficient workflows, promote effective technical expert involvement to help reduce project costs and prevent overages, ensure adequate change management procedures that drive out fear among project team allowing for smooth change over processes and finally to promote team approach to performance review and inspection for effective innovation and corrective actions.

## **1.3 Purpose of the Study**

This study sought to assess the influence of implementation of continuous improvement strategies on the performance of projects under Webuye East NG-CDF.

## **1.4 Objectives of the Study**

This study was guided by the following objectives.

- i. To assess the level of fund process understanding among the management team and its influence on the performance of NG-CDF projects in Webuye East Constituency, Kenya.
- ii. To examine the level of technical expert involvement in the decision making processes and its influence on the performance of NG-CDF projects in Webuye East Constituency, Kenya.
- iii. To assess the extent of Change Management procedures implementation and its influence on the performance of NG-CDF projects in Webuye East Constituency, Kenya.
- iv. To examine the extent of a team approach to performance review and inspection and its influence on the performance of NG-CDF projects in Webuye East Constituency, Kenya.

## **1.5 Research Questions**

- i. To what extent does Webuye East NG-CDF management understand the fund processes and how does this influence its projects performance?
- ii. To what extent does Webuye East NG-CDF management involve technical expert in their decision making processes and to what extent does this influence its projects performance?
- iii. To what extent does Webuye East NG-CDF management implement Change Management procedures and what influence does it have on the performance of its projects?
- iv. To what extent does Webuye East NG-CDF management involve stakeholders in performance review and inspection and how does this influence its projects performance?

## **1.6 Assumption of the Study**

The study was guided by the following assumptions;

- i. That the respondents were to be willing to respond and give accurate information on the impact of implementation of continuous improvement strategies on the performance of projects under Webuye East NG-CDF.
- ii. That the data sources were to be accessible.
- iii. The study was to be approved by the University of Nairobi Ethics Committee and Webuye East NG-CDF Management.

## **1.7 Significance of the Study**

Despite an increase in understanding of the determinants of success, increasing maturity, and a series of successful programs and projects, project failures remain a concern in Kenya. Putting in place mechanisms to ensure continuous improvement and sustaining these strategies requires that the influence of continuous improvement strategy implementation on performance be unearthed. The influence of continuous improvement strategy implementation on performance still remains poorly understood. Appropriate remedial actions cannot therefore be undertaken before the underlying influence have not been fully studied.

Webuye East NG-CDF, like many other NG-CDFs has faced many challenges leading to inability to achieve targeted project results as evident in the prior published audit reports from the various oversight bodies including the auditor general. This necessitated the call for the study that assessed the level of implementation of continuous improvement strategies and their ultimate influence on projects performance in Webuye East NG-CDF. The study generated salient information on the implementation of continuous improvement strategy in all phases of Webuye East NG-CDF project management cycle. Such information is hoped to be helpful to project decision makers in enhancing the competency of the project team on the understanding of the concept of CI, improve process understanding among management team to ensure efficient workflows, promote effective technical expert involvement to help reduce project costs and

prevent overages, ensure adequate change management procedures that drive out fear among project team allowing for smooth change-over processes, promote team approach to performance review and inspection for effective innovation and corrective actions.

### **1.8 Limitations of the study**

The study anticipated that some respondents who were part of the Webuye East NG-CDF management could be located in different distant geographical locations and reaching them during the data collection would be costly. This was addressed by making appropriate timing of the process to take advantage of possible central gatherings

The research also anticipated the unwillingness of some of the respondents in providing critical data and allowing accessibility of sensitive data regarding the project as a limitation. This, on the other hand, was addressed by seeking prior authority from the responsible authorities and applying a courteous approach to the respondents.

### **1.9 Delimitation of the study**

This study was confined within Webuye East constituency, Bungoma County Kenya. Webuye East Constituency is an electoral Constituency in Kenya that lies within the coordinate: 0.5992°N, 34.7796°E. It is among the five constituencies in Bungoma County and identifies as Constituency Number 0221 (IEBC Kenya, 2011). The study area has a total population of 101,020 people according to 2009 national census. The population is currently estimated at 128,966 people (KNBS, 2009 Projection). The constituency is majorly rural with its headquarter at Webuye town along Bungoma/Eldoret Highway. The Constituency occupies about 161.50 KM<sup>2</sup> and prides itself of endowment with water resources such as River Nzoia which traverses through the constituency and the waters broadly serves Bungoma County and the Kenyan Nation, at large. Additionally, it has a high potential for agricultural activities like fruit farming, sheep, and horticulture alongside other micro and macro ventures. It also hosts several middle-level colleges, over 20 secondary schools, over 60 primary schools and over 30 health facilities

spread across it. However, the infrastructural network across the Constituencies is depressing (Webuye East Constituencies Strategic Plan, 2008 – 2012).

## **1.10 Definition of Significant Terms**

### **Continuous Improvement**

Continuous improvement is an integral element in a modern quality system, and it aims at endless improvement of efficiency by optimizing a process and eliminating wasted efforts in production. It is broadly used for all improvement efforts including corrective actions and the ensuing preventive actions.

### **Continuous Improvement Strategies**

These are plans of action designed to achieve endless quality improvement efforts in an organization.

### **National Government Constituency Development Fund**

National Government Constituencies Development Fund (NG-CDF) formerly Constituencies Development Fund (CDF), is a fund started in 2003 through an act of parliament, the CDF Act 2003. The act was reviewed by the CDF (Amendment) Act 2007, and repealed by CDF Act, 2013 which was subsequently succeeded by the current CDF by the current NG- CDF (Amendment) Act 2016.

The fund is domiciled in the Ministry in charge of national economic policy and planning which is currently the Ministry of Devolution and Planning.

The main function of the fund is to enhance infrastructural and socio-economic development at the grass root level to reduce poverty by dedicating a minimum of two and a half percent (2.5%)



of the National Government's share of annual revenue towards community projects identified at constituency level by the community.

### **Performance of Constituency Development Fund Projects**

The measure of how CDF projects performance has been a subject of intellectual discourse as well as a subject of debate within the body politic. In its decade of existence, one of the most progressive approaches taken has been contained in one primary document; the CDF social audit project titled, Towards Improved Accountability and Transparency in Constituency Development Fund through Social Audit. This report sought to entrench a democratic culture in the management of the Constituency Development Fund projects (CDF) to improve its efficacy and effectuate its service delivery to the people (Hassan, 2012).

### **Total Quality management**

It is a management technique which focuses on the enhancement of efficiency of an organization operations and provision of quality products and services. It consists of 14 main principles, and among them, there is a continuous improvement which has numerous benefits to an organization.

### **1.11. Organization of the Study**

The study was organized into five chapters. Chapter one of the study which is also known as the introduction and it included a background of the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, basic assumptions of the study, limitations of the study, delimitations of the study, definition of terms and organization of the study.

Chapter two contained literature review which explores on the various existing body of knowledge and theories on the study. It highlights on implementation of continuous improvement strategies and project performance in Webuye East NG-CDF, Kenya organized

into four main themes formed from the four objectives of the study. The themes included are process understanding, technical expert involvement in decision processes, change management and team approach to performance review and inspection. The chapter also contained the theoretical framework, conceptual framework, and the summary of literature review.

The third chapter elaborated the research methodology. This section covered the research design that shall be applied to this research, target population, sample size and sampling techniques, data collection instruments, pilot test of the research instruments, validity of the instruments, reliability of the instruments, data collection procedures and data analysis techniques.

Chapter four has data analysis, presentation, interpretation of the results and discussion.

Chapter five included the summary of findings, discussions, conclusions and recommendations. This chapter gives a clear conclusion and recommendation including contribution of the study to the existing body of knowledge and for further research. Lastly is the section of references and appendices.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

This section gives a review of the existing body of literature on some key issues relating to NG-CDF policy and the principle of continuous improvement in relation to the implementation of projects. Finally it shows the knowledge gap available for the research.

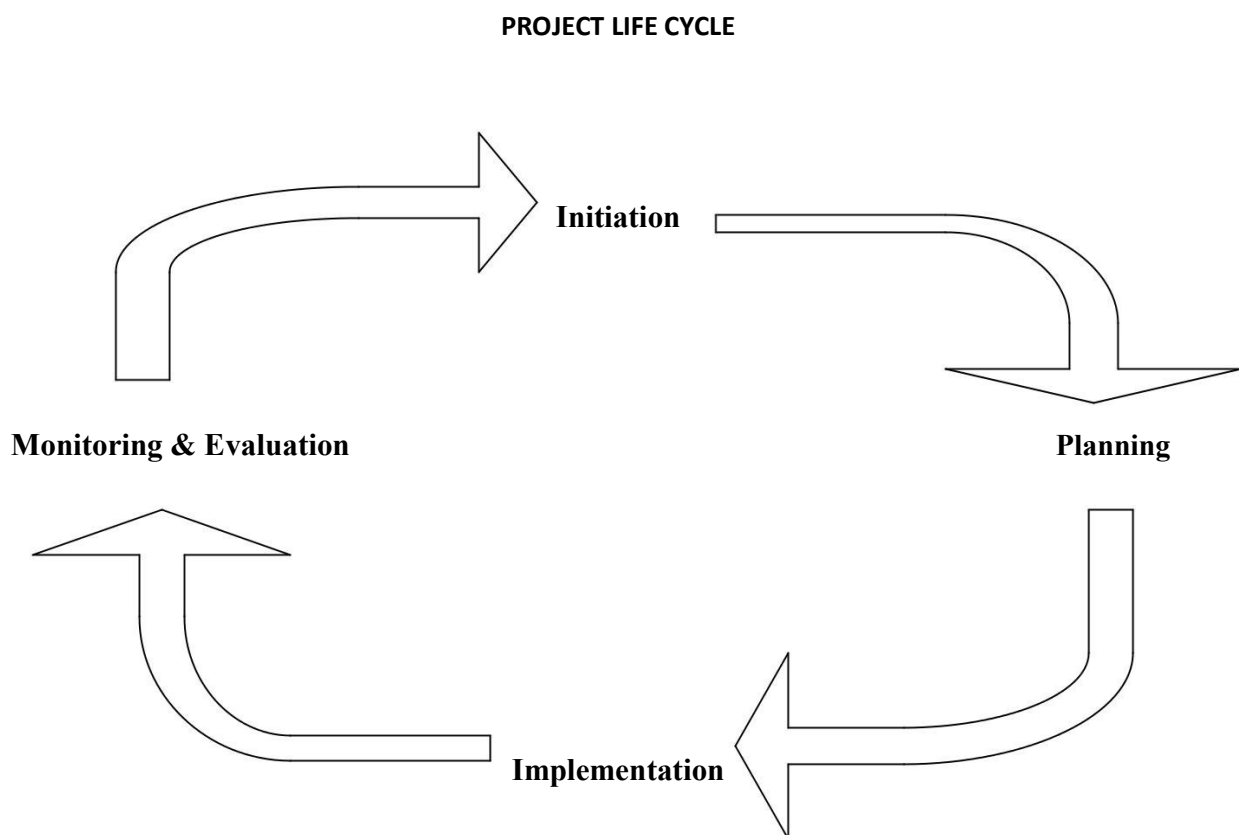
#### **2.2. Project Life Cycle**

The project typically has a life cycle; the Project Life Cycle refers to a series of activities to achieve the project's goals or objectives. A project goes through a series of stages during its life. Since projects are unique undertakings and involve a degree of uncertainty, organizations performing projects usually divide each project into several project phases in order to provide better management control and appropriate links to the on-going operations of the performing organization.

The idea of development projects as the time-bound creation of physical assets led to the recognition of phases within the project process and from there to the concept of the project cycle (Cusworth and Franks, 1993). Each project cycle is marked by completion of one or more deliverables. Duncan (2006) defines deliverables as a tangible, verifiable work product such as feasibility study, a detailed design or a working prototype. Phases are said to be part of a generally sequential logic designed to ensure proper definitions of the product/service from the project (Morsman, 1993).

At the same time, a conclusion of a project phase is marked by a review of both key deliverables and project performance in order to determine if the project should continue into the next phase and to detect and correct errors cost effectively.

The project life cycle elaborates the beginning and the end of a project. The project cycle definition also determines which transitional actions at the end of the project are included and which are not. Therefore a project life cycle can be used to link the project to the on-going operations of the performing organization.



*Figure 2.1: Project life cycle (Source: Researcher, 2017)*

### **2.3. The Concept of Strategy**

According to Khan and Khalique (2014) strategy can be to a Greek word “strategos”, which means “the roles of a general”. A strategy is a plan that aims at achieving a particular purpose.

According to Nickols (2000), Strategy is a term that comes from the Greek word ‘Strategia’ which means “generalship” or the art of the general or commander of the armies. In military, strategy refers to the deployment of troops. In business as in the military, strategy refers to the means by which policy is effected and thus it bridges the gap between policy and tactics (Nickols, 2000). Thus strategy refers to means and not ends and it is about marshalling resources of an organization to match the needs of the market place and achieve the business objective. Every organization is complex and any change takes time to accomplish thus, strategy is a long term activity.

It is necessary to state that there is no single standard definition of the term “strategy” but various definitions have been put forward. Chandler (1962) defined strategy as the primary long term goals and objectives of an organization and the adoption of the action and allocation of resources necessary for carrying out the goals. Ansoff (1988) defined strategy as the common thread among organization activities and product markets. Andrews (1980), one of the Harvard professors responsible for the development of business policy defined strategy as patterns of objectives, purposes or goals stated in such a way as to define the business of the company. Mintzberg (1985) advocated the idea that strategies are not always the outcome of rational planning. They can emerge from what an organization does without any formal plans, hence the deliberate and emergent strategies. He elaborated strategy as a pattern in a chain of decisions and actions.

Thompson, Strickland, and Gamble (2007) pointed out that strategy is a management’s action plan for controlling the business and conducting activities to achieve the targeted levels of organizational performance. Thus it is about how to move the organization in the intended direction by employing a combination of competitive approaches on how to enhance the market position and improve performance to attain the goals and objectives. In public organizations, the goal setting procedures are conflicted because there is no common bottom line such as profit, which makes measuring performance cumbersome. It is difficult to set incentives since employees enter the public sector not seeking primarily financial rewards, but are motivated by interesting tasks, important roles, and ethical values. There are also limits set to internal processes by legal constraints.

## **2.4. Strategy Implementation**

Eppler et al (2008) asserted that implementation can be defined in many ways, subject to the process perspective, behavior perspective and the hybrid perspective. They argue that most of the definitions emphasize the role of senior management while others stress the external environment, without stating the (non-managerial) employees and their crucial role in turning strategic plans into results. Eppler et al (2008) therefore simply defined strategy implementation as a dynamic, iterative and complex process, which is comprised of a chain of decisions and activities by managers and staff – affected by some interrelated internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives.

In a study by Nutt (1986), intervention, participation, persuasion, and edict were found to describe over 90 percent of the techniques used by strategic managers and that these four tactics were used almost exclusively. Lehner (2004) takes implementation tactics as a real genuine organizational conduct founded on the assumption that implementation is dependent on the environment, and various strategic and organizational variables.

Thompson et al (2007) suggested that despite the need to tailor an organization's strategy implementation approaches to its situation, building an organization with the competences, capabilities and resource strengths ensures successful strategy implementation. Marshaling sufficient resources and people behind the drive for strategy execution and instituting policies and procedures that facilitate strategy implementation are also considered crucial to successful strategy implementation. To guarantee success in strategy implementation managers should adopt best practices and push for continuous improvement in how value chain activities are performed.

## **2.5. The Concept of Continuous Improvement (CI)**

The Institute of Quality Assurance, in their Factsheet no 7, defined Continuous improvement as a never-ending change which aims at increasing the effectiveness and /or efficiency of an organisation to attain its policy and objectives. It is not restricted to quality initiatives. Improvement in business strategy, results, customer, employee and supplier interactions can be

subject to continual improvement. It means 'getting better all the time. Bhuiyan and Baghel (2005) traced the history of CI and presented various definitions from different authors. Their definition of continuous improvement is a norm of sustained improvement focussing on the elimination of waste in all systems and process of an organization. It entails everyone working together to make improvements without making huge capital investments.

Martichenko (2004) stated that continuous improvement is about improving organizational performance” and emphasized the ongoing nature of CI. Hyland et al. (2000) and Bessant et al. (1994) concentrate on the systematic involvement of employees in the definition of Continuous Improvement. Caffyn (1999) viewed CI as a business' ability to outdo its competitors using innovation and involving a number of employees. Boer et al (2000) described CI as “the planned, organized and logical process of on-going, incremental and company-wide change of inherent practices aimed at improving company performance. All these definitions emphasize, not only the on-going, incremental nature of the process, but also the fact that it is a co-ordinated, organisation-wide process.

Continuous Improvement, often known as Kaizen, is a small step-by-step incremental improvement strategy. It is based on a notion that continual improvement can be attained by a never-ending chain of small changes. Even in enormous innovative improvement strategies, there will be the need and chance to supplement the strategies and initiatives with continual little step changes. The principle of continual improvement is stipulated in the lots of requirements and recommendations of the ISO 9000 family of standards. Its base is quality improvement, defined as part of quality management, intended to increase the ability to fulfill quality requirements (ISO/FDIS 9000, 2000). Dr. W.E Deming (1950), summarizes the continual improvement process cycle into four steps, PDCA (Plan – Do – Check – Act). Although continual improvement process definition is very brief, detailed analysis reveal that individual steps are practically similar to the steps of the known Quality Journal method (Kume, 1988; Nenadál et al.; Plura, 1998, 1999).

Implementation of Continuous Improvement strategies in the context of NG-CDF management is therefore the process of applying the unending step-by-step performance incremental tools and techniques that focus activity, people and resources on serving customers, eradicating wastes and improving fund organizational efficiencies. Continuous improvement is the approach in which

all staff seek out, support and implement changes to provide better services and improve cost-effectiveness.

Considering the global situation, there has been a change in thinking and in the USA the opinion of new federalism has gained great currency with each other than before making them put much focus on economic development and less on social welfare. NG-CDF resembles the USA congressional allocation generally called 'pork barrel', 'ear marks' or 'members terms' in national and state level policy making.

The definition of quality changes with time, as new technology, processes, and alternatives, (sometimes developed by our competition) appear. If we don't think of less costly, better ways to meet or exceed our customer's needs, our competition will. Expectations rise with time. We are here now because of what we did in the past. We will be where we are tomorrow because of what we do today. Just doing our daily routine, meeting today's urgent job requirements, may not be enough. Continuous Improvement helps us focus on what we need to do today to promote success tomorrow. The Tangram website emphasizes that CI is not about modifying the product or service, but concentrates on improving the processes involved, which in turn leads through control of the product, to improved cost and reliability.

Public and private sector organizations are constantly facing the problem of doing more with less. There is increased competitiveness in markets and in many sectors, the regulatory controls have become more strict ensuring that what was acceptable in the past would not be acceptable now. It is not possible for an organisation to stand still and remain competitive or perceived as getting value for money. Customers want to see improvements and demand ever higher standards of quality.

The effects of CI in the context of public sector projects such as NG-CDF would require implementing strategies which are more streamlined for the public sector. Such strategies would be along the lines of process understanding, technical expert involvement, change management and, team approach to performance review and inspection.

## **2.6. Empirical Literature Review**



### **2.6.1. Process Understanding and Project Performance**

Human resource is very important and the backbone of every organization and it is also the main resource of the organization. So organizations invest huge amounts on the human resource capital because the performance of human resource will increase its performance.

Performance is a multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). But the question arises that how an employee can work more effectively and efficiently to improve the development and the productivity of an organization. There are many factors which improves the work of the employee such as flexible scheduling and training.

It is impossible for an employee to perform well at the job place without any pre - training (Thomas N. Garavan, 1997). Trained employees deliver well as compared to untrained employees (Part low, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). It is very necessary for organizations to give their employees training to achieve goals of the organization in the best way (Flynn et al.,1995; Kaynak, 2003; Heras, 2006). Training and development improve the performance of the organization (Shepard, Jon et al., 2003). It might be expensive to train employees, but in the long run, it rewards abundantly (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Each organization should train its employees with regards to the need of that time so that they could compete with their counterparts in the sector (Carlos A. Primo Braga, 1995).

The constituency development fund committees (CDFC) and M&E teams most often do not possess any project management knowledge and skills. Therefore, training them in project management processes or project life cycle as well as in M&E approaches and reporting mechanisms will lead to the achievement of NGCDF projects as there will be informed decisions and actions. In this regard training of employees ensures effectiveness which leads to the achievement of NGCDF projects (Alotaibi, 2011).

### **2.6.2. Technical Expert Involvement and Project Performance**

In the last decades, the management consultancy business was thriving. It could be argued that the need for consultants can be explained by the ever changing environment and new technologies which affect different sectors (Patel, 2015). Each organization has to cope with its environment and technologies, yet most of these organizations experience difficulties adapting to the changes.

Therefore consultants are asked to advise companies on the most current management practices, experience in implementing changes and market intelligence with which the companies do not have any experience with (Sturdy, 1997; Patel, 2015). Besides this expertise and experiences

Management consultants (MCs) or technical experts have been known for their expertise that helps managers to analyze and solve practical challenges faced by organizations to improve the performance (Kubr, 2002). Enhancing the performance can be done by applying various types of consulting such as strategy consulting, management consulting, ICT consulting, financial consulting, and human resource management (HRM) consulting (Kubr, 2002).

Through the years many researchers have searched for the main reasons that determine which factors affect Management Consulting Project (MCP) and the considerations determine why companies prefer a certain consultant. Some researchers point out that the success of an MCP is affected by the expertise of the consultant, the recommendations, awareness or performance (Gable, 1996).

Other researchers believe it is because of the customer's understanding (Schein, 1997; Glückler, 2003) or like Soriano (2001) says that the consultancy project will be considered important if the knowledge acquired ultimately proceeds the expected results (Poulsen, 1994).

### **2.6.3. Change Management and Project Performance**

Korir, Mukotive, Loice and Kimeli (2012) stated that change management is the effective management of an organization change so that executive leaders, managers and frontline employees work together to successfully implement the needed process, technology or organizational changes. While Moran and Brighton (2011) viewed change management as the process of continually renewing an organization path, structure and capabilities to serve the

changing requirements of the external and internal environment. Burnes (2004) like many others authors asserted that change is an always present feature of organizational life, both at the operational and strategic stages. Due to its essence, change management is imperative and needs competent managerial skills and strategy. For a firm to survive, succeed and remain competitive in today's highly volatile and continuously changing business environment, it must successfully manage the change which is a necessity. Even though there has not been a consensus as to the framework for organizational change management, there seems to be an agreement on some important issues. There is a consensus that change, being influenced by internal or external factors, manifests all shapes, forms and sizes (Balogun and Hailey 2004); Burnes 2004, Carnall, 2003; Luecke 2003).

In today's business environment, nothing remains constant. The rate of change which organizations face continues to increase in the last five decades. This is as a result of improvement in information and communication technology enhancing democratization and liberalization of economies all over the world. "Change" thus becomes inevitable and turns to be a regular feature of business life. This necessitates the fact that it cannot be wished away but to give it the necessary attention (inform of management) to guarantee continual business performance. John F. Kennedy (2005) stated that those who fail to accept and embrace change would have a limited survival. He said that change is the law of life and whoever looks only to the past or present is sure to miss the future.

It is agreed that the pace of change has greater in the current business atmosphere (Balogun and Hailey 2004; Burnes 2004; Carnall 2003; Luecke 2003. Senior 2002; Moran and

Brighton 2001). In spite of the complexity of change management as it does not have a simple solution, some key areas of focus were raised to properly manage change management.

These are: Effective leadership; the main enabler as it provides the vision and reason for change, appropriateness and timeliness ; frequently identified as key to effective change, organizational development; a method or intervention used when bringing about change oriented to improving organizational effectiveness and two-way communication with employees and their active involvement in implementation; identified as a key enabler to change management (Shaskin and Havelock 1983).

#### **2.6.4. Team Approach to Performance Review and Inspection and Project Performance**

Teams as part of everyone's life and as part of organizational building is often perceived as a group (a collection of people) who coordinate to achieve a goal but an effective, well-functioning team is more than this (Murray 2000). It has been found that it dramatically influences organizational performance. Some managers have attributed teams to help them to achieve remarkable outcomes. Participants in an effective team care of the group's well-being skillfully blended individual talents with a positive team morale to achieve results irrespective of whether the program effort is that of an individual or several people. Developing team skills have been viewed as vital because of the tremendous explosion in the utilization of teams in work organization in the last decade.

Teamwork is the idea of people working together cooperatively, as in marketing team, sports team etc. It has become so important that many large companies have developed specific tests to identify potential employee's teamwork capability. Thus, it has become a crucial goal in most work places, the belief is that teamwork provides the staff a sense of ownership and facilitates cooperation (Adeleke, 2008).

Team has been around for a long time and there can be few organizations that have not utilized the team in one way or another. It is common to come across production teams, service team, management teams or entire organizations being referred to as teams and therefore, many organizations today are embracing "team based" approach to work and this means that working in teams is the basic method for working in the organizations. As a result, organizations emphasize the importance of employees working together and advertise for staff with the ability to work in teams (Richard, 1991).

McShane (1998) said that teams are replacing individuals as the basic building blocks of an organization. French language television programs has changed to team-based projects and providing more recognition to teams than to persons. Companies are not just seeking for technical ability but looking for individuals who can work in teams and give a solution to problems.

Steiner (1972) stated that teams and teamwork are not new concepts; teams and team thinking have been around for a long time in companies like Procter and Gamble; and Botany. During the 1980s, the manufacturing and auto industries adopted a new team-oriented approach when US firms retooled to combat Japanese competitors who were quickly gaining market share. Brown et al (1996) examined that managers discovered the large body of research indicating that teams can be more than the traditional corporate structure for quick and efficient decision making. He further revealed that teams needed for the restructuring and reengineering processes of the future giving instances that changes like encouraging input and feedbacks from workers on the line make dramatic improvements.

According to Taylorist model, work was divided into narrow function with short, repetitive work cycles and the work method prescribed in detail but this system fail to offer sufficient scope for a process of upgrading and innovation, which is necessary for quick change and adaptation (Taylorist 2003). In current times there has been growing emphasis in tertiary education that students should have professional skills as part of their learning program. Skills like problem solving, communication, social skills, interpersonal skills, collaboration and time management are actively being targeted by prospective employers as essential requirement for employability, especially in a team environment. Of these, employment authorities consistently mention coordination and teamwork as being a critical skill, essential in almost all working environments.

## **2.7. Theoretical Framework**

The theories relevant to this study are as discussed below. The action research model explains the change process required for CI to be implemented and the Kotter model elaborates the eight steps approach to effective change management.

### **2.7.1. Action Research Model**

Action research is not only a combination of changing attitudes and behavior, but also testing the change method being used (McShane and Von Glinow, 2005; Lewin, 1945, 1951; French, 1969; Schein, 1980; Argyris, 1970, 1968). The first part of the change process is action-oriented

because the ultimate objective is to make change occur. The second part revolves around trying various frameworks in a real scenario to verify whether or not the theories work or applying the various theories in different situations that need change. The process of action research is first to diagnose a requirement for change (unfreezing), then to introduce an intervention (moving) and finally to assess and manage change (refreezing). Each of the steps in the process is consistent with the three stages in Lewin's Model.

This model will prove valuable in assessing implementation of CI in Webuye East NG-CDF project since it gives the opportunity to diagnose the need for change, introduce the change and then evaluate the impact of the change before stabilizing it. It will be very useful during interviews as respondents will be able to easily remember what necessitated change, the action involved in the change and the end result from the change.

### **2.7.2. Kotter's Model**

Kotter (1996) developed a model which is used at the strategic level of an organization to change its vision and resultantly transform the organization. Studies using this model show that the change process undergoes a set of stages. Each phase takes some time and mistakes at any phase can impact the success of the change.

Kotter's eight step approach to change management is as follows: (1) People typically like the status-quo. Change means uncertainty about what the future holds. Uncertainty makes people insecure and not comfortable. Furthermore, people do not believe in things about which they are not sure. That is why people dislike change. To encourage people to embrace change, you must create a sense of urgency (Kotter 1996). (2) This step is comparable to interventions in drug treatment. You can try battling the resistance to reforms that people have by yourself, or you can make your life easier by asking for help from others. To counter resistance, one option is to form a powerful coalition of managers to coordinate with the most resistant people (Kotter, 1996). (3) While it is possible to get things done without a defined plan of action, it is simpler (and you get more support) if there exists a clear plan to follow. Since the status quo is comfortable for many

people, they are most likely to revert to normal business and not flow with changes without a plan in place. Creating a vision and the strategies for achieving the vision will help expedite the change (Kotter, 1996). (4) If people are not aware that change is coming or has happened, they are likely to give it resistance. (5) Mind that people tend to prefer things the way they are and are apprehensive about new experiences, they must be motivated or inspired to change. Also, if you want them to do a new thing, you will get a lot of support from them if you teach them how to do it and then give them the new equipment necessary to do things the new way. This step encourages others to act on the vision by eliminating barriers to change and enhancing risk-taking and problem-solving change (Kotter, 1996). (6) This step is an extension of Step 5. People need to be appreciated when they break away from old manners and do new things that are desirable. It is positive reinforcement. This step involves planning for, creating and rewarding short-term wins that move the organization toward the new vision change (Kotter, 1996). (7) By this step, resistance should be minimal and diminishing, but you still need to be observant on actions. It is the same status quo thing. So, you nurture the change and make improvements as necessary (Kotter, 1996). (8) On work, you can never tell someone enough on all the good reasons why their actions make them and the company successful. Otherwise, some people will tend to behave like they have no reason to do anything differently than they did earlier. So, to make the changes permanent, you should reinforce them by demonstrating the relationship between new behaviors and organizational success change (Kotter, 1996).

Kotter's model will be very useful in assessing the impact of continuous improvement in NG-CDF since it will give the status of a project at a particular point which would enable comparison with the status of the project at another point in the future. The model would also give the changes done between these two phases which can be used to measure the impact at the point of choice in the future.

### **2.7.3. Stakeholder Theory**

Stakeholder Theory was linked to stakeholder participation variable. People's participation in

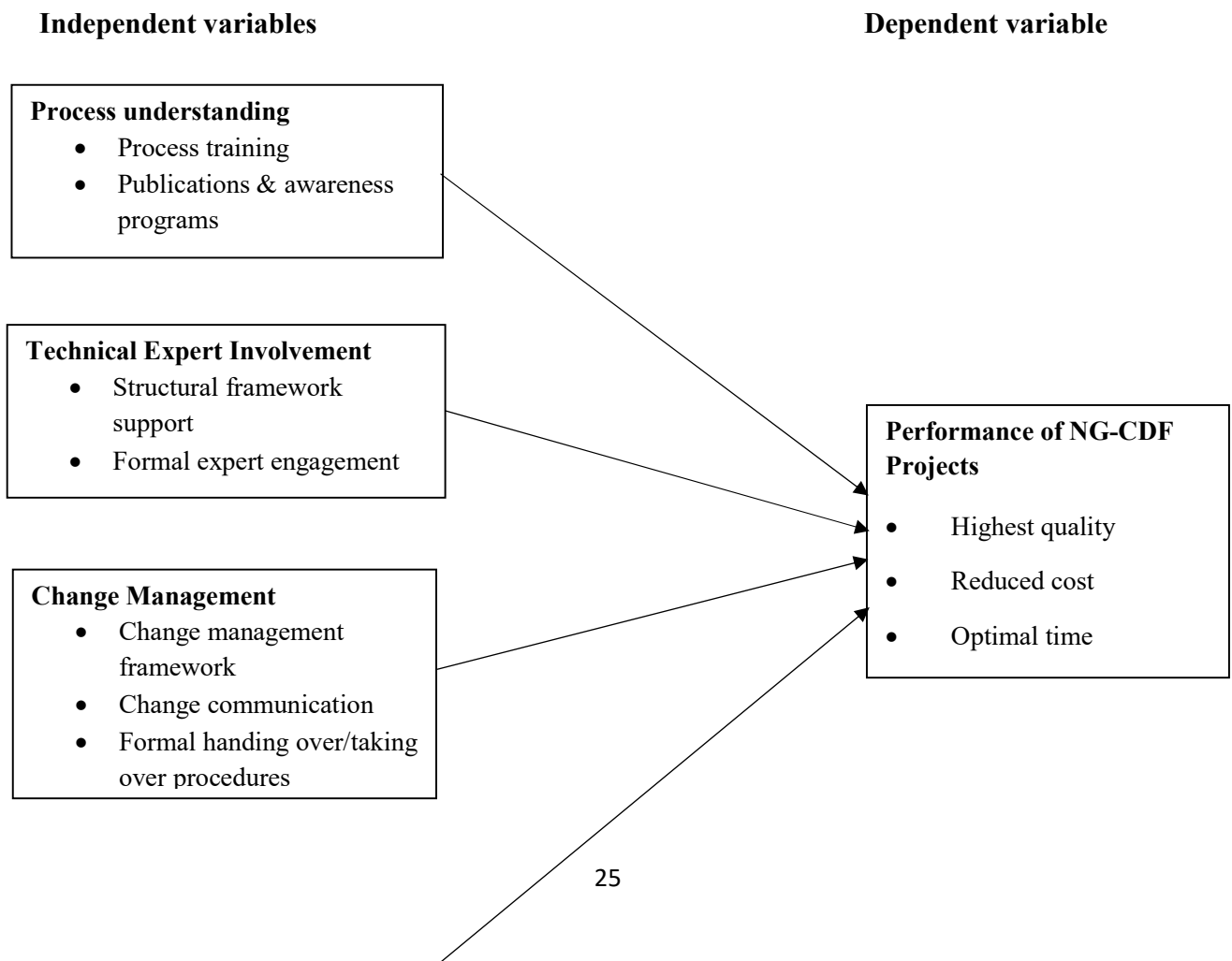
project work contributes to the attainment of project objectives that meets the needs of the implementing community based group. Richard Edward Freeman established Stakeholder theory in 1980.

Stakeholder theory is derived from the study of management practices (Wagner, Alves and Raposo , 2011). Freeman (1984) projected a framework that fitted three stages of stakeholder analysis balance, process and transactional. At the rational level, having an understanding of ‘who are the stakeholders of the organization’ and ‘what are their perceived stakes’ is essential. As a system , a generic stakeholder map is used as a starting point which helps in categorizing stakeholders by interest or stake and the second dimension is in terms of power. In summary, stakeholder theory proposes that every organization should pay attention everyone that is affected by a decision or a policy. Therefore the project managers have the full responsibility as explained by this theory of balancing the various interest groups in NG-CDF project that ensures quality projects are implemented. The NG-CDF projects perform better when the local community is involved in identifying the location of the projects. The local community should participate in identifying the projects so that the needs of the community are met hence the acceptability of the projects.



## 2.8. Conceptual framework

The study was conceptualized in a diagrammatic framework as in *figure 2.2*.



**Team Approach to Performance  
Review and Inspection**

- Two way communication
- Participation
- Timing

*Figure 2.2: Conceptual framework for the influence of CI strategies on performance of NG-CDF Projects (Source: Researcher, 2017)*

### **2.9. Research Gap**

Many studies have been conducted in Kenya on the NG-CDF, formally CDF. Most of the research has been done on the factors influencing the performance of projects under these funds. Wambugu (2008) in his research in Dagoretti Constituency notes that procurement of CDF projects is highly unprofessional since the CDFC members are ill-informed of the policy and regulatory framework that it should operate under; he sampled 0.056 % of the entire population although he did not mention how he spread the sample to cover the entire constituency. A similar research by Rutere (2009) in North Imenti Constituency reveals that CDF projects were behind schedule mainly due to delay in delivery of materials (50 % of respondents), in his study, 78 % of the respondents ranked CDF projects as being behind schedule as a result of poor procurement. Rutere also did not mention his spread of the sample distribution to have a fair representation of the entire population.

Siringi (2010) reported that Eldoret North Constituency lost two million Kenyan Shillings only (KES 2,000,000.00) through contract award which was paid but no deliveries were made. Although this study does not mention the sample size and methodology adopted, its report reveals that residents do not know where and when the advertisements for supply are made and that the prices of supplies, particularly building materials were exaggerated. These studies clearly indicate that there is a direct contribution of procurement to performance of CDF projects; this is what triggered the researcher to carry out a research on the particular elements of procurement

notably advertisement, market survey as well as policy and regulatory framework. There is lack of a systematic research in this particular area to show the direct connection of CDF projects performance and procurement.

Mutunga (2010) reports that public funds go to waste since CDF projects stall and yet the government keeps pumping more money into the kitty. It further reports that in some areas within the country, most of the projects have either stalled or failed to kick off; in others, shoddy performance by merchants had been noted. However, no systematic study has been carried out and revealed to the public to support these arguments.

A lot has been researched on CDF, Youth fund, Free primary education, women fund and other government public devolved funds such as those by Wambugu (2008), Rutere (2009), Siringi (2010) focusing on the factors influencing their performance notably procurement, governance and politics; majority of the projects resulting from these funds researched on have been ranked CDF projects as stalled (60%), abandoned (20%) and completed (10%) in 2008/2009 and 2009/2010 financial year. These researches were systematic as required but the concern is the lack of (a) evidence of spread to cover the entire scope sampled (b) biasness in terms of carrying out interview with the CDF account managers who by their position may give misleading information since they are ‘the supervisors of their own service’.

However, none of the researches has brought out the impact of implementation of CI strategies on the current factors such as poor procurement and skewed M&E of performance of NG-CDF projects. Furthermore, there is very little research on CI in the public sector projects, particularly in Kenya and in Webuye East NG-CDF.

Studies carried out by Mungai (2009), Kimeli (2008), Katamei, Omwono and Wanza (2015), Gikonyo (2008), Nyaguthii and Oyugi (2013), Kariuki (2011), Zyl (2010), Kerote (2007) and Oloo (2011) have not addressed the impact of implementation of continuous implementation strategies on performance of NG-CDF projects. Moreover, no such research has ever been done in Webuye East NG-CDF. Many studies have not focused on the impact of implementation of continuous improvement strategy on performance of NG-CDF projects and thus the proposed study undertakes to examine impact of implementation of continuous improvement strategies on performance of NG-CDF projects funded under Webuye East NG-CDF, Kenya.

This research therefore focuses on the visibility of CI in the following aspects; NG-CDF fund process understanding, technical expert involvement, change management and team approach to performance review and inspection in Webuye East NG-CDF.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter elaborates the methodology that was used to carry out the study. It consists of the research design, study area, study population, sampling techniques and sample size, data collection instruments, the validity of the instruments, the procedure of the data collection, data analysis procedure and ethical considerations.

#### **3.2 Research design**

The study adopted a descriptive survey design. Surveys were used in the preliminary and exploratory studies to allow researchers gather information, summarize, present and interpret data for the purpose of clarification (Orodho, 2002). Mugenda and Mugenda (2003) on the other hand gives the purpose of descriptive research as determining and reporting the way things are. Borg & Gall (1989) revealed that descriptive survey research is intended to produce statistical information about the impact of implementation of continuous improvement strategies on the performance of projects under Webuye East NG-CDF. The study fits within the provisions of descriptive survey research design because the researcher collected data and reported it the way things are without manipulating any variables. This design allowed the researcher to measure the

frequency of a phenomenon, preferences of people and enabled one to discover causes of certain occurrences. The design is considered an appropriate tool for collecting information when the goals of the research call for quantitative and qualitative data (Polland, 2005).

The researcher collected data on continuous improvement strategies in Webuye East NG-CDF which is essentially quantitative since it is presented numerically. Cohen and Manion (1996), ascertained that the intention of the survey research is to gather data at a particular point in time and use it to describe the nature of existing conditions. According to Koul (1996), descriptive research studies are designed to obtain pertinent information concerning the current status of a phenomenon. Gay (1981) defined survey research as an attempt to collect data from members of a population to determine the current status of that population on one or more variables.

### **3.3 The study area**

The study was carried out in Webuye East constituency, Bungoma County Kenya. Webuye East Constituency is an electoral Constituency in Kenya that lies within the coordinate: 0.5992°N, 34.7796°E. It is among the five constituencies in Bungoma County and identifies as Constituency Number 0221 (IEBC Kenya, 2011). This Constituency was established in 1997, and it had a population of 101,020 people according to 2009 national census. The population is currently estimated at 128,966 people (KNBS, 2009 Projection). The constituency is majorly rural with its headquarter at Webuye town along Bungoma/Eldoret Highway. The Constituency occupies about 161.50 Km<sup>2</sup> and prides itself of endowment with water resource as River Nzoia which traverses through the constituency and the waters broadly serves Bungoma County and the Kenyan Nation, at large. Additionally, it has a high potential for agricultural activities like fruit farming, sheep, and horticulture alongside other micro and macro ventures. It also hosts several middle-level colleges, over 20 secondary schools, over 60 primary schools and over 30 health facilities spread across it. However, the infrastructural network across the Constituencies is depressing (Webuye East Constituencies Strategic Plan, 2008 – 2012).

### **3.4 Target population**

This study targeted a population of 290 individuals in the management of Webuye East NG-CDF. The management was stratified into four strata including the NG-CDF BOARD represented by the FAM responsible for the fund as the accounting officer; NG-CDFC composing of 6 members; 282 members of 47 NG-PMCs where every NG-PMC consist of 6 members; 1 Sub County Accountant representing the National Treasury at the constituency level.

### 3.5 The sample size and sampling procedure

Purposive sampling was used to select the FAM, the Sub County Accountant, the chairperson of the NG-CDFC and 47 chairpersons of the NG-PMCs. Random sampling was applied on two strata i.e NG-CDFC and NG-PMC to select 2 members of NG-CDFC and 47 members each representing individual NG-PMC. The sample size of 99 respondents represented 34.14% of the target population which concurs with Mugenda and Mugenda (2003) that recognize a sample of 30% of the total population as being appropriate for the studies in social sciences.

**Table 3.1 Sample size according to categories of the respondents**

<u>CATEGORY</u>	<u>NG-CDF BOARD – FAM</u>	<u>NG-CDFC MEMBERS</u>	<u>NG-PMC MEMBERS</u>	<u>SUB-COUNTY TREASURY ACCOUNTANT</u>	<u>TOTAL</u>
<b>Target population</b>	1	6	282	1	290
<b>Sample size</b>	1	3	94	1	99

*Source: Researcher, 2017*

### 3.6 Data Collection Instruments

The study used questionnaires, interview schedules, and document analysis schedules to collect both primary and secondary data. The researcher also used more than one instrument to triangulate data and fill any gaps.

### **3.6.1 Questionnaires**

Questionnaires were used to collect primary data from the sample population, and they are the most preferable because they are convenient to administer when handling a large group of respondents (Mugenda and Mugenda, 2003). It is easy to analyze data from questionnaires when dealing with large numbers. All questionnaires had five sections to enable the researcher to collect background information from the respondents and respond to the objectives of the study. The questionnaires for FAM, Chairman NG-CDFC, and the Chairmen NG-PMCs is as appended in Appendix II and captured information on the implementation of continuous improvement strategies in Webuye East NG-CDF.

Data on intervening variables such as natural calamities, globalization, and policies of other government agencies may also be captured in the same questionnaire.

### **3.6.2 Validity of the Research Instruments**

Validity is that quality of data gathering instrument or procedure that enables it to measure what it is supposed to measure (Best and Khan, 1993). It is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. The instruments used in the study were developed by the researcher with the guidance of supervisors and other experts in research methodology and institutional financial management. This enabled the researcher to develop instruments that yielded face and content valid data.

Face validity was established by assessing the items on the instruments and ensuring that they appear relevant, meaningful and appropriate to the respondents. Content validity was determined by the supervisors who looked at the measuring techniques to ensure that it measured the constructs under study. The experts critically and carefully examined the items on the instrument to ascertain that the instrument contained adequate traits expected to measure the domain under

study. The experts independently validated the instruments to verify the adequacy in coverage of the topic under study and ensured that the questions are logically arranged.

### **3.6.3 Reliability of the Research Instruments**

Test-Retest approach was used to verify the reliability, that is, the same questionnaires were administered to ten respondents on two independent occasions in a two week period under similar conditions. Their performance was compared using Pearson's product Moment Correlation Coefficient. The use of test-retest approach assumed that there is no substantial change in the construct being measured between the two occasions. The pilot study was done on ten respondents who include the FAM, Chairman NG-CDFC and eight randomly sampled Chairmen of NG-PMCs who also formed part of the study sample. The established Correlation Coefficient was tested for reliability.

### **3.7 Data Collection Procedures**

After a successful research proposal defense, the researcher proceeded and obtained a research permit from the National Council for Science and Technology to carry out the proposed study. The researcher recruited ten research assistants who had at least a bachelor's degree. Those with post graduate degree had an added advantage since they had some background knowledge on data collection. The research assistants were taken through a one day rigorous training on the application of the instrument to know what data to collect and how to record. This was followed by practical when the researcher involved them in pilot study just to gauge the level of their understanding of the instruments and their application. They were informed about ethical issues. The researchers and assistant researchers visited the sampled respondents to explain the purpose of the study. The data collection process started on 11th May 2017 and ended on 15th June 2017. Document analysis was done at the time of collecting completed questionnaires. Interviews were carried out by the researcher for uniformity and to avoid discrepancies.



### 3.8 Data Analysis Techniques and Presentation

The study used both qualitative and quantitative methodology. Quantitative data collected from respondents were coded, entered and analyzed using Statistical Package for Social Sciences (SPSS) version 20. Descriptive statistics such as frequencies and percentages were used to analyze quantitative data. The findings were presented using textual presentations and figures. Quantitative data were summarized into themes and reported using verbatim reports. Data from documents analyzed was given a true picture of the impact of implementation of continuous improvement strategies on the performance of projects under Webuye East NG-CDF.

Table 3.2 shows summary of data analysis tools

<u>Objectives</u>	<u>Independent variable</u>	<u>Dependent variable</u>	<u>Tools</u>
1. To assess the level of process understanding among the selected members of the fund management	Process understanding	Workflows	Descriptive statistics
2. To explore the level of technical	Technical expert involvement in decision processes	Technological change	Descriptive statistics

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	expert involvement in the decision processes			
3.	To determine the extent of Change Management	Change Management	Change flows	Descriptive statistics
4.	To explore the extent of team approach to performance review and inspection	Team approach to performance review and inspection	Innovation and corrective actions	Descriptive statistics

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### 3.9 Ethical Considerations

The ethical issues addressed in this study included access and acceptance, informed consent and privacy (anonymity and confidentiality). Access and acceptance were attained by the researcher getting permission from the university, securing a research permit and after that seeking permission from FAM, Chairman NG-CDFC, Chairmen NG-PMCs and area chiefs whose locations were sampled for the study. Informed consent was achieved by informing and briefing the participants in the study (prior) of the purpose, nature and what the research would require of them then assuring them of their security in case of any risks in the course of the study. The participation was voluntary, and participants were informed of this at the beginning of the study when the researcher was seeking the consent of the management. On privacy (anonymity and confidentiality), the information provided by the participants was purely for research purposes and will not be traced back to them under any circumstances.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1. Introduction**

This chapter presents the analysis of data and discussion of the research findings. The chapter outlines the findings based on the research objectives. The study sought to establish the influence of continuous improvement strategies on the performance of Webuye East National Government Constituency Development Fund Projects. SPSS was used to generate the descriptive statistics and to establish the relation between the dependent and the independent variables of the study.

#### **4.2. Background information**

The background information comprises of the response rate, the age of the respondents, position held in the managements and residential area of respondents.

#### 4.2.1. Response rate

Table 4.1 below provides a summary of the response rate.

*Table 4.1: Analysis of response Rate*

<b>Questionnaires administered</b>	<b>Valid Response Received</b>	<b>Response rate</b>
99	91	91.9%

The study achieved 91.9% response rate since only 91 questionnaires were returned duly filled in out of the 99 questionnaires that were administered.

#### 4.2.2 Distribution of Respondents by Age

The researcher requested the respondents to indicate their age bracket. The results were shown in table 4.2 below.

*Table 4.2: Age of the respondent*

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
18 – 35	18	19.8
36 – 60	60	65.9
60 and above	13	14.3
<b>Total</b>	<b>91</b>	<b>100.0</b>

The respondents were required by the study to give the category under which their age fell. According to the table 4.2 above, most of the respondents (65.9%) were aged between 35 and 60 years while a small proportion of the respondents (19.8%) were aged between 18 and 35 years, and a smaller portion (14.3%) were aged 60 and above. It therefore shows that majority of people working with CDF projects were above 35 years depicting maturity and their ability to give reliable information as sought by the study.

### 4.2.3 Gender of the respondent

On the gender of the respondents, the distributions below were observed. The results are shown in Table 4.3 below.

Table 4.3: Gender of the respondent

Gender	Frequency	Percent
Male	58	63.7
Female	33	36.3
Total	91	100.0

The studies revealed that majority of the respondents (63.7%) were male while the rest, 36.3% were female. This shows that the male gender dominates the Webuye East NG-CDF projects.

#### 4.2.4 Ward of Residence of the Respondent

The study further sought to find out the area of residence of the respondent. The findings were as recorded below.

*Table 4.4: Ward of Respondents*

Ward	Frequency	Percent
Ndivisi	15	16.5
Maraka	58	63.7
Mihuu	18	19.8
Total	91	100.0

According to the table 4.4 above, a majority of the respondents (63.7%) come from Maraka Ward while only a few (16.5%). This showed that most of the respondents' come from Maraka Ward which houses Rai Paper, formerly Pan Paper Mills.

#### 4.2.5. Management designation of respondents

The respondents were required by the study to state the management body to which they belonged. The data findings are as recorded below.

*Table 4.5: Management designation of respondents*

Management Body	Frequency	Percent
NG-CDF Board	1	1.1

NG-CDF Committee	3	3.3
NG-PMC	87	95.6
Total	91	100.0

Most of the respondents (95.6%) were part of the PMC while only (1.1%) were part of the NG-CDF Board. This shows that most of the management was composed of PMCs.

### 4.3. Process Understanding NG-CDF Projects performance

The general overview of process understanding covered the respondent's understanding of the Webuye East NG-CDF fund processes, the existence of process training, publication and awareness. Here, the respondents were required to state whether, in their opinion, the staff understood fund processes, whether there existed fund process training, fund publication and awareness and finally to state the extent to which they agree with the statement that lack of process understanding among staff can negatively impact on project performance. The results are shown in Tables: 4.6, 4.7, 4.8 and 4.9 below

#### 4.3.1. Do the Staff understand Webuye East NG-CDF fund processes?

*Table 4.6: Staff understanding of Webuye East NG-CDF fund process*

Staff understand of Webuye East NG-CDF fund processes	Frequency	Percent
Yes	84	92.3
No	7	7.7
Total	91	100.0

The study established that most of the respondents (92.3%) stated that staff understood fund processes while only a small portion (7.7%) stated that the staff did not understand the fund processes. This shows that most of the staff understood the fund processes of Webuye East NG-CDF.

#### 4.3.2. Is there existence of fund process training in Webuye East NG-CDF?

*Table 4.7: Existence of fund process training in Webuye East NG-CDF*

Existence of fund process training in Webuye East NG-CDF?	Frequency	Percent
Yes	85	93.4
No	6	6.6
Total	91	100.0

The study showed that majority of the respondents (93.4%) stated that there was an existence of fund process training while only a small portion (6.6%) stated that the fund process training did not exist. This shows that there is an existence of fund process training in Webuye East NG-CDF.

#### 4.3.3. Is there existence of fund process publication and awareness in Webuye East NG-CDF?

*Table 4.8: Existence of fund process publication and awareness in Webuye East NG-CDF*

Is there existence of fund process publication and awareness in Webuye East NG-CDF?	Frequency	Percent
Yes	81	90
No	10	10



Total	91	100.0
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The study established that a majority of the respondents (90%) stated that there was an existence of fund process publication and awareness while only a small portion (10%) stated that fund process publication and awareness did not exist. This shows that there is an existence of fund process publication and awareness in Webuye East NG-CDF.

#### 4.3.4. To what extent do the respondents concur with the statement that lack of process understanding among staff can negatively impact on project performance?

*Table 4.9: Extent that respondents agree that lack of process understanding among staff can negatively impact on project performance*

Lack of process understanding among staff can negatively impact on project performance	Frequency	Percent
Strongly agree	32	35.2
Agree	58	63.7
Disagree	1	1.1

Total	91	100.0
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The study found out that most of the respondents (63.7%) agree with the statement that lack of process understanding impacts negatively on project performance followed by 35.2% who strongly agree with the statement while only a small portion (1.1%) disagreed with the statement. This shows that lack of process understanding impacts negatively on project performance in Webuye East NG-CDF.

#### **4.4. Technical Expert Involvement in Decision Processes and NG-CDF projects performance**

This section contains the assessment of the existence of structural framework supporting technical expert involvement and the form it takes in Webuye East NG-CDF. Here, the respondents were required to state whether in their opinion, they think that the management of Webuye East NG-CDF involve technical experts in their decision process, whether there exists structural framework on technical expert involvement, whether the expert engagement is formal and finally to state the extent to which the respondents agree with the statement that lack of technical expert involvement in decision processes impact negatively on project performance.

The results are shown in Tables: 4.10, 4.11, 4.12 and 4.13

##### **4.4.1. Is there technical expert involvement in decision processes?**

*Table 4.10: Technical expert involvement in decision processes*

<u>Is there technical expert involvement in decision processes?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	5	5.5
No	86	94.5

Total	91	100.0
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The study found out that majority of the respondents (94.5%) stated that there is no technical expert involvement in decision processes while only a small portion (5.5%) stated that there is technical expert involvement in decision processes. This shows that there is low technical expert involvement in the decision processes in Webuye East NG-CDF.

#### 4.4.2. Is there structural framework on technical expert involvement in decision processes in Webuye East NG-CDF

*Table 4.11: Existence of structural framework on technical expert involvement in decision processes in Webuye East NG-CDF*

<u>Is there structural framework on technical expert involvement in decision processes in Webuye East NG-CDF?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	2	2.2

No	89	97.8
Total	91	100.0

The study found out that majority of the respondents (97.8%) stated that there was no structural framework on technical expert involvement in decision processes while only a small portion (2.2%) stated that there was a structural framework on technical expert involvement in decision processes. This shows that there is no structural framework on technical expert involvement in decision processes in Webuye East NG-CDF.

#### 4.4.3. Is there formal engagement of technical experts in decision processes?

*Table 4.12: Existence of formal engagement of technical experts in decision processes*

<u>Is there formal engagement of technical experts in decision processes?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	10	10
No	81	90

Total	91	100.0
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The study revealed that most of the respondents (90%) stated that there was no formal engagement of technical experts in decision processes while only a small portion (10%) stated that there was a formal engagement of technical experts in decision processes. This shows that there is minimal formal technical expert engagement in decision processes in Webuye East NG-CDF.

**4.4.4. To what extent do the respondents concur with the statement that lack of technical expert involvement in decision processes impact negatively on project performance of Webuye East NG-CDF projects?**

*Table 4.13: Extent that respondents agree that lack of technical expert involvement in decision processes impact negatively on project performance*

<u>To what extent do the respondents agree that lack of technical expert involvement in decision processes</u>	<u>Frequency</u>	<u>Percent</u>
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<u>impact negatively on project performance?</u>		
Strongly agree	16	17.6
Agree	72	79.1
Disagree	3	3.3
Total	91	100.0

The study found out that majority of the respondents (79.1%) agree with the statement that lack of technical expert involvement in decision processes impact negatively on project performance followed by (17.6%) who strongly agree with the statement while only a small portion (3.3%) disagreed with the statement. This shows that lack of technical expert involvement in decision processes impact negatively on project performance in Webuye East NG-CDF.

#### **4.5. Change Management and NG-CDF Projects performance**

This section contains the assessment of the existence of change management framework, change communication and formal handing over/taking over procedures in Webuye East NG-CDF. Here, the respondents were required to state whether in their opinion, Webuye East NG-CDF has a change management framework, whether there is open communication of change programs, whether there are formal handing over/taking over procedures and finally to state the extent to which the respondents agree with the statement that lack of change management procedures hinders project performance. The results are shown in Tables: 4.14, 4.15, 4.16 and 4.17 below

##### **4.5.1. Does Webuye East NG-CDF have a change management framework?**

*Table 4.14: Existence of change management framework*

<u>Does Webuye East NG-CDF has a change management framework?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	81	89
No	10	11
Total	91	100.0

The study established that a significant proportion of the respondents (89%) stated that there is change management framework while only a small portion (11%) stated that there is no change management framework. This shows that there is change management framework in Webuye East NG-CDF.

#### **4.5.2. Is there open communication on change programs in Webuye East NG-CDF?**

*Table 4.15: Existence of open communication on change programs in Webuye East NG-CDF*

<u>Is there open communication on change programs in Webuye East NG-CDF</u>	<u>Frequency</u>	<u>Percent</u>
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Yes	89	97.8
No	2	2.2
Total	91	100.0

The study revealed that a considerable proportion of the respondents (97.8%) stated that there was open communication on change programs while only a small portion (2.2%) stated that there was no open communication on change programs. This shows that there is open communication on change programs in Webuye East NG-CDF.

#### 4.5.3. Is there formal handing over/taking over procedures in Webuye East NG-CDF?

*Table 4.16: Existence of formal handing over/taking over procedures in Webuye East NG-CDF*

<u>Are there formal handing over/taking over procedures in Webuye East NG-CDF?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	88	96.7
No	3	3.3
Total	91	100.0

The study established that most respondents (96.7%) stated that there were formal handing over/taking over procedures while only a small portion (3.3%) stated that there were no formal handing over/taking over procedures. This shows that there are formal handing over/taking over procedures in Webuye East NG-CDF.

#### 4.5.4. To what level do the respondents agree with the statement that lack of change management procedures hinders project performance in Webuye East NG-CDF?

*Table 4.17: Extent that respondents agree that lack of change management procedures hinders project performance in Webuye East NG-CDF*



<u>To what extent do the respondents agree with the statement that lack of change management procedures hinders project performance in Webuye East NG-CDF?</u>	<u>Frequency</u>	<u>Percent</u>
Strongly agree	51	56
Agree	40	44
Disagree	0	0.0
Total	91	100.0

The study showed that a significant portion of the respondents (56%) strongly agree with the statement that lack of change management procedures hinders project performance while (44%) agree with the statement. None of the respondents disagreed with the statement. This shows that lack of lack of change management procedures hinders project performance in Webuye East NG-CDF.

#### **4.6. Team approach to performance review and inspection and NG-CDF Projects performance**

This section contains the assessment of the existence of two-way communication, participation, and openness in timing on performance review and inspection in Webuye East NG-CDF. Here, the respondents were required to state whether in their opinion, Webuye East NG-CDF employ team approach to performance review and inspection, whether it is true that the fund exhibit two-way communication in its performance review and inspection, whether its performance review and inspection encourage participation, whether the timing of performance review and inspection is openly done and finally to state the extent to which the respondents agree with the statement that lack of team approach to performance review and inspection negatively affect project performance in Webuye East NG-CDF. The results are shown in Tables: 4.14, 4.15, 4.16 and 4.17 below

4.6.1. Does Webuye East NG-CDF employ a team approach to performance review and inspection?

*Table 4.18: Existence of team approach to performance review and inspection*

<u>Does Webuye East NG-CDF employ team approach to performance review and inspection?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	4	4.4
No	87	95.6
Total	91	100.0

The study found out that most respondents (95.6%) stated that there is no team approach to performance review and inspection while only a small portion (4.4%) stated that there is a team approach to performance review and inspection. This shows that there is a minimal team approach to performance review and inspection in Webuye East NG-CDF.

**4.6.2. Is it true that Webuye East NG-CDF exhibit two-way communication in its performance review and inspection?**

*Table 4.19: Existence of two-way communication in its performance review and inspection*

<u>Is it true that Webuye East NG-CDF exhibit two way communication in its performance review and inspection?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	2	2.2
No	89	97.8
Total	91	100.0

The study found out that a large proportion of the respondents (97.8%) stated that it is not true that Webuye East NG-CDF exhibit two-way communication in its performance review and inspection while only a small portion (2.2%) stated that the fund exhibit two-way communication in its performance review and inspection. This shows that Webuye East NG-CDF performance review and inspection programs do not exhibit two-way communication.

#### **4.6.3. Do performance review and inspection programs in Webuye East NG-CDF encourage participation?**

*Table 4.20: Do performance review and inspection programs in Webuye East NG-CDF encourage participation?*

<u>Do performance review and inspection programs in Webuye East NG-CDF encourage participation?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	3	3.3
No	88	96.7
Total	91	100.0

The study revealed that most of the respondents (96.7%) stated that performance review and inspection programs in Webuye East NG-CDF do not encourage participation while only a small portion (3.3%) stated that these programs encourage participation. This shows that performance review and inspection programs in Webuye East NG-CDF generally do not encourage participation.

#### **4.6.4. Are the timings of performance review and inspection programs in Webuye East NG-CDF openly done?**

*Table 4.21: Are the timings of performance review and inspection programs in Webuye East NG-CDF openly done?*

<u>Are the timings of performance review and inspection programs in Webuye East NG-CDF openly done?</u>	<u>Frequency</u>	<u>Percent</u>
Yes	6	6.6
No	85	93.4
Total	91	100.0

The study found out that a considerable proportion of the respondents (93.4%) stated that the timings of performance review and inspection programs in Webuye East NG-CDF are not openly done while only a small portion (6.6%) stated that these timings are openly done. This shows that the timings of performance review and inspection programs in Webuye East NG-CDF are generally not openly done.

#### **4.6.5. To what extent do the respondents concur that lack of team approach to performance review and inspections negatively affect project performance in Webuye East NG-CDF?**

*Table 4.22: To what extent do the respondents agree with the statement that lack of team approach to performance review and inspection negatively affect project performance in Webuye East NG-CDF?*

<u>To what extent do the respondents agree that lack of team approach to performance review and inspection negatively affect project performance in Webuye East NG-CDF?</u>	<u>Frequency</u>	<u>Percent</u>
Strongly agree	63	69.2
Agree	27	29.7
Disagree	1	1.1
Total	91	100.0

The study found out that majority of the respondents (63%) strongly agree with the statement that lack of team approach to performance review and inspection negatively affect project performance followed by (29.7%) who agreed with the statement. Only a small portion of the respondents (1.1%) disagreed with the statement. This shows that lack of lack of team approach to performance review and inspection negatively affect project performance in Webuye East NG-CDF.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter presents summarized findings, conclusions and recommendations of the research findings based on the research questions.

## **5.2 Summary of Findings**

The subsection presents summary of study findings of the objectives in percentages.

### **5.2.1. To what extent does Webuye East NG-CDF management understand the fund processes and how does this affect its project performance?**

On the understanding of the NG-CDF fund processes, the study established that majority of the respondents (92.3%) consented that they understood fund processes while only a small portion (7.7%) stated that the staff did not understand the fund processes. This shows that most of the staff understood the fund processes of Webuye East NG-CDF. Majority of the respondents (63.7%) also affirmed that their understanding of the fund processes had a positive influence on the project performance

On the existence of process training, the study found out that majority of the respondents (93.4%) stated that there was existence of fund process training while only a small portion (6.6%) stated that the fund process training did not exist. This shows that there is existence of fund process training in Webuye East NG-CDF.

On the process publication and awareness, the study found out that majority of the respondents (90%) stated that there was existence of fund process publication and awareness while only a small portion (10%) stated that fund process publication and awareness did not exist. This shows that there is existence of fund process publication and awareness in Webuye East NG-CDF.

On the extent to which the respondents agree with the statement that lack of process understanding among staff can negatively impact on project performance, the study found out that majority of the respondents (63.7%) agree to the statement that lack of process understanding impacts negatively on project performance followed by 35.2% who strongly agree with the statement while only a small portion (1.1%) disagreed with the statement. This shows that lack of process understanding impacts negatively on project performance in Webuye East NG-CDF.

### **5.2.2. How far does Webuye East NG-CDF management involve technical expert contributions in its decision processes and to what extent does this affect its project performance?**

This study sought to determine from the respondents' opinion, whether they think that the management of Webuye East NG-CDF involve technical experts in their decision process, whether there existed structural framework on technical expert involvement, whether the expert engagement was formally based and finally to state the extent to which the respondents agree with the statement that lack of technical expert involvement in decision processes impact negatively on project performance.

On technical expert involvement in decision processes, the study found out that majority of the respondents (94.5%) stated that there was no technical expert involvement in decision processes while only a small portion (5.5%) stated that there was technical expert involvement in decision processes. This shows that there is low technical expert involvement in the decision processes in Webuye East NG-CDF.

On existence of structural framework on technical expert involvement in decision processes, the study found out that majority of the respondents (97.8%) stated that there was no structural framework on technical expert involvement in decision processes while only a small portion (2.2%) stated that there was structural framework on technical expert involvement in decision processes. This shows that there is no structural framework on technical expert involvement in decision processes in Webuye East NG-CDF.

On whether there were formal engagement of technical experts in decision processes, the study found out that majority of the respondents (90%) stated that there was no formal engagement of technical experts in decision processes while only a small portion (10%) stated that there was formal engagement of technical experts in decision processes. This shows that there is minimal formal technical expert engagement in decision processes in Webuye East NG-CDF.

On the extent to which the respondents agreed with the statement that lack of technical expert involvement in decision processes impact negatively on project performance, the study found out that majority of the respondents (79.1%) agree to the statement that lack of technical expert involvement in decision processes impact negatively on project performance followed by (17.6%) who strongly agree with the statement while only a small portion (3.3%) disagreed with



the statement. This shows that lack of technical expert involvement in decision processes impact negatively on project performance in Webuye East NG-CDF.

### **5.2.3. What is the extent of Change Management in Webuye East NG-CDF management structure and how far does this impact on its project performance?**

This study sought to determine from the respondents' opinion, whether Webuye East NG-CDF had a change management framework, whether there were open communication of change programs, whether there were formal handing over/taking over procedures and finally to state the extent to which the respondents agreed with the statement that lack of change management procedures hindered project performance.

On existence of open communication of change programs, the study found out that majority of the respondents (89%) stated that there was open communication on change programs while only a small portion (11%) stated that there was no open communication on change programs. This shows that there is open communication on change programs in Webuye East NG-CDF.

On existence of formal handing over/taking over procedures, the study found out that majority of the respondents (96.7%) stated that there were formal handing over/taking over procedures while only a small portion (3.3%) stated that there were no formal handing over/taking over procedures. This shows that there are formal handing over/taking over procedures in Webuye East NG-CDF.

On the extent to which the respondents agreed with the statement that lack of change management procedures hindered project performance, the study found out that majority of the respondents (56%) strongly agree to the statement that lack of change management procedures hinders project performance while (44%) agree with the statement. None of the respondents disagreed with the statement. This shows that lack of lack of change management procedures hinders project performance in Webuye East NG-CDF.

### **5.2.4. To what level are Webuye East NG-CDF stakeholders involved in performance review and inspection and to what extent does this affect its performance?**

This study sought to determine from the respondents' opinion, whether Webuye East NG-CDF employed team approach to performance review and inspection, whether it was true that the fund

exhibit two way communication in its performance review and inspection programs, whether its performance review and inspection programs encouraged participation, whether the timings of performance review and inspection programs were openly done and finally to state the extent to which the respondents agree with the statement that lack of team approach to performance review and inspection negatively affected project performance in Webuye East NG-CDF.

On whether Webuye East NG-CDF employed team approach to performance review and inspection, the study found out that majority of the respondents (95.6%) stated that there were no team approach to performance review and inspection while only a small portion (4.4%) stated that there were team approach to performance review and inspection. This shows that there were minimal team approach to performance review and inspection in Webuye East NG-CDF.

On whether it was true that the fund exhibit two way communication in its performance review and inspection programs, the study found out that majority of the respondents (97.8%) stated that it is not true that Webuye East NG-CDF exhibit two way communication in its performance review and inspection programs while only a small portion (2.2%) stated that the fund exhibit two way communication in its performance review and inspection programs. This shows that Webuye East NG-CDF performance review and inspection programs do not exhibit two way communication.

On whether Webuye East NG-CDF performance review and inspection programs encouraged participation, the study found out that majority of the respondents (96.7%) stated that performance review and inspection programs did not encourage participation while only a small portion (3.3%) stated that these programs encouraged participation. This shows that performance review and inspection programs in Webuye East NG-CDF generally did not encourage participation.

On whether the timings of performance review and inspection programs were openly done, the study found out that majority of the respondents (93.4%) stated that the timings of performance review and inspection programs were not openly done while only a small portion (6.6%) stated that these timings were openly done. This shows that the timings of performance review and inspection programs in Webuye East NG-CDF were generally not openly done.

On the extent to which the respondents agreed with the statement that lack of team approach to performance review and inspection negatively affected project performance in Webuye East NG-CDF, the study found out that majority of the respondents (63%) strongly agree to the statement

that lack of team approach to performance review and inspection negatively affected project performance followed by (29.7%) who agreed with the statement. Only a small portion of the respondents (1.1%) disagreed with the statement. This shows that lack of team approach to performance review and inspection negatively affected project performance in Webuye East NG-CDF.

### **5.3 Conclusions of the Study**

On the understanding of the NG-CDF fund processes, the study established that majority of the respondents (92.3%) consented that they understood fund processes while only a small portion (7.7%) stated that the staff did not understand the fund processes. This shows that most of the staff understood the fund processes of Webuye East NG-CDF. Majority of the respondents (63.7%) also affirmed that their understanding of the fund processes had a positive influence on the project performance

The study established that there was very little or no technical expert involvement in decision processes. This was confirmed by the majority of the respondents (92.3%) indicating lack of technical expert involvement in decision processes while only a small portion (7.7%) stated that there was technical expert involvement in decision processes. Low technical expert involvement or lack of it consequently seemed to have influenced negatively the performance of NG-CDF projects in Webuye East. This argument was confirmed by the majority of the respondents (79.1%) who agree to the statement that lack of technical expert involvement in decision processes impact negatively on project performance

The study also established the existence of change management programs for example the existence of open communication of change management. This was confirmed by the majority of the respondents (89%) to be in place within the project system. Majority of the respondents (56%) also strongly agreed that lack of change management procedures could negatively influence (hinder) NG-CDF project performance while (44%) were also in agreement.

The study also established that there was very little of team approach to performance review and inspection. This was indicated by the majority of the respondents (95.6%) who agreed to the statement that there were no team approach to performance review and inspection while only a

small portion (4.4%) stated that there were team approach to performance review and inspection. It was also clear from the study that lack of team approach to performance review and inspection negatively influenced NG-CDF project performance as supported by the majority of the respondents (63%).

#### **5.4 Recommendations of the study**

From the findings of the study:

The NG-CDF management should enhance the competency of the project team on the understanding of the concept of CI, improve process understanding among management team through process training and process publication and awareness to ensure efficient workflows, promote effective technical expert involvement by establishing supportive structural frameworks to help reduce project costs and prevent overages, ensure adequate Change Management procedures that drive out fear among project team allowing for smooth change-over processes, promote team approach to performance review and inspection for effective innovation and corrective actions.

The study recommends that more CI strategies should be implemented in all public projects, particularly the NG-CDF to ensure high performance in terms of quality, cost and time.

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## APPENDICES

### APPENDIX I: TRANSMITTAL LETTER

**KENNETH ODUNDO**  
**P.O. BOX 2995 -40123**  
**KISUMU**  
**EMAIL: [kennethodundo@yahoo.com](mailto:kennethodundo@yahoo.com)**  
**MOBILE NO. 0724 349081**

Dear respondent,

**RE: TRANSMITTAL LETTER FOR RESEARCH INSTRUMENT**

I am currently taking a Masters of Arts Degree in Project Planning and Management at University of Nairobi, Kakamega Extra Mural Centre.

As part of the requirement for the award of the degree from the University, I am conducting a research titled, “Implementation of Continuous Improvement Strategies and Project performance in Webuye East NG-CDF, Bungoma County, Kenya.” In this regard, I am kindly requesting for your support in terms of time by responding to the attached questionnaire. Your accuracy and candid response will be appreciated.

Please note the information received will be treated with utmost confidence. In addition, the finding of the study will solely be used for academic research purposes only.

Thank you for your valuable time.

Yours faithfully,

**Kenneth Odundo**

L50/84898/2016

## APPENDIX II: QUESTIONNAIRE FOR KEY INFORMANTS

I am a University of Nairobi student carrying out field research. My research is on

**“Implementation of continuous improvement strategies and project performance in**

**Webuye East NG-CDF Bungoma County, Kenya.”** Please note that all the responses that you give will be treated with utmost confidentiality and used strictly for the purpose of the study. Do not write your name on the questionnaire.

### SECTION I: BACKGROUND INFORMATION ON THE RESPONDENT

1. What is your gender? Male ( ) Female ( )
2. From which ward do you come from? Ndivisi ward( ) Maraka ward ( )  
Mihuu ward ( )
3. Which age bracket do you fall? 18-35 years ( ) 36-60 years ( ) 60 and above ( )
4. a.) Are you an official of the Webuye East National Government CDF management:  
Yes ( ) No ( ).  
b.) If Yes (in (a) above), please tick your unit: NG-CDF Board ( ) NG-CDF Committee  
( ) Project Management Committee ( )

### SECTION II: GENERAL OVERVIEW OF PROCESS UNDERSTANDING

***This section will assess the respondent’s understanding of the NG-CDF fund processes, existence of process training, publication and awareness. This section shall only be filled by all the respondents***

5. Do you think the staff understand Webuye East NG-CDF the fund processes? Yes ( )  
No ( )
6. Are there programs in Webuye East NG-CDF for process training, publication and awareness? Yes ( ) No ( )
7. To what extent do you agree with the statement that lack of process understanding among staff can negatively impact on project performance? Strongly agree ( ) Agree ( )  
Disagree ( )

### **SECTION III: GENERAL OVERVIEW OF TECHNICAL EXPERT INVOLVEMENT IN DECISION PROCESSES**

*This section will assess the existence of structural framework supporting technical expert involvement in decision processes in Webuye East NG-CDF Management and the basis of expert engagement. This section shall only be filled by all the respondents*

8. Do you think the management of Webuye East NG-CDF involve technical experts in their decision process? Yes ( ) No ( )
  
9. Are there structural framework on technical expert involvement in decision processes in Webuye East NG-CDF? Yes ( ) No ( )
  
10. In your opinion, is there formal engagement of technical experts in decision processes? Yes ( ) No ( )
  
11. To what extent do you agree with the statement that lack of technical expert involvement in decision processes impact negatively on project performance? Strongly agree ( ) Agree ( ) Disagree ( )

### **SECTION IV: GENERAL OVERVIEW OF CHANGE MANAGEMENT**

*This section will examine the existence of change management framework, change communication and formal handing over/taking over procedures in Webuye East NG-CDF. This section shall only be filled by all the respondents.*

12. Does Webuye East NG-CDF have a change management framework? Yes ( ) No ( )
  
13. Do think that Webuye East NG-CDF communicate change programs to its staff and general stakeholders? Yes ( ) No ( )
  
14. In your opinion, are there formal handing over/taking over procedures in Webuye East NG-CDF? Yes ( ) No ( )
  
15. To what extent do you agree with the statement that lack of change management procedures hinders project performance? Strongly agree ( ) Agree ( ) Disagree ( )

**SECTION V: GENERAL OVERVIEW OF TEAM APPROACH TO PERFORMANCE REVIEW AND INSPECTION**

***This section examines the existence of two way communication, participation and openness in timing on performance review and inspection in Webuye East NG-CDF. This section shall be filled by all the respondents***

16. In your opinion, do you think that Webuye East NG-CDF employ team approach to performance review and inspection? Yes ( )      No ( )
17. Is it true that Webuye East NG-CDF exhibit two way communication in its performance review and inspection? Yes ( )      No ( )
18. Does Webuye East NG-CDF performance review and inspection encourage participation? Yes ( )      No ( )
19. Is the timing of performance review and inspection in Webuye East NG-CDF openly done? Yes ( )      No ( )
20. To what extent do you agree with the statement that lack team approach to performance review and inspection negatively affect project performance in Webuye East NG-CDF?  
Strongly agree ( )      Agree ( )      Disagree ( )

### APPENDIX III: BUDGET

Activity	Amount in Ksh.
Transport <sub>1</sub>	20,000
Research assistants <sub>2</sub>	40,000
Typing, Photocopying and Binding <sub>3</sub>	24,500
Internet <sub>4</sub>	5,000
Miscellaneous <sub>6</sub>	10,000
<b>Total</b>	<b>99,500</b>

*Source: Researcher (2017)*