

**INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON
PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS
IN KENYA: A CASE OF MATERNITY HOSPITALS IN KASARANI SUB-
COUNTY, NAIROBI COUNTY**

BY

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Award of the Degree of Master of Arts in Project Planning and Management of
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DECLARATION

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

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This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to my dad Bernard Nyingi, my mom Lyne Nyingi and siblings Mary and Annejoy for their encouragement and support in the period of my studies.

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ABBREVIATIONS AND ACRONYMS

CDF:	Constituency Development Fund.
CDFB:	Constituency Development Fund Board
CDFC:	Constituency Development Fund Committee.
CPC:	County Projects Committee
DACF:	District Assemblies Common Fund.
IEA:	Institute of Economic Affairs.
KCC:	Kenya Co-operative Creameries
KNAC:	Kenya National Assurance Company
KNBS:	Kenya National Bureau of Statistics
LATF:	Local Authorities Transfer Fund
MLGRD:	Ministry of Local Government and Rural Development.
MP:	Member of Parliament.
M&E:	Monitoring and Evaluation
NACOSTI:	National Commission for Science, Technology, and Innovation
NARC:	National Rainbow Coalition.
NASC:	National Assembly Select Committee
NTA:	National Taxpayers Association

NG-CDF:	National Government Constituency Development Fund.
NGO:	Non-Governmental Organization.
NASC:	National Assembly Select Committee.
PMC:	Project Management Committees
QMS:	Quality Management Standards
SPSS:	Statistical Package for Social Science
UNICEF:	United Nations International Children's Emergency Fund
US:	United States
VAT:	Value Added Tax.

ABSTRACT

The mismanagement and embezzlement of CDF fund by Constituency Development Fund Committees (CDFC) has been reported in the country. According to Lobby group the National Taxpayers Association (NTA 2012), an approximate of Ksh. 242 million of the allocation to the Constituency Development Funds (CDF) Committees was embezzled, unaccounted for or misused in 2010/11 financial year. Management of CDF funds will significantly improve if those who are entrusted with these funds are made to account for them. This study will determine the influence of project management practices on performance of Constituency Development Fund projects in Kenya: a case of maternity hospitals in Kasarani Sub-County-Nairobi County. The objectives of the study centered on the following issues in regard to the performance of Constituency Development fund projects in Kasarani; to determine the influence of Project Management Competency on performance of Constituency Development Fund projects in Kasarani Sub-county, Nairobi County, to establish the influence of project planning on performance of Constituency Development Fund in Kasarani Sub-county, Nairobi County, to determine the Influence of Monitoring and Evaluation on performance of Constituency Development Fund Project in Kasarani Sub-county, Nairobi County and to assess the Influence of fund allocation and utilization on the performance of Constituency Development Fund Projects in Kasarani Sub-county, Nairobi County. The empirical literature is works of widely published scholars. The study is derived from two models stakeholder theory and competency theory. The relationship between study variables is demonstrated by a conceptual framework that exemplifies interrelationships between variables. This study adopted a descriptive survey design with a target population of 70 which comprised of ten (10) CDF committee members (chair lady, secretary, youth representative (male and female), fund manager, ward representatives and sixty (60) maternity hospital staff. The sample size of 70 respondents was drawn from the population. The questionnaires consisted of both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. Data collected, was tabulated and analyzed for purpose of clarity, with the aid of SPSS version 20 software, then inferential analysis was carried out, a multivariate regression model was applied to determine the relative importance of each of the four variables in relation to the study. The study concludes that; project management competency highly influences on the performance of CDF projects; project planning moderately influences on the performance of CDF projects; monitoring and evaluation highly influences performance of CDF projects and funds allocation and utilization moderately influences performance of CDF projects. The study reveals at 0.05 level of significance, there exists a positive significant relationship between each of; project management competency, project planning, monitoring and evaluation, and fund allocation and utilization on performance of CDF projects. The study recommends that the CDF board should; ensure professionalism in securing its project management competency, prepare documentations and manuals guiding on project planning, develop policies and address aspects on monitoring and evaluation, ensure that the project funds are prudently allocated and utilized. The expected outcome is; recruiting and retaining competent and skilled staff having adequate experience in project management, outsourcing from reputable and experienced contractors and consultant, effective project planning activities, continuously monitoring and evaluating project progress during implementation and observe accountability in allocating and utilizing project funds.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Constituency Development Fund (CDF) is gaining prominence across the world. In regions outside Africa, the concept of CDF is practiced in Honduras, India, Jamaica, Bhutan, Malaysia, Pakistan, Philippines, Nepal and Mongolia. However, the idea of CDF is predominant in the developing world where it is based on a development policy framework that seeks to meet the immediate social needs of development in local communities (CB Pavese, 2014).

The management of Constituency Development Fund (CDF) administrative control differs from country to country. In Bhutan, for instance, the provincial government requests funds released to individual constituencies by the Finance Ministry when the National Assembly approves grant allocation; while in Ghana, District Assemblies Common Fund (DACF) Administrator, who is appointed by the President with prior approval from Parliament, and the Ministry of Finance administers of Fund (Keefer & Khemani, 2012). Through the Constituency Development Fund program, more than Ksh. 150 billion has been disbursed to constituencies since its inception in 2003 (Manasseh, 2012).

CDFs resemble the venerable U.S. congressional allocations generally called “pork barrel, “earmarks” or “member items” in national and state-level policy making. Operations of CDFs have sometimes been controversial because they raise fundamental questions about the efficacy of government service delivery, the extent to which such service delivery can be made accountable, the role of legislators in

selecting development priorities, and how public participation in policy making can be made more meaningful (Baskin, 2011).

The vision of CDF was to be the most effective and efficient institution that delivers and utilizes the public resources with the aim of facilitating the provision of health centers, water and education in the whole country including the marginalized areas that have never benefited from the allocation national budget (Ochieng and Tubey, 2013).

In Kenya, the Constituency Development Fund Board first approves project selection, before the National Management Committee dispenses the funds. While in India, members of parliament recommend projects, which are approved and managed by the District Authority, and funds are disbursed accordingly (C Zambia, 2011). The African countries that use Constituency Development Fund in their development agenda are Ghana, Liberia, Malawi, Namibia, Nigeria, Papua New Guinea, Rwanda, Solomon Islands, Southern Sudan, Tanzania, Uganda, Zambia, Zimbabwe and Kenya. Like Kenya, in these African countries, CDFs constitute locally development funding arrangements that channel money from the central government directly to electoral constituencies for local development projects.

According to Ochieng and Tubey (2013), CDF seeks to bring services and facilities closer to the people so as to reduce poverty. CDF was intended to complement other existing funds being directed at the community level. These funds include the Local Authorities Transfer Fund (LATF), Bursary Fund, Fuel Levy Funds and Roads Maintenance Fund, among others. The study done by Ngugi (2014) concluded that All the constituents were expected to be active in the implementation of all the approved projects to ensure that objectives of the project were met using resources

allocated for them within a given period of time. In addition, the Act gave technical department and CDFC authority to monitor the projects.

The CDF has an aim of increasing rural incomes by helping the farmers in agriculture, commercial and industrial enterprises, reducing unemployment rates in rural this is always achieved by increasing the number of wage employments in private and public projects, establishing effective procedures and techniques for quick rural development in Kenya as a whole, applying procedures and the techniques to other rural development projects in similar areas and improving development ability of public administrators in the field. CDF has a mandate of redistributing national resources to the community to improve rural economy, alleviate poverty, create employment, and raise the standard of living of Kenyans.

Kasarani constituency is among the other eight constituencies in the former Nairobi province that is currently Nairobi County with seventeen constituencies, the constituency has five wards namely Mwiki Ward, Kasarani Ward, Njiru Ward, Ruai Ward and Clay City Ward (Softkenya).

The Kasarani population is 525,624 according to the 2009 population census (KNBS, 2011) and expected to gradually grow towards a million considering that there are major infrastructural developments taking place within the vicinity of the constituency including the construction of Ruai maternity Hospital. The inadequacy of the public amenities has raised questions on the management of CDF fund in the constituency. Despite having ambitious project proposals initiated after approval, the completion of most of them has remained unacceptable while others have stalled such as the construction of Njiru maternity Hospital.

1.2 Statement of the Problem

The mismanagement and embezzlement of CDF fund by Constituency Development Fund Committees (CDFC) has been reported in the country. According to Lobby group the National Taxpayers Association (NTA 2012), an approximate of Ksh. 242 million of the allocation to the Constituency Development Funds (CDF) Committees was embezzled, unaccounted for or misused in 2010/11 financial year. Management of CDF funds will significantly improve if those who are entrusted with these funds are made to account for them. Accountability in the management of institutions has become critical following many corporate failures like Kenya Co-operative Creameries (KCC) and Kenya National Assurance Company (KNAC) in the 1990s and early 2000.

There have been several unfinished Public projects some are finished but never put into intended purpose (Nganga, 2011). The government has been releasing funds for community projects but the provision is small compared to the community needs as reflected in the project proposal (Obuya, 2008). There has been underperformance of CDF funds and some have argued that institutional capacity of the implementing organs need scrutiny (Ochieng' & Tubey, 2013). These scholars have not proved how project management practices influence the performance of CDF. Therefore, it is not clear why some of the projects fail to achieve the intended objectives in various constituencies of Kenya.

There is a research gap since no study has been conducted on the influence of project management practices on the performance of Constituency Development Funds in Kenya, and more specifically in Kasarani constituency, Nairobi County. This study,

therefore, seeks to fill this gap by focusing on influence of project management practices on performance of Community Development Fund.

1.3 Purpose of the Study

The purpose of the study was to determine the influence of project management practices on performance of constituency development fund project in Kenya: a case of Maternity Hospitals in Kasarani Sub-County, Nairobi County.

1.4 Objectives of the Study

To achieve its purpose, the study intended to achieve the following objectives;

- (i) To determine the influence of project management competency on the performance of Community Development Fund project on maternity hospitals in Kasarani Sub-County, Nairobi County
- (ii) To establish the influence of project planning on the performance of Community Development Fund project on maternity hospitals in Kasarani Sub-County, Nairobi County
- (iii) To determine the influence of monitoring and evaluation on the performance of Community Development Fund project on maternity hospitals in Kasarani Sub-County, Nairobi County
- (iv) To assess the influence of funds allocation and utilization on the performance of Community Development Fund project on maternity hospital Kasarani Sub-County, Nairobi County.

1.5 Research Questions

- (i) How does Project Management Competency influence on the performance of Constituency Development Fund project on maternity hospitals in Kasarani sub-County, Nairobi County?
- (ii) How does project planning influence on the performance of Constituency Development Fund project on maternity hospitals in Kasarani sub-County, Nairobi County?
- (iii) How do Monitoring and Evaluation influence on the performance of Constituency Development Fund Project on maternity hospitals in Kasarani sub-County, Nairobi County?
- (iv) How does funds allocation and utilization influence on the performance of Constituency Development Fund Project on maternity hospitals in Kasarani sub-County, Nairobi County?

1.6 Significance of the Study

It is hoped that the project will be beneficial to the parliament since the information may be required by the member of parliaments to put in place sound policies that will enhance management and financial discipline aimed at having Constituency Development Fund programs and projects operate on sound commercial principles. This study may thus provide relevant information for parliamentary law and policy formulation regarding CDF. The findings may also provide parliament with information that could facilitate their ability to put in place appropriate regulations for Constituency Development Fund projects to enable them operate efficiently and achieve the desired project goals.

Hopefully, the study may be of importance to the following stakeholders: Constituency Development Fund Management, the management of the Constituency Development Fund, which gives funds entrusted to them, thus resulting in improved community participation and reduction of administrative and implementation costs of Constituency Development Fund programs. This study may also enable the Government to better implement projects for its citizens. Potential investors interested in investing or partnering with Constituency Development Fund owned projects may also use the findings of this study and turn around the Constituency Development Fund projects into efficient and effective projects.

Finally, it is hoped that the study may have a significant influence on the scholars and academicians as it may contribute to theory, reference and information to scholars interested in research in the same field or fields related to devolved funds, project performance and management.

1.7 Delimitations of the Study

The study was delimited by the geographical span of Kasarani Constituency, Nairobi County and therefore information was generated from Njiiru, Ruai maternity hospitals and Community Development Fund offices in the constituency. Constituency Development Fund managers and beneficiaries from another constituency in Kenya did not take part in the study due to the difference in the prevailing social and economic conditions. The study was also delimited by its dependent and independent variable.

1.8 Limitations of the Study

Due to lack of enough fund and time, the study was limited to two maternity hospitals in Ruai and Njiru Wards in Kasarani Sub-County. The study was also limited by the amount of information obtained from constituency project managers, Constituency Development Fund committee members, Constituency Development Fund managers and the beneficiaries of Constituency Development projects since most of them may not provide detailed information to the researcher hence hold back some of the key information required by the researcher. The respondents may also have inadequate information regarding the Constituency Development Fund projects and this would be a challenge during the collection of both primary and secondary data. The fact that Constituency Development Fund projects are politically influenced was also a limitation as project managers with political inclinations might not give truthful information.

1.9 Assumptions of the Study

The proposed study was based on several assumptions. First, it is assumed that the respondents chosen for the study answered the questions as asked correctly and truthfully. Second, it is assumed that the Constituency Development Fund managers at every level within Kasarani constituency co-operated in providing both secondary and primary data pertaining to the Constituency Development Fund projects that the researcher needed for the study. The third assumption is that the social and political conditions in Kasarani Constituency were favorable for data collection within the specified research period.

1.10 Definitions of Significant Terms.

- Budgetary allocation:** Budgetary allocations are integral components to an annual financial plan, or budget, of all organizations. They indicate the level of resources an organization is committing to a department or program. Without allocation limits, expenditures can exceed revenues and result in financial shortfalls.
- Competence:** In this study competence is the ability of an individual to do a job properly (Andrew J. Elliot, Carol S. Dweck– 2005).
- Constituency Development Fund (CDF):** The Constituency Development Fund (CDF) essentially provides additional resources for development at the local level by channeling money to constituencies under the management of Members of Parliament.
- Monitoring and Evaluation:** In this study Monitoring and Evaluation is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact (UNICEF, 2016).
- Project Management:** In this study Project management is the application of processes, methods, knowledge, skills, and experience to achieve the project objectives (Dr. Martin Barnes, 2012).

Project planning:

In this study Project planning is the process of thinking about and organizing the activities required to achieve the desired goal. It involves the creation and maintenance of a plan (Patrick Montana, 2016).

1.11 Organization of the Study.

This study is organized in five chapters; chapter one focuses on the background of the study, statement of the problem, the purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitations, assumptions, and definitions of significant terms.

Chapter two focuses on literature review, which is discussed as follows; Project management competence on performance of CDFs projects, project planning, Monitoring and Evaluation and funds allocation and utilization. The chapter also presents the theoretical framework, conceptual framework, and summary of the literature review.

Chapter three describes the research methodology that was used in the study, it is divided into the following topics: Research design, target population, research instruments, the validity of research instruments, the reliability of research instruments, data collection procedure, and data analysis. Chapter four focused on data analysis and interpretation while chapter five discussed the summary of research findings, conclusions, recommendations and suggestions for further research in the area of study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section reviewed other scholar's literature on the current CDF management practices in Kenya and beyond and their influence on the performance of CDF projects. The reviewing of the studies is based on the concept of CDF management practices and the following themes; Project Management Competency and the performance of Constituency Development Fund projects, the influence of project planning and performance of Constituency Development Fund project, Monitoring and Evaluation and the performance of Constituency Development Fund projects and finally fund allocation and utilization on the performance of Constituency Development Fund Projects. The chapter also contains the theoretical review, the conceptual framework, research gap and finally the summary of the literature review.

2.2 Concept of Constituency Development Fund management in Kenya

The Constituencies Development Fund was established through an Act of Parliament, the CDF Act 2003 (amended in 2007) with the main goal of addressing poverty and inequality throughout the country, by dedicating a specific portion of the ordinary Government revenue to addressing economic and social needs of the community at grassroots level. The fund is managed by the Constituency Development Fund Board (CDFB). It is one of the several devolved funds set up by the Government to reduce poverty and bridge development imbalances throughout the country (CDFB Press Statement, 2013).

The Fund has registered great success through shifting the role of project identification, planning and implementation from line ministries to communities, hence encouraging local initiative that results in a sense of ownership, transparency,

and accountability. The program has also encouraged the creation of employment at local levels through awarding contracts to local artisans and sourcing materials from local entrepreneurs. Through CDF, the general condition of social infrastructure has improved in many parts of the country, and school dropout rate has reduced through CDF contribution in the expansion of learning facilities and provision of a bursary to needy students. In January 2013, Parliament enacted CDF Act, 2013, hence effectively repealing CDF Act 2003 as amended in 2007 (CDF Press Statement, 2013).

The enactment of CDF Act 2013 was mainly aimed to ensure that the law governing CDF is aligned to the Constitution of Kenya 2010, particularly in compliance with the principle of transparency, accountability, separation of powers and participation of the people. The new law was also aimed to align the operations of the Fund to the new devolved government structure.

The Citizens participate in open public forums convened by the area MP at ward level to elect five persons from whom CDFC members shall be appointed by the MP in consultation with the officer of the Board and the Sub-country Administrator. The area Member of Parliament forwards the names of persons elected to the office of the Board at the constituency and from which members of the CDFC shall be appointed in consultation with the Officer of the Board and the Sub- county Administrator for the Constituency. The MP is also an Ex-officio member of the CDFC and Member of the County Project Committee. (CDF Act, 2013).

National Assembly Select Committee (NASC) oversees the implementation of the Act, the policy framework and legislative matters that may arise in relation to the Fund. Government Departments will assist and guide the Project Management

Committees in implementing the Projects and guide the PMCs in the sourcing of goods and services. They also ensure that projects maintain records of disbursements of funds and assist CDFCs and PMCs track the progress of the projects funded under the Act (CDF Act, 2013).

Constituencies Development Fund Board (CDFB) is a Board that considers project proposals submitted from various constituencies in accordance with the Act, approve for funding those project proposals that are consistent with the Act and send funds to the respective constituency Fund Accounts with respect to the approved projects. The Board also ensures timely and efficient disbursement of funds to every constituency, efficient management of the Fund and to receive and discuss annual reports and returns from the Constituencies. It also ensures compilation of proper records, returns, and reports from the constituencies, receives and address complaints and disputes and takes appropriate action. The committee submits a report to the National Assembly Select Committee on monthly basis. The County Projects Committee (CPC) receives and discusses project lists from various constituencies in the County for the purpose of aligning the projects with County's Development Plans and Policies and ensures that no duplication of projects occurs.

Constituency Development Fund Committee (CDFC) deliberates on all project proposals from all wards in the constituency and any other projects which it considers beneficial to the constituency, consult with the relevant government departments to ensure that the cost estimates for the projects are realistic, rank project proposals in order of priority and ensures that projects proposed for funding comply with the Act. It monitors the implementation of projects and recommends to the Board the removal of a member of the CDFC in line the Act. Project Management Committee (PMC)

implements projects funded under CDF Act with the assistance of the relevant departments of Government (CDF Act, 2013).

Schwalbe, (2011), emphasizes that some organizations spend a great deal of time and money on training efforts for general project management skills, but after the training, a project manager might still not know how to tailor their project management skills to the organization's particular needs. Because of this problem, some civil society organizations have developed their own internal project management methodologies. Project management has sometimes been called the "accidental profession" because many project managers take on their first project management duties without the benefit of formal training.

The benefits of project management training include; project teams and customers do not have to learn procedures and new jargon with each new project, it becomes easier to compare projects over time when they involve similar measurements and approaches, and consistent tracking and reporting help uncover inefficiencies in the overall project management approach. Dinsmore and Cabanis-Brewin (2011) emphasizes that most training in project management still resides within corporate training, consulting, and professional organizations entirely outside higher education.

Management's competence, commitment to the project, communication and cooperation with the project teams has a significant contribution towards the success of a construction project. These factors were found to be of significance in as assessed in Malaysian construction industry (Yong &Mustaffa, 2012). Management commitment is a key aspect when it comes to the implementation of monitoring and evaluation since they are key decision makers in an organization (Magondu, 2013). Atencio (2012) suggested that charismatic leadership and people-oriented/relations-

oriented leadership have negative connotations associated with them. Charismatic leaders are viewed as not having follow-through. People-oriented/relations-oriented leadership is viewed as biased and ineffective due to the subjectivity of the decisions made, and actions are taken that are heavily influenced by favorable relationships. This implies that the leadership style adopted by the management has an effect on the performance of project teams.

According to Lytras et al., (2010) in project management, a training session could aim at developing or improving one of the project manager competencies. A training session could refer to one or more, thus having an impact on duration of the training.

Improving the capacities of local technical staff, training, and workshops activities will allow the staff working in civil society organizations and public institutions involved, to improve their know-how and practical experience. This, in turn, leads to a more effective and efficient operating civil society sector local staff. It, therefore, follows that for effective implementation of projects, training is a key component. Furthermore, since the management of such government-funded projects is made up of all types of stakeholders, there is a need for effective training tailored to address specific project areas in order to enhance effective project implementation. The current study, therefore, seeks to interrogate the influence of training on CDF projects in Kasarani Constituency, Kenya.

2.3 Project Management Competencies and Performance of CDF Projects.

There has been a significant growing need for competent project management personnel to manage diverse and complex projects to successful completion. A competent project manager is expected to have specific knowledge, skills for him/her to be effective project manager.

The required project management skills can include: communication and feedback systems, quality, safety, risk and a conflict management system, supervisory skills, experience, coordination and leadership, communication skills, organizational structures, control mechanisms of subcontractors' works, and the overall managerial actions in planning, organizing, leading and controlling (Karanja, 2014).

Lam (2011) states that the management needs to be involved in the up-front planning efforts and effectiveness of communication, control system, management system and organizational culture. According to Ernawati (2013), the significant factors that cause a delay of construction projects in Malaysia, three categories for analysis, namely contractor, consultant, and owner. As far as causes related to contractor actions are concerned, 'financial problems', 'shortage of materials' and 'poor site management' were ranked among the top three. Owner causes included 'delayed payments', 'slow decision-making' and 'contract scope changes'. The top three consultant causes were 'poor supervision', 'slowness to give instructions' and 'lack of experience'.

A research done by Carbone and Gholston (2014) shows that very few organizations are developing their project managers with the findings identifying that 41% of project managers confirm that their organizations prepared them for the role. Six out of seven companies that participated in the study had an official project manager title even though only three companies had a defined project manager career path.

Formal competency development on the hard and soft skills of project managers will result in a significant impact on project performance even though few empirical studies are available from previous findings.

Formal training of project managers as an effort towards developing their competencies for the project management role is not frequently observed because most managers are promoted to this position first, because of their past achievements and experience, and then some form of training is provided after the promotion. A study by Carbone and Gholston (2014) shows a handful of institutions have developed their project managers by offering training to improve their competence. The findings revealed that only 41% of project managers confirm that their organizations prepared them for the role.

Six out of seven companies that participated in the study had an official project manager title however only three companies had a clear project manager career path. Formal competency development on the hard and soft skills of project managers would thus have a significant effect on the project performance even though few empirical studies are available from previous findings. According to Jha and Iyer (2014) analyzed the performance of construction projects, and attribute the performance to commitment, coordination, and competence as the major factors for the achievement of schedule, cost, and quality objectives respectively. They added by concluding that project performance is typically defined with respect to time, budget, and quality.

Technical officers have a positive impact on the Constituency Development Funded projects performance through their roles in project identification, planning, implementation and monitoring and evaluation of such projects (Adan, 2012).

The CDF Act (2013) provides that PMCs will implement projects with support from the CDF and technical advice from a relevant government department. For successful implementation of CDF projects, democratic values and ethos should be entrenched at

the local level. These can be realized through the creation of efficient channels of participation and information.

Several studies have been carried out to investigate the impact of competency on performance. Dainty,(2014) concluded that for a competency based performance model for the construction project managers where managerial behavior input is appraised and nine performance indicators for PM competency are developed to comprise team building, leadership, decision-making, mutuality and approachability, honesty and integrity, communication, learning, understanding and application, self-efficacy, and maintenance of external relations. In the construction project management; it is clear that if the management of the project has everything that is needed competence then the project implementation will always be successful.

2.4 Project Planning on Performance and CDF Projects

Project planning activities include the identification of the project's objective; the specification of required project resources and their allocation; and the determination of the methods to be used to deliver the project end product, respond to critical events and evaluate activities and outcomes. The importance of stakeholder involvement in the planning process includes a reduction in distrust of the project process or outcome, an increase in commitment to the project objectives and processes, and heightened credibility of the project's outcome (Billie & Nordmeyer, 2016).

According to the study conducted by Baldwin and Bordoli (2014) concluded that regardless of the definition chosen for project planning, it has the objective of achieving a number of common factors including the production of realistic schedules and costs, the completion of a project to defined standards of quality, design criteria, project resources, health and safety, and meeting project stakeholders' expectations.

The significance of project planning was recognized in early construction studies in which it was argued that project planning needed to be improved by considering more efficient management strategies in planning.

According to Dvir *et al.*, (2013), there is a strong correlation between project planning and the performance of a project from the perspective of project stakeholders. The authors also indicated that clear definitions of functional and technical specifications in project planning can lead to the most effective execution of projects. They also found a strong correlation between successful implementation of planning procedures and performance of the project. Such findings are confirmed in a later study which indicated that project success can be measured in view of the quality of project planning; whereas poor planning means uncontrolled alterations in the planning variables of time, cost, and quality (Dvir& Lechler,2014).

Important benefits include: the ability to forecast resource requirements and costs; the ability to develop more realistic schedules with clear time deadlines; the ability to communicate with clear and reliable information to project stakeholders; providing reliable information for risk and opportunity assessment; providing good information for monitoring and control; minimizing materials wastage; and providing a strong basis for team coordination and assisting in the negotiation of contractual claims (Baldwin and Bordoli ,2014),.

According to Kariungi (2014), these benefits cannot be achieved without strong commitment and knowledge on the part of project managers and other project stakeholders on how to manage planning and scheduling most effectively. Despite these theoretical discussions on the significance of project planning, little empirical research has attempted to understand the effectiveness of its application in CDF

projects. Furthermore, there is little or no evidence in to indicate the project planning used by CDF teams in Kenya to enhance effective implementation of CDF funded projects.

2.5 Monitoring and Evaluation of Projects and Performance of CDF Projects

Monitoring and evaluating of projects plays a crucial role in various players including project sponsors as it would ensure similar projects are replicated elsewhere as witnessed in various projects undertaken by the financial sector which revolves around a few areas (Marangu, 2012). According to Naidoo (2011), monitoring and evaluation (M&E) function is located in a section or associated with significant power in terms of decision-making, it is more likely to be taken seriously.

The study further explained that M&E units want to be seen as adding value and must for their own perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility. This means that the monitoring team needs to be enhanced and strengthened in order for it to have more power which will increase its effectiveness. In addition to the power of M&E teams, other factors also play a role in strengthening monitoring teams which include: frequency of scope monitoring to identify changes, the number of persons monitoring project schedule and extent of monitoring to detect cost overruns, (Ling et al., 2009).An effective monitoring and evaluation is a major contributor to project performance and hence the use of technology to complement the efforts of the M&E team will strengthen it; which will, in turn, lead to value addition by the team.

Managing Stakeholders, teamwork among members and monitoring the progress of the project work are some of the key processes used to manage the project work (Georgieva & Allan, 2008). A good monitoring team is the one that has good

stakeholders' representation. Likewise, an M&E team which embraces teamwork is a sign of strength and an ingredient for better project performance. Similarly, Gwadoya (2012) found that there was a shared need for proper understanding of M&E practices in donor funded projects.

The study by Owuor, *et al.* (2013) indicated that looks at the effectiveness of monitoring and evaluation process on CDF projects in Ainamoi constituency, Kenya. The results of the study show that PMC, CDFC and external assessors are involved in monitoring and evaluation of projects with minimal participation of constituents. It was also evident that most of the recommendations from Monitoring and Evaluation (M and E) were utilised with the responsibility of utilisation of M and E result being under the CDF office. The study recommends that frequent and holistic involvement of all stakeholders affected by projects funded by CDF need to be involved and ensure that the recommendations made from M and E report need to be utilised to the fullest.

According to research carried out by Ika *et' al* (2011) established that project performance was insensitive to the level of project planning efforts but on the other hand ascertained that a significant correlation does exist between the use of monitoring and evaluation tools and project "profile," a success criterion which was an early pointer of project long-term impact. Once again Ika *et' al* (2011) accentuates that M&E is even more critical than planning in the achievement of project success. Similarly one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress (Chin, 2012).

In agreement, Hwang and Lim (2013) also established that Monitoring and evaluating, budget performance, schedule performance, and quality performance could lead to project success. Ika *et' al* (2012) carried out a regression analysis which

shows that there was a statistically significant and positive relationship between each of the five Critical Success Factors and project success. The five critical success factors include monitoring, coordination, and design, training and the Institutional environment. He further explained that consistent with theory and practice, the most prominent CSFs for project supervisors are design and monitoring. Hence Ikaet' *al* (2012) ranks M&E highly as one of the major project success factors.

Lack of shared understanding of M&E practices in donor funded projects among the various teams. Though the studies carried out mainly dealt with critical success factors, monitoring and evaluation being one of them, few of the studies have focused on monitoring and evaluation. Several other studies reviewed also focused on monitoring and evaluation for example (Naidoo, 2011; Mwala, 2012; Marangu, 2012) but none have addressed to the specific link between monitoring and evaluation in relation to effective project implementation.

2.6 Funds Allocation and Utilisation and the Performance of CDF projects

According to the study conducted by Kombo (2011) financial management planning of a community project or organization has to be conducted in a professional way in order for the project to achieve its objectives. The involvement of planning and controlling of current assets and liabilities in a manner that eliminates the risk of inability to meet short-term obligations and avoid excessive investments in those assets. Financial management is a very important aspect of corporate finance because it significantly affects the performance of the project (Atrill, 2013).

A study by Kimani (2013) findings was that, there was a strong positive relationship between the fund management practices. The variability of financial performance attributed to changes in efficiency was 80.6%. This has a general implication that

efficient fund management practices have a positive effect on the financial performance of CDF funded projects in Kenya and therefore FMP should be embraced as a policy recommendation

According to Kimani (2013), CDF funded projects have not achieved the intended objectives in some constituencies to level of enhancing socio-economic development due to; ineffectiveness in financial management, role and capacity inefficiencies, funds allocation and distribution failures, efficiency of CDF structures, organs in CDF implementation and delivery, and transparency and accountability in CDF processes. Finally Kimani's (2013) shows that there is a strong positive relationship between the fund management practices and the financial performance devolved funded projects in Kenya. The study by Kimani (2013) failed to show that whether the financial performance was directed towards the socio-economic development or not.

Namoit (2012) indicates that stipulating funds devolution in the constitution is seen as a major remedy for addressing the failures in political governance inequalities such as, rent seeking, economic stagnation, corruption and insufficient use of public resources. However, ineffectiveness in financial management would ideally defeat the whole concept of devolution of funds and the management of the devolved funds would be a major challenge to ensuring socio-economic development such as infrastructure, health, water, education, security and local justice in the country. Simply implying that when the funds are not prudently allocated and utilized, the CDF project would drastically fail to achieve the expected performance.

2.7 Theoretical Framework.

This subsection outlined the theory on which the proposed study is based, showing the relevance, appropriateness and the relationship between the postulations of the theory and the principles of the proposed study.

2.7.1 Stakeholder Theory

Community members are stakeholders in community projects it is, therefore, important to involve them in projects activity from the start. The stakeholder approach has been described as a powerful means of understanding the firm in its environment (Oakley, 2011). This approach is intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups.

Patton (2008) elaborated that the stakeholder model entails that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another. Associated corporations, prospective employees, prospective customers, and the public at large, needs to be taken into consideration.

Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Patton, 2008). The managerial importance of stakeholder management has been accentuated in various studies (Ramabodu & Verster, 2010; Raniga & Simpson, 2009) that demonstrate that just treatment of stakeholders is related to the long-term survival of the organization (McManus, 2004). While having its origins in strategic management, stakeholder theory has been applied to a number of fields and presented and used in a number of

ways that are quite distinct and involve very different methodologies, concepts, types of evidence and criteria for evaluation. As the interest in the concept of stakeholders has grown, so has the proliferation of perspectives on the subject (Oakley, 2011).

This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, managers should understand the success of the projects can be influenced greatly by the participation of various stakeholders. These stakeholders will participate depending on the relationship they foster with the top management and not junior workers acting on their behalf. As regards the present study, the stakeholders theory implies that the performance of CDF projects is significantly influenced by the involvement and participation of all the stakeholders as well as the community, in which views of all project stakeholders are considered and highly regard at every stage of the project un to completion and maintenance. Considering that in the performance of the project is influenced by management competencies, project planning, monitoring and evaluation, and funds allocation and utilization, then the theory indicates the entire stakeholder should be partakers in each of these activities. Thus, all the stakeholder should be involved in; enhancing project management competency characteristics, all aspects of project planning, throughout the project monitoring and evaluation, funds allocation and utilization for improved performance of CDF Projects.

2.7.2 Competency Theory

Competency Theory was linked to managerial skills variable. Managerial skills include technical skills, interpersonal skills, and conceptual skills. The ability to communicate, responsive behavior, and tactics of negotiation are what competence is made off. In the 1980s, McClelland and McBer established the competence theory.

They elaborated that competency as the primary characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation (Cicmil and Hodgson, 2006). The theory of competency is of much relevance to this study based on the fact that it expounds on the importance of having project managers that have the required management skills (technical, interpersonal and conceptual) in handling projects in their constituency.

Technical skills are abilities that are acquired through learning and practice hence their importance to the project managers for the supervision of staff working on the NG-CDF projects. Interpersonal skills will enable the project manager to properly interact with others people for example project management committees and NG-CDF committees in managing NG-CDF projects. Conceptual skills will help the project manager to understand project concepts, develop ideas and implement NG-CDF projects effectively.

The theory was useful in firming up the consideration of management competencies as a core resource in the performance of CDF projects. This theory lays more emphasis on core competences for sustainable superior performance of any productivity activity. Throughout, the theory is mentioning skills, abilities and experience. Based on the competency theory, the present therefore argues that management competencies are measured in terms of academic qualification, training, knowledge and skills, competence, and experience. Simply implying that the performance of CDF projects would be driven by management possessing; high academic qualification, extensive and adequate training, sufficient knowledge and skills, high competence, and vast experience

2.8 Conceptual Framework

The conceptual framework shows the relationship between the independent and the dependent variables of the study.

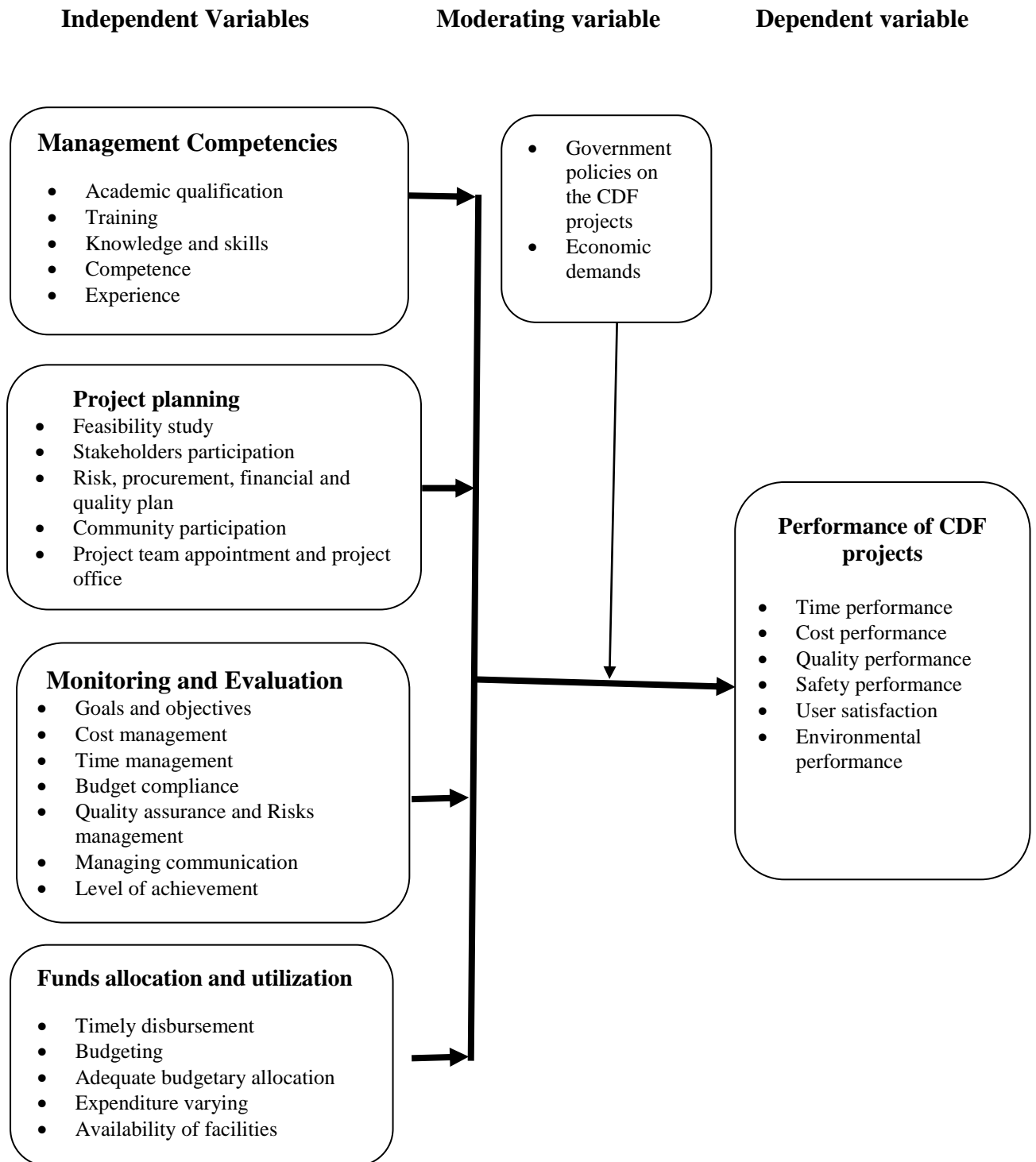


Figure 2.1: Conceptual framework

2.9 Knowledge Gaps and Summary of Literature Reviewed

Table 2.1: Knowledge Gaps

Variable	Author (Year)	Title of the study	Findings	Knowledge Gap
Management Competencies	Adan (2012)	The impact of technical officers on the performance of CDF.	Found a positive relationship between technical officers and the CDF performance.	Studies did not clearly show how competency impacted to the performance of the projects. Lack of recent and current literature on the influence of training on performance of CDF.
	Jha and Iyer (2014)	The influence of competency on the performance of construction projects.	The performance of construction projects was attributed to commitment, coordination, and competence as the major factors for the achievement of schedule, cost, and quality objectives respectively.	
	Schwalbe, (2011) and (Yong & Mustaffa, 2012).			
	Lytras et al., (2010)	Factors influencing the performance of CDF projects	There is a need for effective training tailored to address specific project areas in order to enhance effective project implementation. Project management training session could aim at developing or improving one of the project manager competencies which intern leads to the performance of community projects.	

	Ernawati (2013)	Factors the influence the delay of construction projects in Malaysia.	Poor financial management, 'shortage of materials' and 'poor site management' were the main reason for poor performance of projects.	There is no clear relationship between the level of competency and the performance of projects.
Project planning	Bordoli (2014) Dvir et al., (2013)	The influence of project planning on the performance of CDF projects.	Found a strong correlation between successful implementation of planning procedures and performance of the project. Found a strong correlation between successful implementation of planning procedures and performance of the project.	There is little or no evidence in to indicate the project planning used by CDF teams in Kenya to enhance effective implementation of CDF funded projects.
Monitoring and Evaluation	Naidoo (2011) and Gwadoya (2012)	The influence of monitoring and evaluation on the performance of CDF projects.	Monitoring and evaluating led to the performance of CDF project. Monitoring and evaluating, budget performance, schedule performance, and quality performance had a positive impact on the project success	There is no specific link between monitoring and evaluation in relation to the performance of CDF

	<p>Hwang and Lim (2013) Ika et' al (2012)</p> <p>Owuor, et al. (2013)</p>	<p>Factors leading to the performance of CDF projects.</p> <p>Effectiveness of monitoring and evaluation of CDF projects in Kenya. A case of Ainamoi Constituency</p>	<p>There was a significant relationship between factors and project success, The five critical success factors include monitoring, coordination, and design, training and the Institutional environment. The study by shows that effective monitoring and evaluation on CDF finds, through participation of constituents, affected by projects devolved fund.</p>	<p>However, the study failed to expose the deliverables and key taregts during monitoring and evaluation.</p>
<p>Funds Allocation and Utilization</p>	<p>Kombo (2011) Atrill (2013)</p>	<p>Proposal and writing: An introduction Financial Management for Decision Makers</p>	<p>Financial management planning of a community project should be conducted in a professional way in order for the project to achieve its objectives since financial management significantly affects the performance of the project</p>	<p>These studies did not significantly clarify the most essential aspects of financial management in CDF that would require asserted attention for the success of CDF projects. It is not clear the particular financial management panning that would be required for improved performance of CDF projects</p>

	<p>Kimani, M. J. (2013)</p>	<p>Effect of Fund Management Practices on the Financial Performance of Cdf Funded Water Projects in Kenya: A Case of Molo Constituency. Nakuru County, Kenya</p>	<p>There is a strong positive relationship between the fund management practices and the performance CDF projects in Kenya. However, CDF projects have not achieved the intended objectives in some constituencies to level of enhancing socio-economic development due to; ineffectiveness in financial management, funds allocation and distribution failures, and transparency and accountability in CDF processes. Allocating funds to grass root projects is major remedy for addressing rent seeking, economic stagnation, corruption and insufficient use of public resources. However, ineffectiveness in financial management would ideally lead to underperformance of the project.</p>	<p>The study by Kimani (2013) mentioned about having a policy for driving the performance of CDF projects. However, the study did not clearly expose the considerations when developing such as policy, a gap the present study filled.</p> <p>The study did not specify the key areas that would lead to failure in CDF project failures</p>
	<p>Namoit A. J. (2012)</p>	<p>The expected economic impact of devolution of resources to the counties: case study of Turkana County in Kenya</p>		

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter discussed the methodology for the study and highlighted the research design, target population, sampling technique, data collection instrument and data analysis and presentation.

3.2 Research Design.

This study adopted a descriptive survey, Kothari, (2006) describes descriptive research as including survey and facts finding inquiries adding that the major purpose of descriptive research is a description of affairs as it exists at present. A descriptive research determines and reports the way things are and attempts to describe such things as possible behavior, attitudes, values and characteristics, Mugenda & Mugenda, (2003). The primary use of descriptive statistics is to describe information or data through the use of numbers (create a number of pictures of the information). The characteristics of groups of numbers representing information or data are called descriptive statistics.

3.3 Target Population.

Kasarani sub-county has 5 Wards but only two wards have Hospital that is funded by CDF these are Ruai and Njiru Maternity Hospital. The target population for this study was ten (10) CDFC board members (chair lady, secretary, youth representative both male and female, fund manager and a representative from each ward) involved in the implementation of CDF projects and sixty (60) maternity health staffs. Therefore the unit of analysis in the study was 70 respondents. The categories of respondents were targeted because the information they had was important for the study.

3.4 Sample Size and Sampling Procedure.

The sample size and sampling procedures for the study were determined by the following statistical procedures.

3.4.1 Sample Size.

A sample size is a subset of the total population that is used to give the general views of the target population (Kothari, 2004). The sample size for this study was 70 respondents drawn from the target population. Determination of the sample size was important to the researcher since was useful to bringing out credible representation of the population.

3.4.2 Sampling Procedure.

The sample indicates the total number of respondents to be selected from the target population. Sampling is done because it is not plausible to obtain information from the whole universe to accurately accomplish study objectives. According to Sekaran (1992) and Kothari (2004), sampling methodologies are deemed appropriate to represent the target population and to provide the same results at the lowest possible cost and time.

3.5 Research Instruments.

The study used questionnaires for data collection from the CDFC members, and maternity hospital staff. The questionnaires consisted of both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The closed-ended questions were used to test the rating of various attributes and this helped in reducing the number of related responses in order to obtain more varied responses.

The open-ended questions provided additional information was not captured in the close-ended questions. The questionnaires were carefully designed and tested with a few members of the population for further improvements. The questionnaires were structured in different sections. Structuring was done in order to enhance its validity and accuracy of data to be collected for the study. The questionnaires were administered to the respondents using drop and pick later method.

3.5.1 Pilot Testing of the Research Instrument.

The questionnaires used in this study were pre-tested through a pilot study before actual data collection. The instruments were pre-tested in Kiambu constituency where CDFC members and maternity hospital staff were supplied with questionnaires and scheduled to fill. The collection of data was successful and found that the research instrument was viable to the study.

3.5.2 Validity of the Research Instrument.

Validity is defined as the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda & Mugenda, 1999). In other words, validity is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. Validity, according to Borg and Gall (1989) is the degree to which a test measures what it purports to measure. To ensure the validity of the instrument the researcher shared the information in the questionnaires with the lecturers and colleague students to establish whether the questions were relevant. The ambiguous questions were discarded and harmonized to ensure that the questionnaire was valid.

3.5.3 Reliability of the Research Instrument.

Kothari (2004) states that an instrument is said to be reliable if it yields consistent results over a period of time. Test-retest reliability method will be used to determine the consistency of the questionnaires to be administered. Pannerselvam (2006) on the other hands states that reliability simply means the extent to which a particular instrument yields consistent results after every repeated trial. This ensures the authenticity of results collected and avoids distortion. To test for internal consistency group of items, the questionnaire will be tested using a statistics Cronbach coefficient alpha for the extent they measure or explain the variable. A cut-off of 0.7 was acceptable in assessing reliability for multi-item scales. According to Best &Kahn (2005), a reliability coefficient of 0.7 and above is sufficient for an instrument. Hence the coefficient obtained lied in this range, the researcher considered the instrument to be reliable. This test applied to the close – ended questionnaire items. The coefficient obtained was lower, therefore, the researcher revised the instruments before using them to collect data.

Table 3.2: Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Performance of CDF Projects	.875	7
Project Management Competencies	.919	9
Project planning	.853	10
Monitoring and Evaluation	.966	11
Funds Allocation And Utilization	.625	5
Overall Alpha (α)	.978	42

Table 3.2 shows the mean of Cronbach's alpha obtained as calculated through SPSS was 0.978. Kothari (2010) asserts that, if Cronbach alpha value ≥ 0.7 then this indicates higher consistency for a given scale and then the tool will be accepted

otherwise the tool is reviewed through editing or deletion of items in it. This means that the tool was highly consistent, at $\alpha = 0.770$, which was greater than the threshold of 0.7. Since the Cronbach alpha was greater than the threshold 0.7, then tool was considered as reliable and all the items were therefore retained and used for further analysis.

3.6 Data Collection Procedures

The study used primary data. Primary data refers to that which will originally be collected for the first time. The use of primary data is supported by (Saunders et al, 2007). The type of data to be collected was informed by the objectives of the study as supported by (Teddle, 2010).

After successfully defending the proposal, the researcher sought to obtain a research permit from NACOSTI. She then enlisted all respondent programs by obtaining their email addresses or telephone contacts. The researcher undertook data collection by using three fronts. In the first instance, the researcher physically visited the program sites and hand deliver questionnaires. This approach accorded the researcher an opportunity to meet the respondents. In physical delivery approach questionnaires were hand delivered and collected later after an agreed period of time. After the data was collected, checking for errors and inconsistencies was undertaken.

3.7 Data Analysis Techniques.

Data obtained from the field in the raw form is difficult to interpret, such data must be cleaned, coded, keypunched into a computer and analyzed, (Mugenda & Mugenda, 2013). Data collected, was tabulated and analyzed for purpose of clarity, with the aid of SPSS version 20 software. It is a computer program used for statistical analysis and

has the ability to handle statistical presentation with an array of formulas for ease of interpretation.

A multivariate regression model was applied to determine the relative importance of each of the four variables in relation to the study.

The regression model is as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \alpha$$

Where Y is the dependent variable (CDF projects performance),

β_0 is the regression coefficient, β_1 , β_2 , β_3 and β_4 are the slopes of the regression equation,

X1 is the Management Competencies independent variable,

X2 is project planning independent variable,

X3 is Monitoring and Evaluation independent variable and

X4 is the funds allocation and utilization independent variable, while α is an error term normally distributed about a mean of 0 and for purposes of computation, the α is assumed to be 0.

3.8 Ethical Issues.

During the planning and period of carrying out the research, as well as in reporting research findings, there were certain considerations and obligations that the researcher had to fulfill in the course of the work. During the data collection, the management of the targeted constituency was approached and informed about the nature of the study, through a formal letter, to request for permission to carry out data collection in its constituency. The objective of the study was stated carefully to avoid any misconception.

3.9 Operational Definition of Variables.

Operational definition of independent, dependent and moderating variables is as shown in the Table below;

Table 3.3: Operationalization of Variables.

Objective	Variable	Indicators	Measurement Scale	Analysis Tool
	Independent Variables	<ul style="list-style-type: none"> • Academic qualification • Training • Knowledge and Skills • Competence • Experience 	Ordinal	Descriptive analysis Inferential Analysis
Project Management Competencies and Performance of CDF Projects.	Project management competencies.			
Influence of project planning on the performance of Constituency development projects.	Project planning	<ul style="list-style-type: none"> • Feasibility Study • stakeholder's participation • risk, procurement, financial and quality plan • community participation • Project Team appointment and project office 	Ordinal	Descriptive analysis Inferential Analysis
Influence of Monitoring and Evaluation of projects on performance of CDF Projects	Monitoring and evaluation	<ul style="list-style-type: none"> • Goals and objectives • Cost management • Time management • Budget compliance • Quality assurance and Risks management • Managing communication 	Ordinal	Descriptive analysis Inferential analysis.
Influence of project funds allocation and utilisation on the performance of CDF projects	funds allocation and utilisation	<ul style="list-style-type: none"> • Timely disbursement • Budgeting • Adequate budgetary allocation • Expenditure varying • Availability of facilities 	Ordinal	Descriptive analysis Inferential Analysis
	Dependent Variable Performance of CDF Projects.	<ul style="list-style-type: none"> • Time performance • Cost performance • Quality performance • Safety and Environmental performance • User satisfaction 	Ordinal	Descriptive analysis Inferential Analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

The chapter discusses the analysis of data, interpretation and the presentation of the research findings. Data analysis is the process of reducing or summarizing a large amount of collected data to data that addresses the initial proposition of the study (Chandran, 2004). This chapter presents the research findings as related to the research questions that guided the study. The main purpose of the study was to determine the influence of management practices on performance of Constituency Development Fund projects in Kenya: a case of Maternity Hospitals in Kasarani sub-County, Nairobi County.

4.2 Questionnaire return rate

Table 4.1: Response rate

	Frequency	percentage
Completed	59	84%
Not completed	11	16%
Total	70	100.0

The study targeted 60 maternity hospital staff members and 10 CDFC board members. Out of the total of 70 respondents targeted, 59 filled and returned their questionnaires.

4.3 General Information

This section presents the demographic characteristics of the respondents. The characteristics were gender, age and job designation and education level.

4.3.1 Gender

The study sought to determine the gender of the respondents. The findings are shown in Table 4.2 below.

Table 4.2: Distribution of respondents by Gender

	Frequency	Percent
Male	34	57.6%
Female	25	42.4%
Total	59	100.0%

From the findings presented in Table 4.5, 57.6% of the respondents covered in this study were male while 42.4% were female. This indicates that majority of the respondents were male.

4.3.2 Work experience

The study also aimed to assess the work experience of the respondents, their responses are as shown below;

Table 4.3: Work experience

	Frequency	Percent
less than a year	5	8.5%
1 to 5 years	14	23.7%
6 to 10 years	29	49.2%
Over 10 years	11	18.6%
Total	59	100.0%

The Table 4.3 indicates the number of years respondents have worked in the institutions, majority (49.15%) of the respondents have worked for 6 to 10 years, 23.7% have worked for 1 to 5 years, and 18.6% have worked for over 10 years while the minority (8.5%) have worked for less than a year.

The findings show that all the respondents have worked for more than 5 years long enough to understand how the projects are being implemented in the Sub-County, therefore, they had enough information for this study.

4.3.3 Age of the respondents

The researcher requested the respondents to indicate their age bracket. The results are shown in Table below.

Table 4.4: Age

	Frequency	Percent
below 20 years	6	10.2%
21 to 30 years	8	13.6%
31 to 40 years	28	47.5%
41 to 50	9	15.3%
51 and above	8	13.6%
Total	59	100.0%

The majority (47.5%) of the respondents were aged between 31 to 40 years, 15.3% were aged between 41 to 50 years, 13.6% and 10.2% were aged between 51 years and above, 21 to 30 years respectively as presented in Table 4.4. This is an indication that respondents were well distributed in terms of age.

4.3.4 Education Level

The respondents were asked to indicate their education level the findings are shown in the Table below;

Table 4.5: Education level

	Frequency	Percent
Certificate	10	16.9%
Diploma	30	50.8%
Bachelor	15	25.4%
Master degree	4	6.8%
Total	59	100.0%

Table 4.5 shows the distribution of the respondents by their education level, the majority (50.8%) of respondents had attained college Diploma, 25.4% had Bachelor degree while 6.8% had Master’s degree. This indicates that most respondents were educated therefore information obtained will be reliable.

4.4 Influence of project management competency on the performance of CDF projects

The study sought to assess the first objective; to determine the influence of project management competency on the performance of CDF projects in Kasarani Sub-County. The study established the influence of project management competency on the performance of CDF projects through analysis of questions measured using 5-point Likert scale; Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5. The result obtained were captured in Table 4.6.

Table 4.6: Analysis by project management competency and performance of CDF projects

Project management competences	Disagree	Neutral	Agree	Strongly Agree	Total
Staff possess high academic qualifications	12.10%	41.40%	20.70%	25.90%	100.00%
There is continuous staff training	6.80%	40.70%	20.30%	32.20%	100.00%
Staffs are knowledgeable, experienced and skilled	18.60%	40.70%	25.40%	15.30%	100.00%
Staff are competent	10.20%	47.50%	13.60%	28.80%	100.00%
Stakeholder are trained	11.90%	49.20%	18.60%	20.30%	100.00%
Team project is experienced and competent	20.30%	52.50%	11.90%	15.30%	100.00%
Stakeholder understand Project Management principles	13.60%	27.10%	22.00%	37.30%	100.00%
Projects are awarded to experienced service providers	15.30%	57.60%	13.60%	13.60%	100.00%
There is clear definition of individual responsibilities	23.70%	39.00%	11.90%	25.40%	100.00%
Average Project management competences	14.72%	43.97%	17.56%	23.79%	100.00%

The results in table 4.6 show that about Staff possess high academic qualifications, most of the respondents (41.40%) indicated that they were neutral on the assertion that the sub county acquired staff possessing high academic qualification to run and manage the project which ensured expected performance of the CDF as 25.90% strongly agreed to the assertion. While 20.70% disagreed to the assertion that the sub county acquired staff possessing high academic qualification to run and manage the project which ensured expected performance of the CDF, 12.10% disagreed to it. On staff training, the results show that most of the respondent (40.70%) showed that they were neutral to the assertion that the staff involved in the projects were continuously trained on relevant issues in project implementation and management which enhanced performance of the CDF as 32.20% strongly agreed to it, 20.30% agreed and 6.80% disagreed to this assertion.

The results on knowledgeable, experienced and skilled show that most of the respondents (40.70%) showed that they were neutral on the assertion that the projects were run and managed by staff with varied knowledge, experience and skills a prerequisite for the expected performance of the CDF while 25.40% showed that they agreed and 18.60% disagreed to the assertion. However, 15.30% strongly agreed to the assertion that projects were run and managed by staff with varied knowledge, experience and skills a prerequisite for the expected performance of the CDF. As regards competence and appropriate skills, most of the respondents (47.50%) were neutral on the assertion that the project recruited staff with competence and appropriate skills which would have driven the performance of the CDF while 28.80% strongly agreed to it, 13.60% agreed to the same assertion and 10.20% disagreed to it.

The results on Stakeholder training shows that 49.20% of the respondents showed that they were neutral on the assertion that stakeholder training enhanced decision-making capabilities that would have led to expected performance of the CDF. Meanwhile 20.30% of the total response strongly agreed to this assertion as 18.60% agreed and 11.90% disagreed on the assertion. About project team competence and experience, the results show that a majority of 52.50% of the total response showed that they were neutral on the assertion that there were experienced and competent team project while 20.30% disagreed to the assertion. On the same results, strongly agreed to the assertion that there were experienced and competent team project while 11.90% agreed to it. The results on understanding of principles of project management show that most of the respondent (37.30%) strongly agreed to the assertion that the staff in these projects possess vast understanding of principles of project management to spur the performance of the CDF as 27.10% indicated that they were neutral on that assertion, 22.00% agreed to it and 13.60% indicated that there was no vast understanding of principles of project management to spur the performance of the CDF.

A majority of 57.60% of the total response indicated that they were neutral on the assertion that the projects were only awarded to experienced service providers (consultants & contractors) and 15.30% showed that the projects were not only awarded to experienced service providers (consultants & contractors). As 13.60% of the total response agreed that the projects were only awarded to experienced service providers (consultants & contractors), another 13.60% strongly agreed that this was the case. Most of the respondents were neutral on the assertion that there were clear definition of individual responsibilities to drive the performance of CDF as 25.40% strongly showed that there were clear definition of individual responsibilities to drive

the performance of CDF. Meanwhile 23.70% showed that there was no clear definition of individual responsibilities to drive the performance of CDF and 11.90% showed that agreed that there was clear definition of individual responsibilities to drive the performance of CDF. Average, the results showed that most of the respondents (43.97%) indicated that the project management competences were moderate as 23.79% strongly showed that the project management competences were very high, 17.56% showed that they were high and 14.72% showed that the project management competences were poor.

4.5 Influence of project planning on the performance of CDF projects

Study objective 2 was; to establish the influence of project planning on the performance of CDF projects in Kasarani Sub-County. The study then sought to assess the influence of project planning on the performance of CDF projects using answers from 5-point Likert scale questions. The results obtained were captured in table 4.7.

Table 4.74: Influence of project planning on the performance of CDF projects

Project Planning Strategy	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
A feasibility study is conducted	8.50%	33.90%	30.50%	13.60%	13.60%	100.00%
There is clear plan for each project	8.50%	8.50%	42.40%	27.10%	13.60%	100.00%
Views of all project stakeholders are considered	13.60%	27.10%	37.30%	13.60%	8.50%	100.00%
The project risks are studied	5.10%	18.60%	33.90%	20.30%	22.00%	100.00%
A procurement plan is prepared	3.40%	11.90%	44.10%	22.00%	18.60%	100.00%
All stakeholders are effectively involved	11.90%	33.90%	37.30%	8.50%	8.50%	100.00%
All stakeholders are involved in financial plan	5.10%	28.80%	37.30%	10.20%	18.60%	100.00%
A Project Team is always appointed	3.40%	16.90%	45.80%	15.30%	18.60%	100.00%
Every project has development quality plan	6.80%	25.40%	35.60%	15.30%	16.90%	100.00%
A project office is set	6.80%	47.50%	37.30%	6.80%	1.70%	100.00%
Average Project Planning Strategy	7.31%	25.25%	38.10%	15.20%	14.06%	100.00%

The results on feasibility study show that most of the respondents (33.90%) indicated feasibility study was not always carried out for every project undertaken for functional and technical specifications and requirement elements of the project as 30.50% showed that they were neutral on the assertion that a feasibility study was always carried out for every project undertaken for functional and technical specifications and requirement elements of the project .as 13.60% agreed that a feasibility study was always carried out for every project undertaken for functional and technical specifications and requirement elements of the project another 13.60% strongly agreed that this was the case. However, 8.50% indicated that no feasibility study was ever carried out for every project undertaken for functional and technical specifications and requirement elements of the project at all.

As regards clear planning, most of the respondents (42.40%) indicated that they were neutral on the assertion that every projects was clearly planned for in terms of scope, realistic cost estimates (budgets), contingent plans, time and completion schedule as 27.10% agreed that every projects was clearly planned for in terms of scope, realistic cost estimates (budgets), contingent plans, time and completion schedule and 13.0% strongly agreed to it. As 8.50% showed that the project were not clearly planned for in terms of scope, realistic cost estimates (budgets), contingent plans, time and completion schedule another 8.50% categorically showed that no projects were ever clearly planned for in terms of scope, realistic cost estimates (budgets), contingent plans, time and completion schedule.

On views of all project stakeholders, 37.30% of the total response indicated that they were neutral on the assertion that the views of all project stakeholders were considered in every step of project planning while 27.10% showed that the views of all project stakeholders were considered in every step of project planning. As 13.60% showed that the views of all project stakeholders were never considered in every step of project another 13.60% showed the views of all project stakeholders were considered in every step of project and 8.50% strongly showed that the views of all project stakeholders were always considered in every step of project. About risks, most of the respondents (33.90%) indicated they were neutral on the assertion that the project risks were studied in advance and a risk plan is prepared while 22.00% strongly showed that the project risks were always studied in advance and a risk plan was prepared while 20.30% showed that the project risks were studied in advance and a risk plan was prepared. As 18.60% showed that the t project risks were not studied in advance and a risk plan was not prepared, 5.10% showed that the project risks were never studied in advance and a risk plan was never prepared at all.

The results on procurement plan shows that most of the respondents (44.10%) indicated that they were neutral on the assertion that a procurement plan with clear term of references for tendering documents was prepared as well as health and safety and environmental management aspect in planning for projects. As 22.00% indicated that a procurement plan with clear term of references for tendering documents was prepared as well as health and safety and environmental management aspect in planning for projects, 18.60% strongly indicated that a procurement plan with clear term of references for tendering documents was always prepared as well as health and safety and environmental management aspect in planning for projects. In the same results, 11.90% indicated that a procurement plan with clear term of references for tendering documents were not prepared as well as health and safety and environmental management aspect in planning for projects and 3.40% categorically indicated that a procurement plan with clear term of references for tendering documents were never prepared as well as health and safety and environmental management aspect in planning for projects at all.

About stakeholders' effective involvement 37.30% showed that they were neutral on the assertion that all stakeholders were effectively involved in every aspect of project planning which provided for adequate community participation in decision making thereby enhancing implementation of CDF projects. While 33.90% indicated that the stakeholders were not effectively involved in every aspect of project planning which would have provided for adequate community participation in decision making thereby enhancing implementation of CDF projects , 11.90% strongly indicated that stakeholders were never at all effectively involved in every aspect of project planning which would have provided for adequate community participation in decision making thereby enhancing implementation of CDF projects. As 8.50% showed that

stakeholders were effectively involved in every aspect of project planning which provided for adequate community participation in decision making thereby enhancing implementation of CDF projects, another 8.50% indicated that stakeholders were always effectively involved in every aspect of project planning which provided for adequate community participation in decision making thereby enhancing implementation of CDF projects.

The results on stakeholders' involvement in financial detailed plan, 37.30% were neutral on the assertion that all the stakeholders were involved in financial detailed plan to establish the costs required during the implementation phases of the project. As 28.80% showed that all the stakeholders were not involved in financial detailed plan to establish the costs required during the implementation phases of the project , 18.60% showed that all the stakeholders were always involved in financial detailed plan to establish the costs required during the implementation phases of the project and 10.20% showed that all the stakeholders were involved in financial detailed plan to establish the costs required during the implementation phases of the project. however, 5.10% showed that all the stakeholders were never involved in financial detailed plan to establish the costs required during the implementation phases of the project.

As regards project team appointment, showed their neutrality on the assertion that a project team was always appointed from the beginning of the project with a clear job description, while 18.60% strongly agreed that that a project team was always appointed from the beginning of the project with a clear job description and 15.30% agreed to this assertion. As 16.90% showed that a project team was not appointed from the beginning of the project with a clear job description, 3.40% indicated that a

project team was never appointed from the beginning of the project with a clear job description at any given time.

About development quality plan 35.60% indicated that they were neutral on the assertion that every project required development quality plan to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality while 25.40% indicated that every project did not require development quality plan to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality. As 16.90% strongly agreed that every project always required development quality plan to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality, 15.30% showed that every project required development quality plan to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality. However, 6.80% strongly indicated that no project ever required development quality plan to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality.

The results on project office show most of the respondents (47.50%) indicated that no project office was set in advance to manage the implementation of the project as 37.30% showed that they were neutral on the assertion that a project office was set in advance to manage the implementation of the project. As 6.80% strongly indicated that at no time a project office was set in advance to manage the implementation of the project another 6.80% indicated that a project office was set in advance to manage the implementation of the project and 1.70% strongly indicated that a project office was always set in advance to manage the implementation of the project. On average, 38.15% showed that the Project Planning Strategy was moderately as 25.25% showed

it was poor, 15.27% showed it was high, 14.06% showed it was very high and 7.31% showed that it was very poor.

4.6 Influence of Monitoring and Evaluation on The Performance of CDF

Projects

The study sought to determine the influence of monitoring and evaluation on the performance of CDF projects based on objective 3; results obtained were captured in table 4.8.

Table 4.8: Monitoring and Evaluation on The Performance of CDF projects

Project Monitoring and Evaluation	Disagree	Neutral	Agree	Strongly Agree	Total
Goals and objectives	8.50%	59.30%	13.60%	18.60%	100.00%
Delivery is timely and cost effective	22.10%	52.50%	5.10%	20.30%	100.00%
Controlling and managing activities	8.50%	42.40%	22.00%	27.10%	100.00%
Cost management	25.40%	49.20%	6.00%	18.60%	100.00%
Time management	11.90%	50.80%	13.60%	23.70%	100.00%
Budget compliance	19.30%	43.90%	21.00%	15.80%	100.00%
Determine the completeness	6.80%	61.00%	6.80%	25.40%	100.00%
Quality assurance	1.70%	57.60%	18.00%	22.00%	100.00%
Managing communication	10.20%	64.40%	5.10%	20.30%	100.00%
Risks management	10.20%	59.30%	13.60%	16.90%	100.00%
Level of achievement	18.10%	54.20%	6.80%	20.30%	100.00%
Average Project Monitoring and Evaluation	13.21%	54.05%	11.96%	20.82%	100.00%

The results on goals and objectives show a majority of 59.30% indicated they were neutral on the assertion that project monitoring always ensures that the all goals and objectives of all projects are achieved as 18.60% strongly agreed that project monitoring always ensured that the all goals and objectives of all projects are achieved and 13.60% agreed project monitoring always ensured that the all goals and objectives of all projects are achieved while 8.50% showed that project monitoring did not that the all goals and objectives of all projects are achieved. A majority of

52.50% of the total response showed that they were neutral on the assertion that project stakeholders always ensured that all projects are delivered in a timely and cost-effective manner by considering all factors that enhance implementation and all obstacles in order to control their effect. As 22.00% indicated that project stakeholders did not ensure that all projects are delivered in a timely and cost-effective manner by considering all factors that enhance implementation and all obstacles in order to control their effect 20.30% strongly agreed that project stakeholders always ensured that all projects are delivered in a timely and cost-effective manner by considering all factors that enhance implementation and all obstacles in order to control their effect and 5.10% showed that project stakeholders always ensured that all projects are delivered in a timely and cost-effective manner by considering all factors that enhance implementation and all obstacles in order to control their effect.

About monitoring and evaluation aspect, 42.40% showed that they were neutral on the assertion that the sub county had dedicated project team that carries out all controlling and managing activities (monitoring and evaluation aspect) and the making their findings public to all stakeholders. In the results, 27.10% strongly agreed that the sub county had dedicated project team that carries out all controlling and managing activities (monitoring and evaluation aspect) and the making their findings public to all stakeholders and 22.00% agreed that the sub county had dedicated project team that carries out all controlling and managing activities (monitoring and evaluation aspect) and the making their findings public to all stakeholders. However, 8.50% indicated sub county had not dedicated project team that would have carried out all controlling and managing activities (monitoring and evaluation aspect) and the making their findings public to all stakeholders.

On cost management, 49.20% showed that they were neutral on the assertion that the sub county did ensure that the costs were managed so that they do not exceed the allocated budget for the project while 18.60% strongly agreed that the sub county always ensure that the costs were managed so that they do not exceed the allocated budget for the project. As 25.40% indicated that the sub county did not ensure that the costs were managed so that they do not exceed the allocated budget for the project, 6.00% showed that the sub county ensured that the costs were managed so that they do not exceed the allocated budget for the project. About time management, a majority of 50.80% of the total response indicated that they were neutral on the assertion that the project team ensured that time is managed effectively to ensure timely delivery of the project as 23.70% strongly agreed that the project team ensured that time is managed effectively to ensure timely delivery of the project. While 13.60% indicated that the project team ensured that time is managed effectively to ensure timely delivery of the project 11.90% indicated that the project team did not ensure that time is managed effectively to ensure timely delivery of the project.

The results on budget compliance show that most of the respondents (43.90%) indicated that they were neutral on the assertion that sub county had the ability to determine budget compliance and standards are set for the delivery of project outputs while 21.00% agreed that that sub county had the ability to determine budget compliance and standards are set for the delivery of project outputs. As 19.30% indicated that that sub county did not have the ability to determine budget compliance and standards are set for the delivery of project outputs, 15.80% strongly agreed that that sub county always had the ability to determine budget compliance and standards are set for the delivery of project outputs. A majority of 61.00% of the total response indicated that they were neutral on the assertion that there was the ability to determine

the completeness status of any project in the sub county, and 25.40% strongly agreed that there was always the ability to determine the completeness status of any project in the sub county. As 6.80% showed that there was no ability to determine the completeness status of any project in the sub county, another 6.80% indicated that there was the ability to determine the completeness status of any project in the sub county.

The results on monitoring quality (Quality Assurance), show majority of the respondents (57.60%) indicated that the sub county had mechanisms to monitoring quality during the implementation of effective and sound and 22.00% strongly agreed that the sub county always had mechanisms to monitoring quality during the implementation of effective and sound. As 18.00% showed the sub county had mechanisms to monitoring quality during the implementation of effective and sound, 1.70% the sub county did not have the mechanisms to monitoring quality during the implementation of effective and sound. A majority of 64.40% of the total response indicated they were neutral on the assertion that there were means for managing communication among all relevant parties effectively and 20.30% strongly indicated that there were always means for managing communication among all relevant parties effectively. While 10.20% indicated that there were no means for managing communication among all relevant parties effectively, 5.10% showed that there were means for managing communication among all relevant parties effectively.

A majority of 59.30% of the respondents indicated that they were neutral on the assertion that risks were managed effectively and any changes (issues) arising during the implementation of the project were effectively and properly managed as 16.90% strongly agreed that that risks were managed effectively and any changes (issues)

arising during the implementation of the project were effectively and properly managed, 13.60% agreed that that risks were managed effectively and any changes (issues) arising during the implementation of the project were effectively and properly managed and 10.20% indicated that risks were not managed effectively and any changes (issues) arising during the implementation of the project were effectively and properly managed.

On project evaluation, a majority of 54.20% of the total response indicated that they were neutral on the assertion that every project was evaluated after the closure to determine the level of achievement of the objectives of the project and its success and lessons learned as 20.30% strongly agreed that every project was always evaluated after the closure to determine the level of achievement of the objectives of the project and its success and lessons learned, 18.60% indicated that project were not evaluated after the closure to determine the level of achievement of the objectives of the project and its success and lessons learned, and 6.80% indicated that every project was evaluated after the closure to determine the level of achievement of the objectives of the project and its success and lessons learned. On average, a majority of 54.05% of the total response indicated that Project Monitoring and Evaluation was moderate as 20.82% showed that it was very vibrant, 13.01% showed that it was poor and 11.96% showed that it was strong.

4.7 Influence of funds allocation and utilization on the performance of CDF projects

The 4th objective was; to assess the influence of funds allocation and utilization on the performance of CDF projects in Kasarani Sub-County and the study sought to assess he influence of funds allocation and utilization on the performance of CDF projects

using answers from 5-point Likert scale questionnaire. The results obtained were captured in table 4.9.

Table 4.9: Influence of Funds Allocation and Utilization on The Performance of CDF projects

Funds Allocation and Utilization	Disagree	Neutral	Agree	Strongly Agree	Total
Timely disbursement	11.90%	33.90%	28.80%	25.40%	100.00%
Budgeting	16.90%	52.50%	18.60%	11.90%	100.00%
Adequate budgetary allocation	8.50%	39.00%	18.60%	33.90%	100.00%
Expenditure varying	18.60%	50.80%	18.60%	11.90%	100.00%
Availability of facilities	16.90%	49.20%	16.90%	16.90%	100.00%
Average Funds Allocation and Utilization	14.56%	45.08%	20.30%	20.00%	100.00%

The results on timely disbursement show most of the respondent (33.90%) indicated that they were neutral on the assertion that there was always timely disbursement of funds to CDF project implementation where funds were not delayed and disbursed according to the budgeting (On time funding) which enhanced the performance of the fund. As 28.80% agreed that there was always timely disbursement of funds to CDF project implementation where funds were not delayed and disbursed according to the budgeting (On time funding) which enhanced the performance of the fund, 25.40% strongly agreed to it. However, 11.90% indicated that there was no timely disbursement of funds to CDF project implementation where funds were delayed and not disbursed according to the budgeting (On time funding) which deterred enhancing the performance of the fund.

A majority of 52.50% of the total response indicated that they were neutral on the assertion that the project had a budget which was always adhered to and hence ensuring the high performance of the CDF while 18.60% showed that the project had a budget which was always adhered to and hence ensuring the high performance of

the CDF. As 16.90% indicated that the project did not a budget which could have been always adhered to and hence ensuring the high performance of the CDF, 11.90% strongly showed that the project had a budget which was always adhered to and hence ensuring the high performance of the CDF.

On project funding, most of the respondents (39.00%) indicated that they were neutral on the assertion that the projects were fully funded (funded effectively) with adequate budgetary allocation which improved the performance of CDF while 33.90% strongly agreed that project were always fully funded (funded effectively) with adequate budgetary allocation which improved the performance of CDF and 18.60% indicated that projects were funded effectively with adequate budgetary allocation which improved the performance of CDF. However, 8.50% indicated that the project were not funded effectively with adequate budgetary allocation which retarded the performance of CDF. A majority of 50.80% of the total response indicated that they were neutral on the assertion that the cost of the projects was never varied over time which ensured that the CDF performed as expected. While 18.60% indicated that the cost of the projects was varied over time which made the CDF not to perform as expected another 18.60% indicated that the cost of the projects was never varied over time which ensured that the CDF performed as expected and 11.90% strongly showed that the cost of the project was never varied over time which ensured that the CDF performed as expected.

On facilities and equipment, the results show that most of the respondents (49.20%) indicated that they were neutral on the assertion that the required resources (facilities and equipment) were always made available on time for purposes of ensuring expected performance of the CDF. As 16.90% indicated that the required resources

(facilities and equipment) were not always made available on time for purposes of ensuring expected performance of the CDF, 16.90% showed that the required resources (facilities and equipment) were always made available on time for purposes of ensuring expected performance of the CDF another 16.90% strongly agreed that the required resources (facilities and equipment) were always made available on time for purposes of ensuring expected performance of the CDF. On average showed that the funds allocation and utilization was moderate, 20.30% showed that it was good, 20.00% showed it was very good and 14.56% showed it was poor.

4.8 Status of Performance of CDF Projects

Lastly, the study assesses the status of dependent variables; performance of CDF projects and the results obtained were captured in table 4.10.

Table 4.50: Analysis by Status of performance of CDF projects

Performance Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Time performance	37.30%	33.90%	18.60%	6.80%	3.40%	100.00%
Cost performance	25.40%	61.00%	8.50%	0.00%	5.10%	100.00%
Quality performance	22.00%	54.20%	11.90%	6.80%	5.10%	100.00%
Safety performance	20.70%	44.80%	8.60%	17.20%	8.60%	100.00%
User satisfaction	16.90%	55.90%	11.90%	5.10%	10.20%	100.00%
according to set objectives	12.10%	51.70%	17.20%	19.00%	0.00%	100.00%
Environmentally friendly	13.60%	52.50%	16.90%	5.10%	11.90%	100.00%
Average Performance	21.14%	50.57%	13.37%	8.57%	6.33%	100.00%

About the time performance, most of the respondents (37.30%) strongly showed that the projects were not implemented according to the set timelines with; timely delivery of resources, Harmonious relationship existing on site, and without delays in securing funds and 33.90% showed he projects were not implemented according to the set timelines with; timely delivery of resources, Harmonious relationship existing on site, and without delays in securing funds. Meanwhile 18.60% showed that they were

neutral on the assertion that projects were implemented according to the set timelines with; timely delivery of resources, Harmonious relationship existing on site, and no delays in securing funds. While 6.80% showed that projects were implemented according to the set timelines with; timely delivery of resources, Harmonious relationship existing on site, and no delays in securing funds, 3.40% strongly indicated that projects were always implemented according to the set timelines with; timely delivery of resources, Harmonious relationship existing on site, and no delays in securing funds.

The results on Cost performance show a majority of 61.00% of the total response indicated that the projects were not implemented according to the cost/budget provisions where; equipment were not available at pre-budgeted rates, there were no stable labour costs and there were increase in materials cost while 25.40% strongly agreed that projects were never implemented according to the cost/budget provisions where; equipment were not available at pre-budgeted rates, there were no stable labour costs and there were increase in materials cost. As 8.50% showed that they were neutral on the assertion that projects were implemented according to the cost/budget provisions where; equipment were available at pre-budgeted rates, there were stable labour costs and without increase in materials cost, 5.10% strongly agreed that projects were always implemented according to the cost/budget provisions where; equipment were available at pre-budgeted rates, there were stable labour costs and without increase in materials cost.

About quality performance , the results show a majority of 54.20% indicating that projects were not implemented according to the intended quality standards where; right material were not used for the construction work, sound quality management

standards (QMS) was not adhered to, and workers were not trained on positive attitudes while 22.00% strongly indicated that projects were never implemented according to the intended quality standards where; right material were not used for the construction work, sound quality management standards (QMS) was not adhered to, and workers were not trained on positive attitudes. From these results, 11.90% indicated that they were neutral on the assertion that projects were implemented according to the intended quality standards where; right material were used for the construction work, sound quality management standards (QMS) was adhered to, and workers were trained on positive attitudes. While 6.80% indicated that projects were implemented according to the intended quality standards where; right material were used for the construction work, sound quality management standards (QMS) was adhered to, and workers were trained on positive attitudes, 5.10% strongly agreed that projects were implemented according to the intended quality standards where; right material were used for the construction work, sound quality management standards (QMS) was adhered to, and workers were trained on positive attitudes, 5.10% strongly agreed that projects were implemented according to the intended quality standards where; right material were used for the construction work, sound quality management standards (QMS) was adhered to, and workers were trained on positive attitudes.

The results on safety performance show most of the respondents (44.80%) indicated that projects were not implemented according to the set technical requirements where; fatalities occurred, and accidents were reported and 20.70% strongly showed that projects were never implemented according to the set technical requirements where; fatalities occurred, and accidents were reported. In these results, 17.20% indicated that projects were implemented according to the set technical requirements where; fatalities did not occur, and accidents were not reported. As 8.60% showed that they were neutral on the assertion that projects were implemented according to the set technical requirements where; fatalities did not occur, and accidents were not reported, another 8.60% strongly showed that projects were always implemented

according to the set technical requirements where; fatalities did not occur, and accidents were not reported

A majority of 55.90% showed that projects were not implemented to user satisfaction as 16.90% strongly showed that projects were not implemented to user satisfaction. While 11.90% showed that they were neutral on the assertion that projects were implemented to user satisfaction, 10.20% strongly indicated that projects were always implemented to user satisfaction and 5.10% agreed that projects were implemented to user satisfaction. The results show that a majority of 51.70% of the respondents indicated that the projects were not implemented and evaluated according to set objectives while 19.00% indicated that projects were implemented and evaluated according to set objectives. While 17.20% showed that they were neutral on the assertion that projects were implemented and evaluated according to set objectives, 12.10% strongly indicated that the projects were never implemented and evaluated according to set objectives at all.

The results on environmental impact show a majority of 52.50% indicating that project did not utilize environmentally friendly technology where they led air pollution and gave rise to increase in solid waste while 16.90% showed that they were neutral on the statement “project utilized environmentally friendly technology where they neither led air pollution nor gave rise to increase in solid waste”. While 13.60% strongly indicated that project never utilized environmentally friendly technology where they led air pollution and gave rise to increase in solid waste, 11.90% strongly indicated that project utilized environmentally friendly technology where they neither led air pollution nor gave rise to increase in solid waste, and 5.10% agreed that project utilized environmentally friendly technology where they neither led air pollution nor

gave rise to increase in solid waste. On average 50.57% showed that the performance of CDF projects was low as 21.14% showed that was very poor, 13.37% showed that the performance of CDF projects was moderate, 8.57% showed that it was high and 6.33% showed that performance of CDF projects was very good.

4.9 Inferential Analysis

The study sought to establish whether the independent variables (IVs); project management competency, project planning, monitoring and evaluation, and funds allocation and were predictors of dependent variable (DV), performance of CDF projects. To achieve this, the study used the mean of mean to obtain indices for all the study variables. A mean of means was obtained from all the indicator of each variable to get the index for that variable.

The study first carried out correlation analysis, using Pearson correlation at 0.05 (5%) level of significance (p-value = 0.05) to establish whether there was any relationship between the IVs and the DV. Thereafter regression analysis was carried out to establish a study model.

4.9.1 Regression Analysis

Multiple regression was then carried out on the IV (project management competency, project planning, monitoring and evaluation, and funds allocation and utilization) against the dependent variable (performance of CDF projects) to estimate the model, since they had shown to have a significant relationship.

The IVs and DV were therefore regressed to estimate the study model. The analysis used the model was;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \alpha \dots \dots \dots (ii)$$

Where Y is the dependent variable (CDF projects performance),

β_0 is the regression coefficient, β_1 , β_2 , β_3 and β_4 are the slopes of the regression equation,

X1 is the Management Competencies independent variable,

X2 is project planning independent variable,

X3 is Monitoring and Evaluation independent variable and

X4 is the funds allocation and utilization independent variable, while α is an error term normally distributed about a mean of 0 and for purposes of computation, the α is assumed to be 0.

The study carried out an Analysis of Variance (ANOVA) to estimate the model fitness, and these results are captured in Table 4.11 below.

Table 4.11: ANOVA for Performance of CDF Projects

ANOVA ^a					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.144	4	3.786	20.364	.000 ^b
Residual	10.039	54	.186		
Total	25.184	58			

a. Dependent Variable: Performance of CDF projects

b. Predictors: (Constant), Project management competences, Funds allocation and utilization, Project Planning Strategy, Monitoring and Evaluation

The study generated a hypothesis to test the study model. The hypothesis was

$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$ (the coefficient of X₁, X₂, X₃, and X₄ are all zero)

H_a : At least one $\beta_i \neq 0$

H_0 is accepted if p-value >.05 (at 5% level of significance)

H_0 is reject if p-value <=.05 (at 5% level of significance) and H_a : is accepted

From Table 4.11, it can be observed that p-value = .000. Since p-value < 0.05

(F=20.364, P-value=.000), then we reject then null hypothesis and accepted the

alternative hypothesis. So, at the 5% significance level (i.e $\alpha=0.05$, level of significance), there exists enough evidence to conclude that at least one of the predictors; project management competency, project planning, monitoring and evaluation, and funds allocation and utilization are useful in predicting the performance of CDF projects. Therefore, the model is useful in explaining performance of CDF projects.

The IVs and DV were then regressed to estimate the study model. The study obtained result shown in Table 4.12.

Table 4.12: Regression Results of Dependent Variable against Predictor Variables

	Coefficients ^a				
	Unstandardized	Standardized		t	Sig.
	Coefficients	Coefficients	Beta		
B	Std. Error	Beta			
(Constant)	-1.123	.398		-2.822	.007
Project Planning Strategy	.212	.085	.236	2.478	.016
Monitoring and Evaluation	.263	.116	.290	2.259	.028
Funds allocation and utilisation	.267	.102	.243	2.602	.012
Project management competences	.268	.128	.282	2.105	.040

a. Dependent Variable: Performance of CDF projects

From the results in Table 4.12, the p-value for project management competency is .016, project planning is .028, monitoring and evaluation is .012, and funds allocation and utilization is .040. Since the p-value for each predictor variable was less than 0.05, there is an indication that there was a significant relationship between each independent variable; project management competency, project planning, monitoring and evaluation, and funds allocation and utilization and the dependent variable; performance of CDF projects. This is to say that all the predictor variable;

project management competency, project planning, monitoring and evaluation, and funds allocation and utilization could estimate the dependent variable, performance of CDF projects.

The coefficient for project management competency is .212, project planning is .263, monitoring and evaluation is .267, and funds allocation and utilization is .268. The estimated model was therefore fitted as;

$$Y = -1.123 + .212X_1 + .263X_2 + .268X_3 + .269X_4$$

Table 4.12 shows that project management competency, project planning, monitoring and evaluation, and funds allocation and utilization have positive coefficients. This implies that these variables are directly proportional to the performance of CDF projects. So, an increase in any of these variables; project management competency, project planning, monitoring and evaluation, and funds allocation and utilization leads to an increase in performance of CDF projects and vice versa.

Table 4.63: Study Model for Performance of CDF projects

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.775 ^a	.601	.572	.43118

a. Predictors: (Constant), Project management competences, Funds allocation and utilisation, Project Planning Strategy, Monitoring and Evaluation

Table 4.13 shows the coefficient of determination was .572, an indication that 57.20% of variation in performance of CDF projects is explained by project management competency, project planning, monitoring and evaluation, and funds allocation and utilization. Therefore, all the variable; project management competency, project planning, monitoring and evaluation, and funds allocation and utilization are strong determinants of performance of CDF projects.

In conclusion, the inferential statistics showed that the dependent variable, performance of CDF projects is explained by project management competency, project planning, monitoring and evaluation, and funds allocation and utilization. Therefore, project management competency, project planning, monitoring and evaluation, and funds allocation and utilization are predictors of performance of CDF projects.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of findings, discussions on the study findings, conclusions made based on the study findings, policy recommendations based on the findings and recommendation for further study.

5.2 Summary of Findings

The study summarized the findings based on the study objective to; determine the influence of project management competency on the performance of CDF projects in Kasarani Sub-County, establish the influence of project planning on the performance of CDF projects in Kasarani Sub-County, determine the influence of monitoring and evaluation on the performance of CDF projects in Kasarani Sub-County and assess the influence of funds allocation and utilization on the performance of CDF projects in Kasarani Sub-County.

5.2.1 Project Management Competency and Performance of CDF Projects

The study found that the project management competence was moderate as characterised by the indicators of project management competences. For instance, the project management staff were found to possess moderate academic qualifications, where some project management staff had high qualifications and other had low academic qualifications. The staff training was not regularly provided, such sometimes staff were continuously trained on relevant issues in project implementation and management which enhanced performance of the CDF and equally they were not trained. Some of the staff were knowledgeable, experienced and skilled and equal number was not possessing such qualities. The study found that

projects were not always run and managed by staff with varied knowledge, experience and skills a prerequisite for the expected performance of the CDF and that the projects did not always recruit staff with competence and appropriate skills which would have driven the performance of the CDF.

It was found that most of stakeholder did not receive any training to enhance decision-making capabilities that would have led to expected performance of the CDF and as well the project team did not fully comprise of experienced and competent members. The study found that not all staff in these projects possessed vast understanding of principles of project management to spur the performance of the CDF. The projects were not always awarded to experienced service providers (consultants & contractors) and there were rarely clear definition of individual responsibilities to drive the performance of CDF

5.2.2 Project Planning on The Performance of CDF Projects

The study found that Project Planning Strategy was moderately, where sometimes it would lead to enhancing performance of CDF projects and other times it was not effective at all. The study established that feasibility study was not always carried out for every project undertaken for functional and technical specifications and requirement elements of the project and that sometimes the projects were not clearly planned for in terms of scope, realistic cost estimates (budgets), contingent plans, time and completion schedule. The views of all project stakeholders were sometimes considered in every step of project planning and other times they were not considered while the project risks were only studied in advance and a risk plan was prepared on rare occasions. The results show that procurement plan with clear term of references for tendering documents was not always prepared as well as health and safety and

environmental management aspect in planning for projects. The procurement plan with clear term of references for tendering documents was ill prepared as well as health and safety and environmental management aspect in planning for projects.

It was established that the all stakeholders were not always effectively involved in every aspect of project planning which would have provided for adequate community participation in decision making thereby enhancing implementation of CDF projects. As well, stakeholders were not occasionally involved in financial detailed plan to establish the costs required during the implementation phases of the project. Sometimes, a project team was appointed from the beginning of the project with a clear job description and in other occasion this was not done. The study found that not every project required development quality plan to monitor the quality of the outputs and to identify actions that would have been used to achieve the required quality and the sub county rarely set up in advance a project office to manage the implementation of the project

5.2.3 Monitoring and Evaluation and Performance of CDF Projects

The study found that Project Monitoring and Evaluation sometimes effective and other times it was ineffective. That it was moderate in its contributions towards the enhancing of performance of CDF projects. Sometimes project monitoring ensured that the all goals and objectives of all projects were achieved and other times it did not and also the project stakeholders were not always ensured that all projects were delivered in a timely and cost-effective manner by considering all factors that enhance implementation and all obstacles in order to control their effect. The study found that the sub county did not always have a dedicated project team that carried out all controlling and managing activities (monitoring and evaluation aspect) and the

making their findings public to all stakeholders. Thus, there was no dedicated project team and as a result, the monitoring and evaluation findings were not always made public to all stakeholders. Worryingly, the project costs were not well managed so that they do not exceed the allocated budget for the project. So sometimes the costs exceeded the allocated budget for the project due to poor management of costs. It was found that the project team did not always ensure that time was managed effectively to ensure timely delivery of the project.

Budget compliance was found to be a great concern since the sub county lack the ability to determine budget compliance and standards are set for the delivery of project outputs. Even the sub county did not have the ability to determine the completeness status of any project in the sub county and further the Quality Assurance was head ache to the project team. The study established that sub county lacked a comprehensive mechanism to monitoring quality during the implementation of effective and sound projects. Managing communication among all relevant parties effectively was found to be very elusive. There were no proper channels for managing communication among all relevant parties effectively. Surprisingly, risks were not always managed effectively and any changes (issues) arising during the implementation of the project were not effectively and properly managed. Thus, risk management was a point of great concern in implementation of CDF projects.

The study established that not every project was evaluated after the closure to determine the level of achievement of the objectives of the project and its success and lessons learned.

5.2.4 Funds Allocation and Utilization and Performance of CDF Projects

The performance of the funds allocation and utilization were poor, which impacted on the performance of the CDF project. The study established that the CDF projects were constrained by untimely disbursement of funds to CDF project implementation where funds were delayed and not disbursed according to the budgeting (on time funding) which affected the performance of the fund. As a result, the project budget was not always adhered to and hence impacting on the performance of the CDF project. Sometimes, the projects were not fully funded (funded effectively) with adequate budgetary allocation which affected the performance of CDF. On the other hand, the cost of the projects most times varied over time which impacted on the performance of the CDF project. Occasionally, the required resources (facilities and equipment) were not always made available on time for purposes of ensuring expected performance of the CDF project.

5.2.5 Status of performance of CDF Projects

The study found that the overall the performance of CDF projects was poor as characterized by the indicators of the performance of CDF projects. The study established that the time performance was poor where the projects were not implemented according to the set timelines lacking; timely delivery of resources, harmonious relationship existing on site, and experiencing delays in securing funds. Cost performance was as well found to be poor where the projects were not implemented according to the cost/budget provisions where; equipment were not available at pre-budgeted rates, there were no stable labour costs and there were increase in materials cost. This affected the quality performance, with projects not being implemented according to the intended quality standards where; right material was not used for the construction work, sound quality management standards (QMS)

was not adhered to, and workers were not trained on positive attitudes. The poor time performance and cost performance had a ripple effect on the safety performance where that project was not implemented according to the set technical requirements where; fatalities occurred, and accidents were reported.

More so, projects were not implemented to user satisfaction and the projects were not implemented and evaluated according to set objectives. The study established that the environmental performance of the CDF projects was poor depicted by an environmental impact where project did not utilize environmentally friendly technology. The projects were characterised by air pollution with rise to increase in solid waste.

5.2.6 Relationship between the IVs and the DV

The study found that there existed a significant relationship between each IVs; project management competency, project planning, monitoring and evaluation, and funds allocation and utilization and DV; performance of CDF projects. That is all the IVs; project management competency, project planning, monitoring and evaluation, and funds allocation and utilization were significantly related to performance of CDF projects, since the p-value for each was less than 0.05. It was found that there was a positive significant relationship between each IVs and the DV since each relationship was greater than 0.3. each of the project management competences and, monitoring and evaluation had high relationship since the coefficient of correlation for each was greater than 0.6 while each of funds allocation and utilisation and project planning strategy had a moderate relationship since the coefficient of correlation for each was greater than 0.3.

5.3 Discussions

The study carried out discussions on the findings, based on the research objective, and relating it to the literature reviewed. The study used the empirical review to justify the findings and indicating the gaps filled.

5.3.1 Discussions on Project Management Competency and Performance of CDF Projects

The present study established that the level of project management competency was moderate and that status of performance of CDF projects was poor. The study established that the deficient performance was attributed to the project management competency. This is based on the findings in the study by Karanja (2014), which established that certain project management competency characteristics affected the performance of project. According to Karanja (2014) the required project management competences include; skills, supervisory skills, experience, leadership, communication skills, and subcontractors competence. The present study established that the project management competency influencing performance of CDF projects included; academic qualification, training, knowledge and skills, competence, and experience. Specifically, the present study established that project management competences influencing the performance of CDF projects were; academic qualifications; staff training; knowledge, experience and skills; stakeholder training to enhance decision-making capabilities; understanding of principles of project management; experience of service providers (consultants & contractors) and clear definition of individual responsibilities.

The study by Dinsmore and Cabanis-Brewin (2011) established that training in project management as well as higher education was essential in ensuring success of

project. Meanwhile the present the study also found that academic qualifications, staff training and understanding of principles of project management importantly impacted on the success of performance of CDF projects. So, the findings in the present total confirmed the findings in the study by Dinsmore and Cabanis-Brewin (2011).

As the Carbone and Gholston (2014) concludes that offering training to staff in a project team improves their competence to play their role within the project management, the study by Lytras *et al.*, (2010) revealed that in project management, training session mainly aim at developing or improving their project manager competencies and the study by Schwalbe (2011) established that training efforts for general project management skills help uncover inefficiencies in the overall project management approach. In the same vein the present study established that training was very important for the performance of CDF projects. The findings in the present study therefore appears to conclude and as well sum up the findings in the studies by Carbone and Gholston (2014), by Lytras *et al.*, (2010), and that of Schwalbe (2011) in exposing the benefit of initiating and sustaining training in project management.

The study by Jha and Iyer (2014) attribute the performance to competence among major factors as Dainty (2014) concluded that for a competency was for successful project implementation and study conducted by Kariungi (2014) showed that the benefits of project performance would not be achieved without strong commitment and knowledge. The present study established that knowledge and skills, competence were also very important in the performance of CDF projects which was agreeing to the study by Kariungi (2014) and confirming the findings in the study by Jha and Iyer (2014). This was established in the study by Yong and Mustaffa (2012 which found that competence has a significant contribution towards the success of a project.

As the study conducted by Adan, (2012) revealed that technical experience has a positive impact on the Constituency Development Funded projects performance through their roles in project identification, planning, implementation and monitoring and evaluation of such projects, the present study established that experience, understanding of principles of project management, and clear definition of individual responsibilities largely impacted on the performance of CDF projects.

The present study established that experience of service providers (consultants & contractors) was a contributing factor to the performance of CDF projects which to a large extent widen the findings in the study by Ernawati (2013). According to Ernawati (2013) experience of contractor, consultant, and owner affected the performance of projects where causes related to contractor actions were concerned, 'financial problems', 'shortage of materials' and 'poor site management' were ranked among the top three. Owner causes included 'delayed payments', 'slow decision-making' and 'contract scope changes'. The top three consultant causes were 'poor supervision', 'slowness to give instructions' and 'lack of experience'.

Based on the findings in the empirical studies, the present can confirm that project management competency in terms of academic qualifications; staff training; knowledge, experience and skills; stakeholder training to enhance decision-making capabilities; understanding of principles of project management; experience of service providers (consultants & contractors) and clear definition of individual responsibilities influences the performance of CDF projects.

5.3.2 Discussions on Project Planning on the Performance of CDF Projects

The study established that the effectiveness of project planning influenced the performance of CDF Projects which confirms the findings in the study by Lam (2011) and that by Baldwin and Bordoli (2014). Lam's (2011) reveals that up-front planning efforts were essential for project performance as the study conducted by Baldwin and Bordoli (2014) concluded that project planning was significantly needed to improve project. Dvir and Lechler (2014) and Dvir *et al.* (2013) conducted studies which established strong correlation between project planning and the performance of a project. They found that clear definitions of functional and technical specifications in project planning could lead to the most effective execution of projects. They also found a strong correlation between successful implementation of planning procedures and performance of the project.

The present study established that project planning had moderate positive significant correlation with the performance of CDF projects and on the same strengths the studies by Baldwin and Bordoli (2014); Dvir and Lechler (2014); Dvir *et al.* (2013) and Lam (2011) showed that there exists a strong relationship between the project planning and the performance of a project. Based on the findings in the studies by Baldwin and Bordoli (2014); Dvir and Lechler (2014); Dvir *et al.* (2013) and Lam (2011), the present study therefore affirms that project planning influences on the performance of CDF projects. The present study established that the project planning indicators; feasibility study; stakeholders' participation; community participation and involvement; risk, procurement, financial and quality plan; project team appointment and project office were factors influencing performance of CDF projects.

More precisely, the present study can confirm that project planning factors; conducting a feasibility study, clearly planning for the project in terms of scope, time and completion schedule; stakeholders' participation; studying the risk plan; making a procurement plan; community participation; preparing a financial detailed plan; project team appointment, preparing a quality plan and; setting up a project office influence the performance of CDF projects. Baldwin and Bordoli (2014) indicated that the important benefits of project planning include: the ability to forecast resource requirements and costs; the ability to develop more realistic schedules with clear time deadlines; the ability to communicate with clear and reliable information to project stakeholders; providing reliable information for risk and opportunity assessment; providing good information for monitoring and control; minimizing materials wastage; and providing a strong basis for team coordination and assisting in the negotiation of contractual claims.

5.3.3 Discussions on Monitoring and Evaluation and Performance of CDF

Projects

Marangu (2012) conclude that monitoring and evaluating of projects plays a crucial role in ensuring similar projects are replicated as Naidoo (2011) reveals that monitoring and evaluation (M&E) is associated with significant power in terms of decision-making and Gwadoya (2012) found that there was a shared need for proper understanding of M&E practices in donor funded projects. The present study found that project monitoring and evaluation had strong relationship correlation with performance of CDF projects. The findings in the present seem to extend the findings in the studies by Naidoo (2011), Marangu (2012) and Gwadoya (2012) through the confirmation of the benefits associated with project monitoring and evaluation. The present study extended the findings in these by clearly portraying the indicators of

project monitoring and evaluation influencing performance of CDF project as; goals and objectives (level of achievement, cost management (budget compliance), time management, quality assurance and risks management, and managing communication.

Ika *et al* (2012) ranks monitoring and evaluating highly as one of the major project success factors of project and Hwang and Lim (2013) established that monitoring and evaluating could lead to project success. Ika *et al.* (2012) found that critical success factors include monitoring, coordination, and design, training and the Institutional environment. Magondu (2013) established that these factors were found to be of significance and that management commitment is a key aspect when it comes to the implementation of monitoring and evaluation since they are key decision makers in an organization. The present study enlarged the spectrum to identify the factors influencing the success of CDF project performance to include; monitoring goals and objectives; delivery in a timely and cost effective manner; controlling and managing activities; cost management; time management; ensuring budget compliance; determining the project completeness; quality assurance, managing communication; risks management; and evaluating the level of achievement. Since there was a strong significant positive relationship correlation between project monitoring and evaluation and performance of CDF projects and based on the findings in the studies by Naidoo (2011), Marangu (2012), Gwadoya (2012) and Ika *et al.* (2012) then the present study confirms that these factors highly influence the performance of CDF projects.

5.3.4 Discussions on Funds Allocation and Utilization and Performance of CDF Projects

The present study found that there existed a positive significant relationship between funds allocation and utilization and performance of CDF projects and according to the study conducted by Kombo (2011) financial management planning of project has to be conducted in a professional way in order for the project to achieve its objectives. Atrill (2013) established the financial management significantly affects the performance of the project. Based on the findings in the studies by Kombo (2011) and Atrill (2013), the present study can conclude that funds allocation and utilization significantly influence the performance of CDF projects. The study by Namoit (2012) established that ineffectiveness in financial management would ideally lead to underperformance of the project. However, the study did not highlight the key factors that would significantly lead to ineffectiveness in financial management. In seeking to lock this gap, the present established that the factors of funds allocation and utilization that influenced the performance of CDF projects were; timely disbursement, budgeting, adequate budgetary allocation, expenditure varying, and availability of facilities. Thus, from the studies by Kombo (2011), Atrill (2013), and Namoit (2012), it is clear that the CDF board should be careful in ensuring that there is timely disbursement, budgeting, adequate budgetary allocation, expenditure varying, and availability of facilities for successful performance of CDF projects.

The study by Kimani (2013) concludes that there is a strong positive relationship between the fund management practices and performance of CDF funded projects in Kenya. In which case, the study by Kimani (2013) recommends for a financial policy to propel the performance of these projects. In the same thought, the present study established that success of CDF projects is pegged on timely disbursement, budgeting,

adequate budgetary allocation, expenditure varying, and availability of facilities. The present study seems to qualify the study by Kimani (2013) by advocating for a policy which accommodates timely disbursement, budgeting, adequate budgetary allocation, expenditure varying, and availability of facilities as its key pillars. Elating the current study to the study by Kimani (2013), then the present study identified the crucial considerations when developing a funds allocation policy for CDF funded projects. Since the study by Kimani (2013) only mentioned the need for policy; the present study may be used to clarify the considerations in the design and development of such a policy.

5.3.5 Discussions on Status of Performance of CDF Projects

The study established that the status of performance of CDF projects was poor as the study by (Ochieng' & Tubey, 2013) revealed that there has been underperformance of CDF funds, where some authorities have argued that institutional capacity of the implementing organs need scrutiny. Most CDF projects have failed to achieve the intended objectives in various constituencies of Kenya. In fact, (NTA 2012) posit that the mismanagement and embezzlement of CDF fund by Constituency Development Fund Committees (CDFC) has been reported in the country. The findings in the present study are a confirmation of the findings in empirical research as well as concerns by relates authorities that CDF projects are underperforming.

The present established that indicators of the performance of CDF projects were; time performance, cost performance, quality performance, safety environmental performance, user satisfaction (according to set objectives). The study by Jha and Iyer (2014) attribute the performance to major factors for the achievement of schedule, cost, and quality objectives respectively where project performance is typically

defined with respect to time, budget, and quality. Elsewhere, the studies by Dvir and Lechler (2014) and Dvir *et al.* (2013) confirmed that the performance of a project can be measured in terms of time, cost, and quality. Based on these findings in the empirical studies, then the present study can ascertain that the CDF projects are underperforming in terms of; timely delivery of resources, harmonious relationship existing on site, and experiencing delays in securing funds; Cost performance (cost/budget provisions with equipment availability at pre-budgeted rates, stable labour costs and no increase in materials cost); quality performance (projects implemented according to the intended quality standards with; use of right material, sound QMS adherence; time performance); safety performance (projects implemented according to the set technical requirements avoiding fatalities and accidents) user satisfaction and environmental performance (environmentally friendly technology).

5.4 Conclusions

The study concludes that project management competency highly influences on the performance of CDF projects. The factors of project management competency contributing towards the performance of CDF projects are; academic qualification, continuously training of the project staff, knowledge and skills, competence of the staff, stakeholder training, experienced and competent team, understanding of principles of project management, experienced service providers (contractors and consultants) and, individual responsibilities.

The study concludes project planning moderately influences on the performance of CDF projects and it's enhanced by various indicators. These indicators include; conducting a Feasibility Study, clearly planning for the project in terms of scope, time and completion schedule; stakeholders' participation; studying the risk plan; making a

procurement plan; community participation; preparing a financial detailed plan; Project Team appointment, preparing a quality plan and; setting up a project office.

The study concludes that monitoring and evaluation highly influences performance of CDF projects. The indicators of monitoring and evaluation highly influences performance of CDF projects are; monitoring goals and objectives; delivery in a timely and cost effective manner; controlling and managing activities; cost management; time management; ensuring budget compliance; determining the project completeness; quality assurance, managing communication; risks management; and evaluating the level of achievement

The study concludes that funds allocation and utilization moderately influence performance of CDF projects. the factors enhancing performance of CDF projects in funds allocation and utilization include; timely disbursement; adequate budgeting adequate budgetary allocation; expenditure varying; and availability of facilities.

The study reveals that there exists a positive significant relationship between each of; project management competency, project planning, monitoring and evaluation, and funds allocation and utilization; and performance of CDF projects, since the p-value for each was less than 0.05. Each of the project management competences and, monitoring and evaluation had high relationship since the coefficient of correlation for each was greater than 0.6 while each of funds allocation and utilisation and project planning strategy had a moderate relationship since the coefficient of correlation for each was greater than 0.3.

5.5 Recommendations

The study made the following policy recommendation based on the findings and study objectives.

The study recommends that the CDF board should ensure professionalism in securing its project management competency. The board should setup requirements for acquisition and retention of the project staff where only qualified staff should be retained and motivated. There should be policies and standards set on the quality of staff to be involved in project management. The CDF project should be run and managed by staff with competence and appropriate skills. These staff should be continuously trained on relevant issues in project implementation and management to acquire varied knowledge, skills and attitudes. The training should encompass all aspects of project implementation processes in in order to enhance project implementation as well as making them have an understanding of principles of project management. Further, the stakeholders should be trained so as to enhance their decision making capabilities and as well the project should be handled by experienced service providers (Consultants & Contractors). There should be guidelines providing clear individual responsibilities.

The study recommends that the county CDF board should prepare documentations and manuals guiding on project planning. Rules and regulation should as well be established on the requirements for project planning. Where possible there should be guidelines and checklist on the project planning mechanisms. These should provide clarity of standards and specifications for the elements project planning. This guideline should spell out on; undertaking Feasibility Study, studying project Risks, appointing Project Team, Set up Project Office, and provision of functional and technical specifications. The project team should study all project requirement,

prepare a clear job description for project team, ensures there are quality standards and indicator for every stage of the project lifecycle, prepare detailed plan for project implementation, preparing financial detailed plan ,determine quality target, develop quality plan prepare procurement plan ;prepare project risk plan, prepare communication plan for all related parties, clearly plan in terms of scope, time and completion schedule, prepare environmental management plan, and develop contingent plans. Importantly, the views of all project stakeholders should be considered in every step of project planning. The Community members should as well participate in every step of project planning.

The study recommends that there should be policies on monitoring and evaluation. The project team should have a checklist to record the project progress. These should set standards for the delivery of project outputs. The standards should spell out the role of each stakeholder in the project. The project stakeholders always ensure that the goals and objectives of all projects match the needs being addressed by the projects, projects are delivered in a timely and cost-effective manner, identify and address issues arising during implementation process, control effect of all obstacles in order to control their effect, and analyze the results of each project, determine the completeness status

There should be a dedicated team to address the monitoring and evaluation aspect and the always make their findings made public to all stakeholders, the project team should; control and managing activities, manage costs to ensure they not exceed the allocated project budget for the project, manage time effectively, ensure budget compliance, ensure Quality Assurance, manage risks effectively, effectively manage

communication among all relevant parties, and evaluate the project after the closure to determine the level of achievement of the objectives.

The study recommends that the project funds should be prudently allocated and utilized. All the stakeholders involved in financial management practices and accounting must show prudence in their work. The study suggests that the county governments as well as the national government should localize the project oversight to the grassroots by expanding the oversight groups to include the citizens. Accordingly, there should be accountability by all stakeholders by; always ensuring that there is project budget, effecting funding the projects, having adequate the budgetary allocation, timely disbursement of funds to CDF project implementation, ensuring that project costs are not varied over time, and ensuring availability of necessary facilities and equipment.

The expected outcome, from implementation of the recommendations is; recruiting and retaining competent and skilled staff having adequate experience in project management as well as outsourcing from reputable and experienced contractors and consultant; carrying out an effective project planning activities during project conception and design; continuously monitoring and evaluating project progress during implementation; and professionally and accountably allocating and utilizing project funds.

5.6 Areas for Further Study

The present study established that the 57.20% of variation in performance of CDF projects is explained by project management competency, project planning, monitoring and evaluation, and funds allocation and utilization. Therefore, there are other factors contributing to the remaining 42.80%. so, studies should be conducted to explain the other factors contributing to the 42.80% of change performance of CDF projects.

The study was conducted in Kasarani Sub County, which was a very small representative of the entire country, so other studies should be conducted to investigate the influence of project management practices on performance of constituency development fund projects Entire County as well as the entire Kenyan Republic.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS

Cynthia Nyingi,
P.O Box 15644-
00200
Nakuru,
5th September
2016

Dear Respondent,

RE: INFLUENCE OF PROJECT MANAGEMENT PRATICES ON PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA: A CASE OF MATERNITY HOSPITALS IN KASARANI SUB-COUNTY, NAIROBI COUNTY

I am a Master of Arts in Project Planning and Management student at the University of Nairobi currently conducting a research study entitled as above. You have been selected as one of the respondents to assist in providing the requisite data and information for this research. I kindly request you to spare a few minutes and answer the attached questionnaire. The information you shall give will be used for academic purposes only, will be treated with utmost confidentiality and will not be shared with anyone whatsoever. Do not write your name anywhere on the questionnaire.

On this basis, I request you to respond to all questions with utmost honesty.

Thanking you most sincerely.

Yours Sincerely,

Cynthia Nyingi

0726917192

APPENDIX II: QUESTIONNAIRE

INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA: A CASE OF MATERNITY HOSPITALS IN KASARANI SUB-COUNTY, NAIROBI COUNTY

This Questionnaire is meant to collect data among the CDF board members of Kasarani Sub County. Any information provided in this Questionnaire will be used for purposes of research only and will not be divulged or availed to unauthorized persons

Please take a few minutes to complete this questionnaire

Please answer the questions correctly and as accurate as possible

Tick the correct answer in the boxes provided against the questions where provided

SECTION A: BACKGROUND INFORMATION

1. What is your Gender? Please tick (√) as appropriate
Male () Female ()
2. For how long have you worked in the institution? Please tick (√) as appropriate
Less than 1 years () 1 - 5 years ()
6 to 10 years () Over 10 years ()
3. Please indicate your Age bracket. Tick (√) as appropriate
Less than 20 years () 21 to 30 Years ()
31 to 40 years () 40 to 50 Years ()
Over 50 Years ()
4. Please indicate your highest education level attained. Tick (√) as appropriate
None () Primary School () Secondary School ()
Certificate () College Diploma () Bachelor's Degree ()
Master's Degree () PhD Degree ()
Other specify ()

Section B: Performance Of Constituency Development Fund Projects

5. Please indicate your level of agreement or disagreement with the following statements regarding performance of constituency development fund projects in your sub county. Please tick (√) the space corresponding to the correct answer in each question below

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

	Statement	1	2	3	4	5
(a)	Time performance - Projects are implemented according to the set timelines with; timely delivery of resources, Harmonious relationship existing on site, and no delays in securing funds					
(b)	Cost performance - Projects are implemented according to the cost/budget provisions where; equipment available at pre-budgeted rates, there is table labour costs and without increase in materials cost					
(c)	Quality performance - Projects are implemented according to the intended quality standards where; right material are used for the construction work, sound quality management standards (QMS) was adhered to, and workers are trained on positive attitudes					
(d)	Safety performance - Projects are implemented according to the set technical requirements where; fatalities do not occur, and accidents are not reported.					
(e)	Projects are implemented to user satisfaction					
(f)	Projects are implemented and evaluated according to set objectives					
(h)	Environmental Impact – Project utilize environmentally friendly technology where they neither lead air pollution nor give rise to increase in solid waste					

Section C: Influence of Project Management Competences

6. Please indicate your level of agreement or disagreement with the following statements about influence of stewardship (project management) competences on performance of constituency development fund projects in your sub county. Please tick (√) the space corresponding to the correct answer in each question below.

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

	Statement	5	4	3	2	1
(a)	The sub county acquires staff possessing high academic qualification to run and manage the project which ensure expected performance of the CDF					
(b).	The staff involved in the projects are continuously trained on relevant issues in project implementation and management which enhance performance of the CDF					
(c)	The projects are run and managed by staff with varied knowledge, experience and skills a prerequisite for the expected performance of the CDF					
(d).	The project recruits staff with competence and appropriate skills which drive the performance of the CDF					
(e)	Stakeholder training enhances decision making capabilities that leads to expected performance of the CDF					
(f)	There are experienced and competent team project					
(g)	The staff in these projects possess vast understanding of principles of project Management to spur the performance of the CDF					
(h)	The projects are only awarded to experienced service providers (Consultants & Contractors)					
(i)	There are clear definition of individual responsibilities to drive the performance of CDF					

Section D: Influence of Project Planning Strategy

7. Please indicate your level of agreement or disagreement with the following statements about influence of project planning strategy on performance of constituency development fund projects in your sub county. Please tick (√) the space corresponding to the correct answer in each question below.

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

	Statement	5	4	3	2	1
(a)	A feasibility study is always carried out for every project undertaken for functional and technical specifications and requirement elements of the project					
(b).	Every projects is clearly planned for in terms of scope, budgets, contingent plans, time and completion schedule					
(c)	The views of all project stakeholders are considered in every step of project planning					
(d).	The project risks are studied in advance and a risk plan is prepared					
(e)	A procurement plan with clear term of references for tendering documents is prepared as well as health and safety and environmental management aspect in planning for projects					
(f)	All stakeholders are effectively involved tin every aspect of project planning which provide for adequate community participation in decision making thereby enhancing implementation of CDF projects					
(g)	All the stakeholders are involved in financial detailed plan to establish the costs required during the implementation phases of the project					
(h)	A Project Team is always appointed from the Beginning of the project with a clear job description					
(i)	Every project required development quality plan to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality					
(j)	A project office is set in advance to manage the implementation of the project					

Section E: Influence of Project Monitoring and Evaluation

8. Please indicate your level of agreement or disagreement with the following statements about influence of project monitoring and evaluation on performance of constituency development fund projects in your sub county. Please tick (√) the space corresponding to the correct answer in each question below.

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

	Statement	5	4	3	2	1
(a)	The project monitoring always ensures that the all goals and objectives of all projects are achieved					
(b).	Project stakeholders always ensure that all projects are delivered in a timely and cost-effective manner by considering all factors that enhance implementation and all obstacles in order to control their effect					
(c)	The sub county has dedicated project team that carries out all Controlling and managing activities (monitoring and evaluation aspect) and the making their findings public to all stakeholders					
(d).	The sub county ensures that there is costs are managed so that they do not exceed the allocated budget for the project					
(e)	The project team ensure that time is managed effectively to ensure timely delivery of the project					
(f)	The sub county has the ability to determine budget compliance and standards are set for the delivery of project outputs					
(g)	There is the ability to determine the completeness status of any project in the sub county					
(h)	The county has Mechanisms to monitoring quality during the implementation of effective and sound (Quality Assurance)					
(i)	There are means for managing communication among all relevant parties effectively					
(J)	Risks are managed effectively and any changes (issues) arising during the implementation of the project are effectively and properly managed					
(k)	every project is evaluated after the closure to determine the level of achievement of the objectives of the project and its success and lessons learned					

Section F: Influence of Funds Allocation and Utilization

9. Please indicate your level of agreement or disagreement with the following statements about influence of funds allocation and utilization on performance of constituency development fund projects in your sub county. Please tick (√) the space corresponding to the correct answer in each question below.

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

	Statement	1	2	3	4	5
(a)	There is always timely disbursement of funds to CDF project implementation where funds are not delayed and disbursed according to the budgeting (On time funding) which enhance the performance of the fund					
(b).	The project has a budget which always adhered to and hence ensuring the high performance of the CDF					
(c)	The project is fully funded (funded effectively) with adequate budgetary allocation which improves the performance of CDF					
(d).	The cost of the project is never varied over time which ensures that the CDF performs as expected					
(e)	Required resources (facilities and equipment) are always made available on time for purposes of ensuring expected performance of the CDF					

Thank you for your cooperation

APPENDIX III: AUTHORIZATION LETTER FOR DATA COLLECTION



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

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

3rd November, 2016

REF: UON/CEES/NEMC/24/363

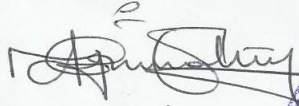
TO WHOM IT MAY CONCERN

RE: NYINGI CYNTHIA NYAWIRA - REG NO L50/68871/2013

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



She is proceeding for research entitled "influence of management practices on performance of Constituency Development Fund Projects in Kenya". A case of maternity hospitals in Kasarani Sub-county, Nairobi County.


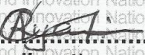

Any assistance given to her will be appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE



APPENDIX IV: RESEARCH PERMIT

CONDITIONS	
1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.	REPUBLIC OF KENYA  National Commission for Science, Technology and Innovation RESEARCH CLEARANCE PERMIT 11749 Serial No.A
2. Government Officer will not be interviewed without prior appointment.	
3. No questionnaire will be used unless it has been approved.	
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.	
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.	
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.	
	CONDITIONS: see back page

THIS IS TO CERTIFY THAT:	Permit No : NACOSTI/P/16/97895/14710
MISS. CYNTHIA NYAWIRA NYINGI	Date Of Issue : 11th November,2016
of UNIVERSITY OF NAIROBI, 0-20100	Fee Received :ksh 1000
nakuru,has been permitted to conduct	
research in Nairobi County	
on the topic: INFLUENCE OF	
MANAGEMENT PRACTICES ON	
PERFORMANCE OF CONSTITUENCY	
DEVELOPMENT FUND PROJECTS IN	
KENYA	
for the period ending:	
11th November,2017	
	
Applicant's Signature	Director General
	National Commission for Science, Technology & Innovation