

**INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON
COMPLETION OF NATIONAL GOVERNMENT
CONSTITUENCY DEVELOPMENT FUND PROJECTS IN
KENYA.A CASE OF EDUCATIONALPROJECTS IN MWINGI
WEST CONSTITUENCY, KITUI COUNTY**

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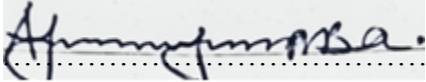
AUGUSTINE MUTETI MUSYOKA

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

2020

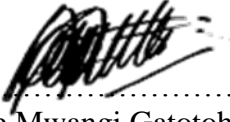
DECLARATION

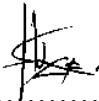
I declare that this research project report is my original work and has not been submitted for a degree in any other university or college for examination or academic purposes.

Signature...  Date.....27/08/2020...

AUGUSTINE MUTETI MUSYOKA
L50/10974/2018

This research project report has been submitted for examination with our approval as the university supervisors

Signed...  Date 27/08/2020
Dr. Augustine Mwangi Gatotoh
Senior Lecturer, University of Nairobi

Signed...  Date.....27/08/2020...
Mr. Mumo Mueke
Lecture,
Department of Open and Distance Learning
University of Nairobi.

DEDICATION

I dedicate my work to my loving wife Peninnah Muteti, My children Emmanuel Mutua, Joy Mutheu and Stephen Mutai for their invaluable support during my study.

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Above all I thank the Almighty God for His gracious gift of life and knowledge which helped me accomplish my project report .My profuse gratitude to my supervisors Mr.Mumo Mueke and Dr. Augustine Mwangi Gatotoh for their incredible support and guidance which has brought me this far. Great appreciation for their intellectual inputs and matchless constructive corrections. I wish to extend my appreciation to my family members, friends, colleagues, students and well-wishers.

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ABBREVIATION AND ACRONYMS

CDFC	-	Constituency development fund committee
CVI	-	Content validity index
GOK	-	Government of Kenya
ICT	-	Information communication technology
KSHS	-	Kenya shillings
M&E	-	Monitoring and evaluation
MP	-	Member of Parliament
NG-CDF	-	National government constituency development fund
NACOSTI	-	National council of science, technology and innovation
PMC	-	Project management committee
PMI	-	Project management institute
SPSS	-	Statistical package for social sciences

ABSTRACT

“The purpose of this study was to analyze the influence of project management practices on completion of National government constituency development funds projects in Kenya(NG-CDF).The research was guided by four objectives namely; to determine how scope management influences completion of NG-CDF projects in Mwingi West constituency; to examine how stakeholder participation influences completion of NG-CDF projects in Mwingi West constituency; to establish how monitoring and evaluation influences completion of NG-CDF projects in Mwingi West constituency and to examine how risk management influence completion of NG-CDF projects in Mwingi West constituency. The researcher used descriptive research design with a mixture of qualitative and quantitative methods of research approach. A sample size of 104 respondents was drawn from target population of 140 members of the NG-CDF committee and CDF project management for 22 projects commissioned in Mwingi West constituency in the financial year 2019/2020.Methodology involved collection and analysis of primary data. Descriptive and inferential statistics were used to analyze data. Quantitative data was tabulated and analyzed using frequencies, percentages, means and standard deviation. The data analysis was guided by the Pearson correlation coefficient models.” The findings depict that that there was positive association between scope management, stakeholder’s participation, monitoring and evaluation and risk management and completion of NG-CDF projects. The relationships ($p < 0.000$) are all significant with scope management ($r = 0.043$, $p < 0.000$), stakeholder’s participation ($r = 0.473$, $p < 0.000$), monitoring and evaluation ($r = 0.000$, $p < 0.000$) and risk management ($r = 0.567$, $p < 0.000$).The study concludes that there is significant positive relationship between scope management, stakeholder’s participation, monitoring and evaluation and risk management and completion of NG-CDF projects. Recommendation of the study is that there is need for appropriate outline of CDF project scope statement in the office and proper utilization of work breakdown structures, clearly outlining stakeholder roles to guide project implementation and the stakeholders should be involved in the phase out stage of project and existence of mechanisms or plans on risk Monitoring tools and there should be policies to mitigate on various project skills to steer the completion of NG-CDF projects. Further research can be done to assess the need to undertake similar research in other devolved county governments and national county government projects in Kenya and other countries in order to establish whether the explored factors can be generalized to influence project management practices on completion of NG-CDF projects. The findings of this paper may be used to serve as a longer-term safeguard against project management practices completion o NG-CDF projects in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Project management is the utilization of relevant methods, skills, experience and knowledge in order to realize the set objectives of a project within the agreed threshold. It is a collective effort of utilizing tools, skills and knowledge to meet the requirements of a project within a specified time. The achievement of the requirements of a project is propelled by the implementation of management techniques such as; monitoring and evaluation, planning, risk identification, closing phases of projects and execution (PM1, 2004). Management process ensures that relevant techniques and applications are used to effectively deliver the desired outcome.

In 2003 through an act of parliament, constituencies development fund (CDF) was established. It has repeatedly undergone several amendments as from the 2003 Act of parliament, 2007 Act, 2013 Act and now the 2016 Act which changed the name from Constituencies Development Fund to National Government Constituencies Development Fund (NG-CDF). The fund is monitored by the Ministry of Devolution and planning.

The purpose of this fund was to elevate constituency grass-root development projects by implementing equitable distribution of development resource across the country. It aimed at balancing development in all regions especially the marginalized areas. In 2003 through the CDF Act, a total of 2.5% of national revenue was channeled to constituencies (GOK, 2003).

The first amendment of the fund in 2003/04 generally supported projects in health, education, agriculture, security, roads and sports. This has changed since the adoption of the new amendment of 2016 Act with the aid of the new constitution that was promulgated in 2010 which divided the country into counties. The 2016 Act only provides funds for those projects that are under the national government. This implies that education, security, sports and other sectors that are within the national government will be receiving funds through NG-CDF.

Several countries globally have embraced the use of CDF in their countries. For example, countries like Jamaica, China, and Solomon Island among others utilize CDF in their projects. The Philippines government has undergone significant changes in leadership since 1930. Each new leader came with his CDF implementations. In 1930s the Philippines adopted the Pork barrel funds under Ferdinand Marcos authoritarian rule which was later changed to CDF by the new president Corazon Aquino who took over from Ferdinand Marcos in 1986. Three years later, Philippines government under the rule of Corazon Aquino adopted the Mindanao Development Fund and Visayas Development Fund which was to cater for two geographical regions which were Mindanao and Visayas. The role of MPs was to identify projects that worth 10 million pesos per district (Kasuya 2009).

In 1990, there was an amendment of the Mindanao Development Fund and Visayas Development Fund which led to the expansion of the funds to the whole country and it was renamed the Countrywide Development Fund (CDF). Under this amendment, a total of 2.3 billion pesos was allocated to each constituency in both the houses. Between 1993 and 1997 every house member and the senate received 12.5 million and 18 million pesos per year respectively (Kasuya 2009). The CDF was changed to Priority Development Assistance Fund (PDAF) in 2000 which elevated the amount of funds allocated to both houses (Nogales and Lagman 2008). With the current statistics, the scale of CDF budget in the Philippines is one of the highest compared to other countries evaluated in this paper with each MP and senator are entitled to receive 70 million pesos and 200 million pesos per year respectively (International Budget Partnership 2010). Pork barrel politics led to unequal allocation of funds in the regions thus the introduction of CDF was vital in solving the challenge by equally allocating funds.

In Tanzania, CDF was implemented to strengthen the functionality of the parliament in 2009. The fund was termed as the Constituencies Development Catalyst Fund (CDCF), and its role was to oversee the development of grass-root level projects. Since its introduction a total of 10 billion Tanzania shillings have been allocated to accelerate the functionality of the CDCF Wankanga (2010) and Ndugai (2011). The funds are automatically allocated to MPs without approval from the executive.

In Kenya the CDF was introduced in 2003. It was commissioned with the role of overseeing the development of grass-root level projects in all the constituencies. It was also commissioned with the role of controlling imbalances in regional development that was catalyzed by the partisan politics. It has initiated the putting up of water projects, education facilities and health facilities in all corners of the country especially in the remote area where they were previously sidelined during budget allocations. Although the CDF has overseen several development projects, there are factors that pull the efforts of achieving its objective to a halt Bakin (2010). One of this factors is corruption of MPs and also the tendency of the MPs to approve projects that do not add economic value to the community(Lewis,2010)All the challenges are as a result of lack of non-practice of project management principles by CDF project management committees.

Mwingi West Constituency is an electoral constituency in Kenya. It is one of eight constituencies in Kitui County. It's made up of 4 wards and 22 locations. The constituency has initiated many development projects .Some projects take longer time than initially planned due to wanting project management practices.

1.2 Statement of the problem

Project Management and the practice of the same have become indispensable to the modern day project manager and they form the basis of much of what is achieved during the course of a project. Lack of proper project management practice is a cause of many projects failing to achieve its set goals and objectives.

Rigorous project management practice is essential to deliver projects on time and on budget Alexandrova, (2012). Many managerial issues can be alluded to in choosing CDF projects in Mwingi West constituency as a case. Project management practices have attracted little research. Onditi (2016) analyzed the roles of management expertise in CDF projects success; however the study did not look into management practices necessitating need for this study. Yatich and Sadaka (2015) explored on challenges facing the adoption of project management practices on CDF projects, however the study did not report effects of project success. Katunga (2016) also assessed the influence of project management practice on project performance however she concentrated on implementation of capacity building projects in county governments and not in CDF projects .Thus, there was need to explore this unexpanded phenomena.

1.3 Purpose of the Study

The purpose of the study was to examine the influence of project management practices on the Completion of NG-CDF projects in Kenya, specifically in Mwingi West constituency.

1.4 Objectives of the study

This study was guided by the following four objectives.

- i.) To determine how scope management influences completion of NG-CDF projects in Mwingi West constituency
- ii.) To examine how stakeholder participation influences completion of NG-CDF projects in Mwingi West constituency
- iii.) To establish how monitoring and evaluation influences completion of NG-CDF projects in Mwingi West constituency
- iv.) To assess how risk management influence completion of NG-CDF projects in Mwingi West constituency

1.5 Research Questions

This study was guided by the following four research questions

- i.) How does scope management influence completion of NG-CDF projects in Mwingi West constituency?
- ii.) How stakeholder participation does influences completion of NG-CDF projects in Mwingi West constituency?
- iii.) How does monitoring and evaluation influence completion of NG-CDF projects in Mwingi West constituency?
- iv.) How does risk management influence completion of NG-CDF projects in Mwingi West constituency?

1.6 Research Hypothesis

The study was guided by the following hypothesis, tested at 95% significance level.

1. **H₀₁:** There is no significant relationship between scope management and completion of NG-CDF projects in Mwingi West constituency.
2. **H₀₂:** There is no significant relationship between stakeholder participation and completion of NG-CDF projects in Mwingi West constituency.
3. **H₀₃:** There is no significant relationship between Monitoring and Evaluation and completion of NG-CDF projects in Mwingi West constituency.
4. **H₀₄:** There is no significant relationship between risk management and completion of NG-CDF projects in Mwingi West constituency.

1.7 Significance of the study

The study will be useful especially to Members of Parliament, CDF managers at all levels, and the ministry of devolution in developing the right interventions towards sustainability of CDF projects. Again the study can be used by policy makers and regulatory authority. To the managers of CDF, the study finding on specific project management practice may be considered during decision making.

1.8 Delimitation of the study

The research was conducted in Mwingi West constituency, Kitui County. The research focused on four project management practices namely: project scope management, project stakeholder participation, project monitoring and evaluation and project risk management. The study was delimited to Project Management Committee (PMC) as the main source of primary data

1.9 Limitation of the study

Limitations are challenges that may delay or hinder the realization of the research objectives. According to Mugenda and Mugenda (2003), Limitations are functions that might impact on the outcome of the study when not been taken into account. The researcher experienced the following limitations while conducting the study: Some respondents were reluctant in giving information for fear of victimization hence need for introduction letter. Project management teams were committed and busy most of the time during data collection time which affected the response rate. The researcher added more time for the respondent to fill in the questionnaire before collecting.

1.10 Assumptions of the study

This study assumed that the sample population was willing to participate. There is also an assumption that the respondents were willing to answer correctly and honestly.

1.11 Definitions of significant terms used in the study

“Completion of CDF Funded projects	it refers to successful performance of every CDF project cycle within time, cost, budget and quality as set out in project plan.
Constituency development Fund (CDF)	Refers to a public funded kitty established through an act of parliament in 2003 and targets development projects at grass-root level.
Constituency	refers to an electoral unit/boundary represented in parliament by a member of parliament (MP).
Project management practices	Refers to the adoption of management principles and theories in the administration of project activities and implementation so as to deliver the project on time, cost and quality.
Project Monitoring	Refers to the process of keeping track of all project-related metrics including team performance and task

duration, identifying potential problems and taking corrective actions necessary to ensure that the project is within scope, on budget and meets the specified deadlines.

Project risk management

it is the process used by project managers to minimize any potential problems that may negatively impact a project's timetable. Risk is any unexpected event that might affect the people, processes, technology, and resources involved in a project.

Stakeholder participation

is the practice of influencing a variety of outcomes through consultation, communication, negotiation, compromise, and relationship building.

The Project Scope Management

is the process to ensure that a particular project includes all the work relevant/appropriate to achieve the project's objectives. Its primary aim is to control what is and is not involved in the project. The Scope Management techniques enable project managers and supervisors to allocate just the right amount of work necessary to complete a project.”

1.12 Organization of the study

“The research comprised of five chapters. The first chapter contains the background of the study, the purpose of the study, the statement of the problem, research objectives, the limitations of the study, assumptions of the study and definitions of significance terms .Chapter two contains the literature review, theoretical framework ,Conceptual framework ,knowledge and it ended with the summary of the literature reviewed . Chapter three describes the research design, the target population, sampling procedure, sample size, methods of data collection and analysis. It also deals with the validity, reliability of research instruments and the ethical issues in research. Chapter four will contain data analysis, presentation and interpretation of findings. Chapter five entails the summary of findings, discussion, conclusions, recommendations and suggestions for further research.”

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains reviewed literature on management practices and their influence on completion of CDF projects. The purpose of reviewing the literature is to explore research works and other relevant secondary data which are useful to the study. It provides a basis for an appropriate conceptual framework for the study. It commences with a review of project scope management, stakeholder participation, monitoring and evaluation and ends with risk management. This chapter also looks into an aspect of Completion of CDF projects.

2.2 Scope management and completion of NG-CDF project

Project Scope management is a collection of processes that facilitate the definition and outlining of the project's scope. It employs techniques that enable the project managers to delegate the right amount of work to successfully achieve the project's objectives that are within the scope. Scope planning, creating work breakdown structures, and scope definition are among the inputs in the project management body (PMBOK, 2004).

Scope management includes all the processes that ensure that only the required and recommended work necessary for the completion of the project are initiated. The difference between scope and scope management is; scope entails what is needed for the completion of a project while scope management is the managing of what's to be done (Wysocki, 2009). Project scope provides a platform for project organization to realize the requirements of the project's objective and operate within the threshold. Pinto and Slevin (2008) conducted a study on project success in which their findings indicated that poor scope definition was the catalyst towards project failure. They noted that lack of proper scope definition affected projects in the following areas; finance, schedule, and operational traits among others. In another descriptive study conducted by Lema (2014) on "influence of scope planning on ICT project success, with the main objective of assessing the role of project planning on project performance, "found that scope planning inputs that affected the projects were; organizational factors, management and technical factors. The study recommended that organizations should clearly outline their project plans to achieve the project's objectives.

2.3 Stakeholder participation and completion of NG-CDF projects

Stakeholders can be group of people or an individual who is affects or is affected by the performance of a given organization Freeman (1984). Wamugu et al., (2017) carried out a study on “Role of stakeholder’s participation on the performance of constituency development fund projects,” found out that, the stakeholder’s participation in planning, implementation of project, and initiation of project affected the performance of the CDF project positively. Most of the rural communities fail to sustain their developmental projects due to lack of incorporation of project managers and agencies in their projects. Their projects can only realize its objective when they allow the participation of stakeholders from the implementation phase to the completion phase Hofisi (2013). This statement is further sealed by Tot (2013) who noted that for a project to be successful there should be a cohesive effort from both the donors and the beneficiaries. Although he noted that the influence of stakeholders in CDF projects tends to decrease with the project progress. In this context, the stakeholders should be initiated in the screening and identification of project since they have high influence towards the project’s success.

Subsequently, Onditi (2017) carried out a survey on “role of stakeholders’ involvement in sustainability of constituency development fund projects in Kenya case of Nakuru town east constituency” in which he found out that, stakeholder’s participation in CDF projects had a great influence in sustainability of the project, final outcomes of the project and cost of maintenance.

Stakeholders are said to be participating in a project if they are involved in the decision making process of the project. This leads to the empowerment and elevate sense of ownership of the project. Participation is ensured when all the involved parties are involved in every step of the project from the consultation stage to the negation stage and finally in decision making.

2.4 Monitoring and Evaluation and Completion of NG-CDF projects

Monitoring and evaluation are the project control process in which the project team receives feedback of the current state of the project in relation to the set objectives Pinto & Slevin (1987). In this case our project team is the Member of Parliament, project managers, beneficiaries of the project and CDF committee member. The information collected from monitoring is utilized in up scaling the project performance (Bartle, 2007). Effective monitoring helps the project team to

oversee challenges and to make sure that not weaknesses are sidelined during the evaluation process. The essence of project monitoring is to ensure that the project is progressing under the stipulated objectives, there is a systematic managerial pattern and that risk are minimized to prevent project failures (Zweekhorst, 2004; Cartland et al., 2008).

On the other hand evaluation is the act of determining the effectiveness of the activities in the project towards achieving the set objectives (Burke, 1989; Cabrera, Colosi&Lobdell, 2008). Evaluation is mandated with the task of examining the level of achievement of the objectives, identifying proms and planning risks, and formulation of data that will facilitate better design programs, reformulation of objectives and policies and better assessment of risk impacts. In this context, evaluation is the process of determining the ability of a program in a project to facilitate effective decision making in the project. Evaluation may be midterm (interim evaluation), may be terminal or Ex-post (Haag 2007; Guba 1989).

A survey conducted by Darren&Pinter (2004) on “National strategies for sustainable development” found that in most public and private organizations, the data collected from monitoring is not keenly utilized by the project team to make valid amendments on the project. This evidently shows that there level of project evaluation is low.

In another survey conducted by Biwwott et al., (2017) on “the importance of monitoring and evaluation in the sustainability of NG-CDF projects” they indicated that if monitoring and evaluation are carried out in the correct manner, they capable of ensuring success of the projects. However, the study confirmed that monitoring and evaluation are given little priority hence they are done simply to achieve the policies of funding agencies thus the data obtained are not utilized towards the success of the project.

Monitoring and evaluation aid in the accountability process and also it can be utilized to indicate if the project has complied with the set objectives and if the project has used public resources sparingly (Moyniham, 2005).

2.5 Risk management and completion of NG-CDF projects

Risk management ensures that potential risk are identified and managed positively by assuring success through minimization of potential threats and maximization of opportunities. All projects

are susceptible to threats originating from internal factors such as programs and external factors such as the environment. Risk include opportunities and threats and both can positively or negatively affect the success of a project hence they should be addressed through risk management process.

Risk is any uncertainty that exist in an occurrence of an event which causes economic loss (Green 1968). Risk management is a process that starts its functionality from the first phase of a project to its completion Gorrods (2004). Project team should be in a position to identifying risks and formulate effective measure to prevent the risk from reoccurrence Redja (2008). An organization that is well organized and has the capacity of tackling risks is always in the better side of getting opportunities.

In a study conducted by Stephen (2013), in JUJA Constituency Kiambu- Kenyaon “Role of Risk Management Practices in the Success Performance of Constituency Development Fund Projects” found that most of the project administrators lack awareness of existence of risk management skills and technique and therefore do not apply them at all in their projects.

According to Cooper et al, (2005), managing project risks depends upon the project team understanding the sources of variation in projects, and then working to minimize threats and to maximize where it is feasible. The study found that project risk management process is needed to ensure that. All significant risks to the success of the project are identified, identified risks are understood, with both the range of potential consequences they represent and the likelihood of values in that being determined as far is necessary for decision making, assessment is undertaken of individual risks relative to other risks to support priority.

Another study by Grau (2004) urges that the global environment in which NG-CDF projects operates is changing quickly, as it the very nature of the risk management function and the process for making decisions about risk. These changes not only affect NG-CDF and public that is being served, but also the organizations that fund them. Pinto and Slevin (2008) observed that innovation for human development in project implementation requires risk –taking. Though many organizations consider risk as something negative or as the danger of something undesirable occurring and likely to affect the project completion. Project implementers should know that risk is also positive-there is an upside and a downside.

2.6 Completion of NG-CDF projects

According to Salapat (2008), projects which achieve cost, schedule and quality objectives are successful. Kloppenberg and Opfer (2002), cost, time and performance are the typical measures of project performance. Completion of NG-CDF projects is all about the success of the project management process and the success of the project itself. Cookie-Davies (2002) distinguishes between project management success (usually measured against time, cost and quality) and project success (measured against the objectives of the project). He further distinguishes success criteria as the measures against which success or failure of a project is measured while success factors are the inputs that lead either directly or indirectly to the success of the project.

Ashley et al., (2018) defined project success as results better than expected or normally observed regarding cost, schedule, quality, safety and participant satisfaction. Their study pioneered an investigation of the factors which were most influential in successfully completing construction projects. In Africa, the challenge of timely project delivery can take multiple dimensions depending on the project's environment.

In Ghana, Frimpong et al., (2003) identified five factors as the major causes of delays to projects. These include monthly payment difficulties to contractors, poor contract management, material procurement difficulties, poor technical performance and material price escalations. Poor professional management, fluctuation of prices, rising cost of materials and poor site management have also been identified as factors causing a delay in project completion time.

To forestall the challenge of timely project delivery, Meredith and Mantel (2011) recommends that project time management is a key priority for the contractors and that the appointment of a registered project manager for each contract should be a mandatory condition of tender. According to Frimpong et al., (2003) major delay occurs during project implementation phase. Hence factors such as monthly payment difficulties, poor contractor management, material procurement, poor technical performances and escalation of material prices contributed during construction of groundwater projects in developing countries

2.7 Theoretical framework

“It is the ‘blueprint’ or guide for a research (Grant & Osanloo, 2014). It is a framework based on an existing theory in a field of inquiry that is related and/or reflects the hypothesis of a study. It is

a blueprint that is often ‘borrowed’ by the researcher to build his/her own house or research inquiry. It serves as the foundation upon which a research is constructed. Sinclair (2007) as well as Fulton and Krainovich-Miller (2010) compare the role of the theoretical framework to that of a map or travel plan. Thus, when travelling to a particular location, the map guides your path. This study was guided by the following theories: Stakeholder theory and theory of project management.”

2.7.1 Stakeholder Theory

“The shareholder theory was originally proposed by Friedman (2003). Stakeholder theory is a conceptual framework of business ethics and organizational management which addresses moral and ethical values in the management of a business or other organization (Kok et al., 2015). Stakeholder theory looks at the relationships between an organization and others in its internal and external environments.

It also looks at how these connections influence how the business conducts its activities (Donaldson & Preston, 2005). Stakeholder theory suggests that the purpose of a business is to create as much value as possible for stakeholders. In order to succeed and be sustainable over time, executives must keep the interests of customers, suppliers, employees, communities and shareholders aligned and going in the same direction (Ulmer, Seeger, & Sellnow, 2010). The stakeholder theory is a doctrine that ensures companies as organizations are accountable to their stakeholders, and balance divergent interests between stakeholders (Littau, Jujagiri, & Adlbrecht, 2010).

There are three aspects of the theory: instrumental power, descriptive accuracy and normative validity. According to Austen (2012), instrumental stakeholder theory is linked to instrumental power, and assumes that if managers want to maximize the objective function of their firms, they must take stakeholder interests into account. Descriptive accuracy describes the interaction between the managers, firms, and stakeholders.

Normative sense of stakeholder theory prescribes what managers ought to do. Assudani and Kloppenburg (2010) indicate that the organization that is the focus for influence attempts is called the focal organization. The more salient a stakeholder is and the more central in the network, the

stronger the influence. This theory is instrumental in this study since for a project to be successful, it must involve the beneficiaries of the project or are all the stakeholders.”

2.7.2The theory of project management

“The PMBOK® Guide divides project management processes into initiating, planning, execution, controlling, and closing processes. Let us concentrate on the core processes of planning, execution, and controlling. A central idea is that these processes form a closed loop: the planning processes provide a plan that is realized by the executing processes, and variances from the baseline or requests for change lead to corrections in execution or changes in further plans.

There are two principles of project planning theory. That is the current state of the world, the desired goal state, and the allowable transformations of state that can be achieved by actions, a series of actions, and the plan can be deduced. The theory assumes that translating a plan into action is a simple process accomplished by following directions. It also assumes that the internal planning of a task is a matter of the person to whom the task has been assigned; (Koskela and Howell 2002).Planning is done CDFC and implemented by PMC and project staff.

The concept behind the execution theory is that, managerially, execution is about dispatching tasks to work stations. The principle behind this theory is that when, according to the plan, the time has arrived to begin task execution, it is authorized to start, in speech or writing. It assumes that, the inputs to the task and the resources to execute it are ready at the time of authorization and that the task is fully understood, started and completed according to plan once authorized (Koskela and Howell 2002).

The theory of project control concept that there is a process to be controlled, a unit for performance measurement, a standard of performance and controlling unit(Thermostat control).Project cost, project quality ,project scope and time have to be controlled. This theory assumes that the process is continuous flow type, the performance of which is measured at aggregate terms. It also assumes that the process can easily be corrected by the control available; (Koskela and Howell 2002).This is applicable to the study because it would highlight an understanding to the application of management practices and principles in implementation of NG-CDF projects and how they influence the outcome of CDF projects from initiation to execution stage. Hence the theory of

project management is the best bet for this study and can best be used to explain project management practices.”

2.8 Conceptual Framework

“A conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2001). It is linked with the concepts; empirical research and important theories used in promoting and systemizing the knowledge espoused by the researcher (Peshkin, 1993). This study will use three variables namely independent, dependent and moderating variables. The independent variables will be elements of management practices as derived from specific objectives, scope project management, Stakeholder participation, monitoring and evaluation and risk management. Dependent variable will be CDF project completion. Moderating variable will be project team skills and CDF regulations especially CDF act.”

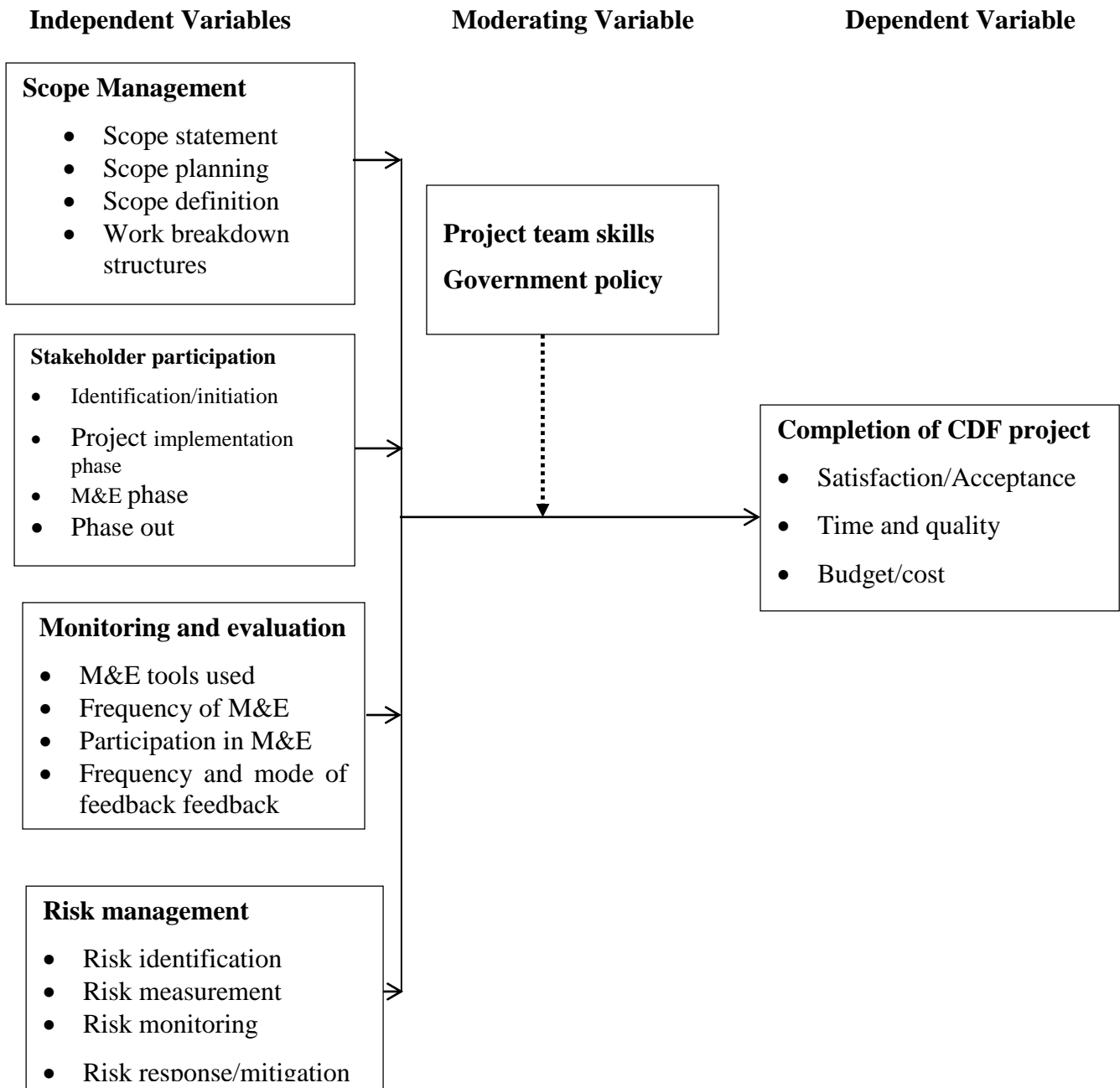


Figure 2.1: Conceptual Framework

2.9 Research Gaps

“The study is grounded on Stakeholder theory and Project management theory .The literature reviewed has expounded on influence of project management practices on completion of NG-CDF projects. Although attempts have been made to explain project management practices and project performance, majority of the reviewed studies have concentrated on project implementation process and success criteria, largely ignoring managerial contribution towards completion of projects. Therefore there is a gap and consequently a need to provide analytical explanation of managerial contribution to project performance based on analysis of all elements of management practices. Knowledge gaps identified are as summarized below.”

Table 2.1: Summary of research Gaps

Author/Year	Title of the Study	Findings of the Study	Gaps in Knowledge	Focus of the current study
Pinto & Slevin (2008)	Project Success: Definition And management techniques.	The study reported poor scope definition as one of leading causes of project failure.	The study failed to give detailed scope preparation	This study will examine in detail the function of scope management It will also plan and
Lema(2014)	Influence of Scope planning on ICT project Success	Quality human resource and integration knowledge areas as key components of scope management	This study on majored on identifying planning activities to improve project outcome	define accurately the function of WBS. This study will pay more emphasis on all elements of

						scope planning to manage the gap.
Wamugu el.,(2017)	at Role of stakeholders participation on the performance of constituency development Funds project(Mathira East constituency ,Kenya)	of participation in initiation, planning ,implementation and Phase out had positive significance effect on completion of CDF projects	The study established that participation in provide information on why stakeholder participation is limited to initial stages of a project and diminish as project progresses	This study failed to provide information on why stakeholder participation is limited to initial stages of a project and diminish as project progresses	This study will focus on all the major stages in stakeholder participation in a project. It will also seek to analyze the bottlenecks issues making stakeholder participation diminish	
Onditi(2017)	Role of stakeholder involvement in sustainability of CDF projects in Nakuru town East constituency	of stakeholder's participation in project planning had significant influence on project sustainability.	The study established that participation in project planning had significant influence on project sustainability.	This study did not examine how stakeholders were to be involved during project planning	This study seeks to include ways through which stakeholder participation can be	

		Involvement also promoted ownership of the project.		enhanced at initiation stake and subsequent stages
Darren&Pinter(2004)	National strategies for sustainable development	The study found that most public or private organizations rarely do formal mechanisms exist in which organizations spared time on continuous basis to sit back and analyze the monitoring reports	This study failed to put more emphasis on the need to have a framework in place for monitoring feedback and	This study will focus more on provision of monitoring guidelines And frame work to ensure timely monitoring and evaluation
Biwott et al.2017	The importance of monitoring and evaluation in sustainability of NG-CDF project	The study established that monitoring and evaluation tend to be given little priority and as such they are done simply for the sake of fulfilling of most funding agencies	This study did not focus on the core function of M&E.It failed to provide the emphasis it deserves	This study will focus more on priority given to M&E

Stephen, (2013)	<p>Role of Risk Management Practices in the Success Performance of Constituency Development Fund Projects: A Survey of JUJA Constituency Kiambu- Kenya</p>	<p>The study found that most of the project administrators lack awareness of existence of risk management skills and technique and therefore do not apply them at all in their projects</p>	<p>This study did not clearly indicate the relationship between risk management and completion of Projects</p>	<p>This study will focus on mitigation measures and control to improve or cushion project risks</p>
Grau, (2004)	<p>Influence of global environment on project operation</p>	<p>Global environment risks adversely affects project operation</p>	<p>This study failed to examine specific environmental risk as per the geographical location of the project</p>	<p>This study will focus on specific environmental risk as per the location of the project</p>

2.10 Summary of the literature Reviewed

“Project management practices that affect completion of NG-CDF projects have been expounded in detail. Comparative study was done on the following four independent variables and one dependent variable. Scope management, Stakeholder participation, Monitoring and evaluation and risk management. Project scope management includes all those practices that are necessary to ensure that the project is restructured to only the required necessary work in order to achieve a necessary product, service or result. Successful implementation of community projects demand equal effort and involvement of both the project team and the beneficiaries for ownership and sustainability.

Monitoring and feedback are project control processes .Monitoring and evaluation can be used for accountability purposes .All projects, programmes and portfolios are inherently risky because they are unique, constrained based on assumptions, performed by people and subject to external risks. A risk is uncertainty that exist as the occurrence of the event which causes economic value or loss .Theoretical frame work is a blueprint that is often ‘borrowed’ by the researcher to build his/her own house or research inquiry. It serves as the foundation upon which a research is constructed. In the review two theories have been adopted namely: Stakeholder theory and theory of project management. Conceptual frame work has also been analyzed in detail. In this regard three variables which are independent variables, dependent variable and moderating variable have been analyzed.”

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

“Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study’s overall validity and reliability. This chapter discusses research design and research method to be used. It includes design, target population, sampling procedure, research instruments to be used and analysis of data. This chapter also enumerates ethical issues to be discussed.”

3.2 Research Design

The purpose of research design is the depiction of the situation as it exists at present (Kothari 2004).According to Singh (2013); research design is a conceptual structure for collection and analysis of data in relation to methodology and purpose of the study. The researcher used descriptive research design. Descriptive design enabled him to get in-depth peoples knowledge, attitude and practices about the issue on study. This study seek to understand the influence of project management practices on completion of NG-CDF projects in Mwingi West constituency hence the design aided in capturing direct information from CDF committee members, Project managers and stakeholders.

3.3 Target Population

“Target population refers to the large population from which the sample was selected from. Kothari (2005) describes it as the study population from which a sample can be drawn from upon which findings can be generalized. This study narrowed down to only CDF educational projects commenced from the financial year 2019/2020, and are completed or on-going as its sampling unit. From the sampling unit, the target population comprised of project management committee (PMC) and CDF committee members of NG-CDF in Mwingi West constituency.”

Table 3.1: Target Population

Project Group Name (Unit of Analysis)	No. of CDF Projects	Target population Management committee
CDF committee	-	10
Primary education	10	60
Secondary education	10	60
Tertiary education	2	10
Total	22	140

Source: Mwingi West constituency Development Fund (NG-CDF) office (HR report 2019)

3.4 Sample size and Sampling Procedure

Sample size is a term used in research for defining the number of subjects included in a sample size. Whereas sampling procedure involves choosing part of a population to use to test hypothesis about the entire population. Used to choose the number of participants, interviews or work samples

3.4.1 Sample Size

A sample is a finite part of statistical population whose properties are studied to gain information about a whole. The Taro Yamane method of sample size calculation was formulated in 1967 to determine the sample size from a given population. Yamane sample size formula is ideal for determining observation units where there is definite target population. From a population target of 140, sample size will be arrived at as follows.

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

n=Sample size

N=Size of the population

e= Margin error (0.05)

$$n = \frac{140}{1 + 140(0.05)^2} = \frac{140}{1.35} = 103.703 \text{ which is approximately } 104$$

3.4.2 Sampling Procedure

“According to Kothari (2011), sampling is the process of selecting a number of individuals for a study in such a way that the individual represents a larger group from which they are selected. The study used stratified sampling technique. The sampling technique chosen was based on the target population being heterogeneous. Orodho (2003) states that stratified samplings are applicable if a population from which a sample is to be drawn does not constitute a homogeneous group.”

Table 3.2: Sampling Frame

Category	Target population	Sample size	Percentage%
CDF committee	10	7	70
Primary Education	60	45	75
Secondary Education	60	45	75
Tertiary Education	10	7	70
Total	140	104	74.3

3.5 Research Instruments

The research method used in collecting data was questionnaires and interviews which aided in getting primary data. Questionnaire as a tool was used because it is familiar to most people (Nachmias, 1996). Mugenda and Mugenda (2003) claim that the use of questionnaire is convenient especially when it is used for large population respondents. Questionnaires promote easy and quick way of deriving data in a short time span.

3.6 Validity and Reliability of Research Instrument

Reliability and validity are important aspects of selecting a survey instrument.

3.6.1 Validity of Research Instrument

Validity indicates the degree to which the instrument measures that which it is supposed to measure (Kothari, 2004) to ensure precision and relevance of the instrument. The questionnaires were subjected to critical and logical evaluation by both the researcher and the supervisor. According to Cresswell (2003) validity of the instrument is asking the right question framed from the ambiguous way and based on the study objectives. According to Mugenda (2008) Coefficient of 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability hence the research instrument was reliable.

3.6.2 Reliability of the Research Instrument

“Reliability is the consistency that is obtained when the instrument is used over a period of time. Reliability of research tool is realized if it yields consistent information or data after repeat measurements are taken under the same conditions. Reliability of the instrument was be done by pretesting in the neighboring Constituency Mwingi Central constituency.10 questionnaires were administered and results were analyzed for consistency. Any errors were corrected prior to the real collection of data from the respondents. The instrument was again subjected to Cronbach reliability coefficient to compute the reliability indicator. According to Cronbach, items with high coefficient of above 0.7 are reliable. The Cronbach’s Alpha which was computed as follows:”

$$\alpha = \frac{\kappa}{\kappa-1} \times [1 - \frac{\sum (S^2)}{\sum S^2_{sum}}]$$

α = Cronbach’s alpha

κ = Number of responses

$\sum (S^2)$ = Variance of individual items summed up

$\sum S^2$ = Variance of summed up scores

From the pilot study the Cronbach Alpha was calculated and tabulated below;

Table 3.3 Results of Pilot Coefficients Reliability Analysis

Variable	Reliability Cronbach's Alpha	Comment
Scope Management	0.723	Accepted
Stakeholder Participation	0.721	Accepted
Monitoring and Evaluation	0.704	Accepted
Risk Management	0.733	Accepted
Completion of NG-CDF projects	0.741	Accepted
Composite Cronbach's Alpha	0.7244	Accepted

All constructs and the composite Cronbach's Alpha showed that the value of Cronbach's Alpha were above the suggested value of 0.7. A Composite Cronbach's Alpha of 0.7244 was obtained. According to Mugenda (2008) Coefficient of 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability hence the research instrument was reliable.

3.7 Data Collection Procedure

“The researcher obtained an authorization letter from the University of Nairobi to carry out the research. This letter was presented to the Funds account manager NG-CDF MwingiWest constituency and NACOSTIC who granted permission to carry on the study. The researcher used emails to send questionnaires and used mobile interviews.”

3.8 Data Analysis Techniques

“Data collected was sorted ,edited, coded and analyze with the help of IBM statistical package for social scientist.(SPSS) version 25.The researcher employed descriptive and inferential data analysis methods. Descriptive analysis was done by constructing frequency and percent

distribution in order to determine frequencies and measures of central tendency. Inferential statistics involved computation of correlation and regression. Pearson correlation and multiple regression analysis was done to assess the relationship between the independent variable and dependent variable. Parametric test for significance of computed values was done using z-statistic at 95% confidence level.

The inferential test was Spearman's product-moment correlation coefficient. Spearman's product-moment correlation coefficient is a measure of the strength of a linear association between two variables i.e. independent variables and the dependent variables. Spearman's correlation coefficients range from -1 to +1. Negative values indicates negative correlation and positive values indicates positive correlation where Spearman's coefficient <0.3 indicates weak correlation, Spearman's coefficient $>0.3 < 0.5$ indicates moderate correlation and Spearman's coefficient >0.5 indicates strong correlation.

Multiple linear regression analysis was used to estimate the relationships between a dependent variable and one or more independent variables. It can be utilized to predict the change in the dependent variable when a change is introduced on independent variable. The formula for multiple linear regression analysis is presented below.”

$$Y = a + bX_1 + cX_2 + dX_3 + eX_4 + \epsilon$$

Where:

Y – Completion of NG-CDF projects, **X₁** –Scope Management, **X₂** - Stakeholder Participation, **X₃** – Monitoring and Evaluation, **X₄** –Risk Management, **a** – Intercept, **b, c, d, e**– Slopes and **ε** – Error term

For each of the stated research objectives, a hypothesis was formulated and corresponding correlation model was developed since the relationship to be tested was linear. Anova test was conducted to find out if the survey was significant. This helped the researcher to reject the null hypothesis or accept the hypothesis. The null hypothesis was rejected for values of $P=0.00 < 0.05$.

3.9 Ethical Issues

According to (Perle, 2004) ethics have been defined as moral philosophy from the major branch of philosophy, is the study of values and customs of a person or group. The researcher observed ethical behavior while carrying out the study. All respondents were treated with great respect and courtesy. The researcher ensured all collected were treated with utmost confidentiality. The researcher explained the intention of carrying out the research before beginning the process of data collection and hence the participation in the study was through voluntary and informed consent. The researcher informed respondents that there won't be compensation in participating in the research.

3.10 Operational definition of Variables

Table 3.3: Operational definition of variables

Objectives	Type of Variable	Indicator	Measurement scale	Type of Analysis	Data Analysis Tool
To determine how scope management influences completion of NG-CDF projects in Mwingi West constituency	Independent Variable	<ul style="list-style-type: none"> • Scope statement • Scope planning • Scope definition • Work breakdown structures 	Nominal Ordinal	Quantitative	Mean Standard deviation Frequency
To examine how stakeholder participation influence completion of NG-CDF projects in Mwingi west constituency	Independent Variable	<ul style="list-style-type: none"> • Project identification • Project implementation plans • M&E • Phase out procedures 	Nominal Ratio	Quantitative	Descriptive and inferential
To establish how monitoring and evaluation influences completion of NG-CDF projects in Mwingi West constituency	Independent Variable	<ul style="list-style-type: none"> • M&E tools • Frequency of M&E • Participation in M&E • Frequency and mode of feedback 	Nominal Ordinal	Quantitative	Descriptive and inferential
To access how risk management influence	Independent Variable	<ul style="list-style-type: none"> • Risk identification • Risk measurement 	Nominal Ordinal Scale	Quantitative	Descriptive and inferential

completion of NG-CDF projects in Mwingi west constituency		<ul style="list-style-type: none"> • Risk monitoring • Risk response 			
Completion of NG-CDF projects in Mwingi West constituency	Dependent Variable	<ul style="list-style-type: none"> • Satisfaction • Time and quality • Budget/cost • Scope 	Nominal Ordinal	Quantitative	Descriptive and inferential

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter focused on presentation, data analysis and interpretation and presents the discussion and conclusion of the study. The objectives of this study were to investigate the influence of project management practices on completion of NG-CDF projects.

4.2 Questionnaire Return Rate

Questionnaire return rate is shown in the Table 4.1

Table 4.1: Response Rate

Table 4.1 shows the results on the response rate of the respondents.

Category	Frequency	Percentage%
Responded	70	67.3
Not responded	34	32.7
Total	104	100

From the data collected, out of the 104 questionnaires which were administered, 70 were filled and returned, which represents 67.3% response rate. The questionnaires were administered to the respondents through email since it was done during covid 19 pandemic. According to Babbie (2012), a response rate of 50% and above is adequate for data analysis.

4.3 Reliability Analysis

The reliability of an instrument refers to its ability to produce consistent and stable measurements. On the basis of reliability test it was supported on the scales used in this study that captured the constructs. Reliability of the constructs is shown below in table 4.2.

Table 4.2: Results of Pilot Coefficients Reliability Analysis

Variable	Reliability Cronbanch's Alpha	Comment
Scope Management	0.723	Accepted
Stakeholder Participation	0.721	Accepted
Monitoring and Evaluation	0.704	Accepted
Risk Management	0.733	Accepted
Completion of NG-CDF projects	0.741	Accepted

The most commonly value is widely used to verify the reliability of the construct. Therefore, Cronbanch Alpha was used to test the reliability of the proposed constructs. The findings indicated that scope management had a coefficient of 0.723, stakeholder participation had a coefficient of 0.721, monitoring and evaluation had a coefficient of 0.704, risk management had a coefficient of 0.733 and Completion of NG-CDF projects had a coefficient of 0.741. All constructs showed that the values of Cronbanch's Alpha are above the suggested value of 0.7 thus the study was reliable (Nunnally& Bernstein, 2015).

4.4 Background Information

This section discusses gender, education level, age, experience, and marital status of the respondents as captured in section A of the questionnaire.

4.4.1 Distribution of Respondents by their Gender

The researcher sought to establish the distribution of the respondents by their gender. The respondents were required to state their gender and response were analyzed and presented in table 4.3.

Table 4.3: Distribution of Respondents by their Gender

Gender	Frequency	Percentage
Male	58	82.9
Female	12	17.1
Total	70	100.0

Table 4.3 shows that male were 58 (82.9%) while female were 12(17.1%).This shows that both genders take part in the influence of project management practices on completion of NG-CDF projects.

4.4.2 Distribution of Respondents by their Age

The researcher sought to establish the distribution of the respondents by their age. The respondents were required to state their job and response were analyzed and presented in table 4.4.

Table 4.4: Distribution of respondents by their age

Age	Frequency	Percentage
18-34 years	17	24.3
35-44 years	45	64.3
55 and above	8	11.4
Total	70	100.0

Table 4.4 shows that majority of the respondents were 35-44 years 45(64.3%), followed by 18-34 years 17(24.3%), and lastly those with above 55 years were 8(11.4%). This implies that majority of the respondent were youths, though there was distribution in all age category as shown in Table 4.4

4.4.4 Distribution of respondents by their education level

The researcher sought to establish the distribution of the respondents by their education level. The respondents were required to state their level of education and response were analyzed and presented in Table 4.6.

Table 4.6: Distribution of respondents by their education level

Level of education	Frequency	Percentage
O/A level	9	12.9
Diploma	28	40.0
Degree	33	47.1
Total	70	100.0

Table 4.6 shows that majority of the respondents had attained degree 33(47.1%), diploma were 28 (40.0%), while those with O/A level of education were 9(12.9%) This implies that the study had the information from literate and competent personnel.

4.4.5 Distribution of respondents by their experience in CDF project management

The researcher sought to establish the distribution of the respondents by their work experience. The respondents were required to state their experience in CDF project management and response were analyzed and presented in Table 4.7.

Table 4.7: Distribution of respondents by their work experience

Experience	Frequency	Percentage
1-5 years	53	75.7
6-10 years	7	10.0
above 10 years	10	14.3
Total	70	100.0

Table 4.7 shows that respondents with 1-5 years of experience were 53(75.7%), those with 6-10 years were 7(10.0%), while those with above 10 years of experience were 10(14.3%).

4.5 Scope Management

Table 4.8: Scope Management

This table shows the results of the respondents on the level of agreement on scope management on the influence of project management practices on completion of NG-CDF projects.

Statement	5 SA	4 A	3 N	2 D	1 SD	Mean	SD
CDF project scope statement is well displayed in the office	9(12.9)	57(81.4)	-	4(5.7)	-	4.01	.602
There is a clear plan for CDF project scope implementation steps prepared at planning stage	14(20.0)	56(80.0)	-	-	-	4.20	.403
CDF project scope are well defined in both activities, resources or output	11(15.7)	57(81.4)	2(2.9)	-	-	4.13	.414
Work breakdown structures are well used for all CDF project implementation	20(28.6)	43(61.4)	-	7(10.0)	-	4.09	.830
Composite mean & standard deviation						4.11	0.562

On statement that CDF project scope statement is well displayed in the office, 9(12.9%) strongly agreed with the statement, 57 (81.4%) agreed, 32 (18.3%), while 4 (5.7%) disagreed with the statement. This line item had a mean score of 4.01 and a standard deviation of .602 which was lower than composite mean of 4.11 and standard deviation of 0.562. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects negatively.

On statement that there is a clear plan for CDF project scope implementation steps prepared at planning stage, 14(20.0%) strongly agreed with the statement, while 56 (80.0%) agreed. This line item had a mean score of 4.20 and a standard deviation of .403 which was higher than composite mean of 4.11 and standard deviation of 0.562. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects positively.

On statement that CDF project scope are well defined in activities, resources and output, 11(15.7%) strongly agreed with the statement, 57 (81.4%) agreed, while 2 (2.9%) were neutral. This line item had a mean score of 4.13 and a standard deviation of .414 which was higher than composite mean of 4.11 and standard deviation of 0.562. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects positively.

On statement that work breakdown structures are well used for all CDF project implementation, 20 (28.6%) strongly agreed with the statement, 43 (61.4%) agreed, while 7 (10.0%) disagreed with the statement. This line item had a mean score of 4.09 and a standard deviation of .830 which was lower than composite mean of 4.11 and standard deviation of 0.562. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects negatively.

4.6 Stakeholders Participation

This table shows the results of the respondents on the level of agreement on Stakeholders Participation in the influence of project management practices on completion of NG-CDF projects.

Table 4.9: Stakeholders Participation

Statement	5 SA	4 A	3 N	2 D	1 SD	Mean	SD
There is proper structure in place for stakeholder participation at project identification stage	20(28.6)	22(31.4)	15(21.4)	13(18.6)	-	3.70	1.081
Stakeholder roles are clearly defined to guide project implementation	2(2.9)	48(68.6)	-	18(25.7)	2(2.9)	3.43	1.001
There is a clear guideline in place to involve stakeholders during M&E phase	12(17.1)	37(52.9)	-	21(30.0)	-	3.57	1.098
Stakeholders are involved during the phase out stage of the project	2(2.9)	48(68.6)	-	18(25.7)	2(2.9)	3.43	1.001
Composite mean & standard deviation						3.53	1.045

On statement that there is proper structure in place for stakeholder participation at project identification stage, 20(28.6%) strongly agreed with the statement, 22 (31.4%) agreed, 15(21.4%) were neutral, while 13 (18.6%) disagreed with the statement. This line item had a mean score of 3.70 and a standard deviation of 1.001 which was higher than composite mean of 3.53 and standard deviation of 1.045. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects positively.

On statement that stakeholder roles are clearly defined to guide project implementation, 2 (2.9%) strongly agreed with the statement, 48 (468.6%) agreed, 18 (25.7%) disagreed, while 2 (2.9%) strongly disagree with the statement. This line item had a mean score of 3.43 and a standard deviation of 1.001 which was lower than composite mean of 3.53 and standard deviation of 1.045. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects negatively.

On statement that there is a clear guideline in place to involve stakeholders during M&E phase, 12 (17.1%) strongly agreed with the statement, 37 (52.9%) agreed, while 21 (30.0%) disagreed with the statement. This line item had a mean score of 3.57 and a standard deviation of .988 which was higher than composite mean of 3.53 and standard deviation of 1.045. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects positively.

On statement that stakeholders are involved during the phase out stage of the project, 2 (2.9%) strongly agreed with the statement, 48 (68.6%) agreed, 18 (25.7%) disagreed, while 2 (2.9%) strongly disagree with the statement. This line item had a mean score of 3.43 and a standard deviation of 1.001 which was lower than composite mean of 3.53 and standard deviation of 1.045. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects negatively.

4.7 Monitoring and Evaluation

The following subheadings and tables communicated the results of the respondents on the level of agreement on Monitoring and Evaluation on the influence of project management practices on completion of NG-CDF projects.

4.7.1 Monitoring plans and Monitoring tools

This table shows the results of the respondents on the level of agreement on whether the project has monitoring plans and monitoring tools.

Table 4.10: Monitoring plans and Monitoring tools

Statement	Frequency	Percentage
Yes	68	97.1
No	2	2.9
Total	70	100.0

Majority of the respondents 68(97.1%) said that the project had monitoring plans and monitoring tools while the rest of the respondents 2(2.9%) confirmed that the project had no monitoring plans and monitoring tools.

4.7.2 Monitoring of the Projects

This table shows the results of the respondents on who does the monitoring of the projects.

Table 4.11: Monitoring of the Projects

Statement	Frequency	Percentage
external consultant	2	2.9
project manager	56	80.0
M&E officer	12	17.1
Total	70	100.0

Out of the 70 respondents, 56(80%) said that the project manager was the one who monitored the project, 12(17.1%) said that it was the monitoring and evaluation officer while 2(2.9%) said that the projects were monitored by external consultant.

4.7.3 Provision of feedback to the beneficiary after monitoring

This table indicates the results of respondents based on whether the beneficiaries receive feedback after monitoring.

Table 4.12: Provision of feedback to the beneficiary after monitoring

	Frequency	Percentage
Yes	68	97.1
No	2	2.9
Total	70	100.0

Majority of the respondents 68(97.1%) agreed that there was provision of feedback to the beneficiary after monitoring while 2(2.9%) of the respondents disagreed with the statement.

4.7.4 Intervals of carrying out monitoring and evaluation

This table outlines the respondent's response on intervals of carrying out monitoring and evaluation.

Table 4.13: Intervals of carrying out monitoring and evaluation

Duration	Frequency	Percentage
Monthly	45	64.3
Quarterly	10	14.3
Bi-annually	2	2.9
Annually	13	18.6
Total	70	100.0

Table 4.13 shows that 45(64.3%) conducted M&E monthly, 10(14.3%) conducted M&E quarterly, 2(2.9%) conducted M&E Bi-annually, while 13(18.6%) conducted M&E annually.

4.8 Risk Management

This table shows the results of the respondents on the level of agreement on Risk Management on the influence of project management practices on completion of NG-CDF projects.

Table 4.14: Risk Management

Statement	5 SA	4 A	3 N	2 D	1 SD	Mean	SD
There is proper strategy in place for identifying project risks	2(2.9)	46(65.7)	7(10.0)	13(18.6)	2(2.9)	3.47	.928
There clear procedures or guideline on risk measurement.	25(35.7)	23(32.9)	-	13(18.6)	9(12.9)	3.60	1.459
There exist mechanisms	-	48(68.6)	-	20(28.6)	2(2.9)	3.34	.991

or plans on risk Monitoring tools.							
There are policies on how mitigate on various projected risks.	12(17.1)	28(40)	8(11.4)	20(28.6)	2(2.9)	3.40	1.160
Composite mean & standard deviation						3.45	1.13

On statement that there is proper strategy in place for identifying project risks, 2 (2.9%) strongly agreed with the statement, 46 (65.7%) agreed, 7 (10.0%) were neutral, 13 (18.6%) disagreed, while 2 (2.9%) strongly disagree with the statement. This line item had a mean score of 3.47 and a standard deviation of .928 which was higher than composite mean of 3.45 and standard deviation of 1.13. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects positively.

On statement that there clear procedures or guideline on risk measurement, 25 (35.7%) strongly agreed with the statement, 23 (32.9%) agreed, 13 (18.6%) disagreed, while 9 (12.9%) strongly disagree with the statement. This line item had a mean score of 3.60 and a standard deviation of 1.459 which was higher than composite mean of 3.45 and standard deviation of 1.13. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects positively.

On statement that there exists mechanisms or plans on risk Monitoring tools, 48 (68.6%) agreed with the statement, 20 (28.6%) disagreed, while 2 (2.9%) strongly disagree with the statement. This line item had a mean score of 3.34 and a standard deviation of .991 which was lower than composite mean of 3.45 and standard deviation of 1.13. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects negatively.

On statement that there are policies on how mitigate on various projected risks, 12 (17.1%) strongly agreed with the statement, 28 (40.0%) agreed, 8 (11.4%) were neutral, 20 (28.6%) disagreed, while 2 (2.9%) strongly disagree with the statement. This line item had a mean score of 3.40 and a standard deviation of 1.160 which was lower than composite mean of 3.45 and standard deviation of 1.13. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects negatively.

4.9 Completion of NG-CDF Projects in Mwingi West Constituency

The study sought to establish the extent to which level of completion of NG-CDF projects in Mwingi West Constituency and various statements were examined and the following are the results:-

Table 4.15: Completion of NG-CDF Projects in Mwingi West Constituency

This table shows the results of the respondents on the level of agreement on Influence of project management practices on completion of NG-CDF projects.

Statement	5 SA	4 A	3 N	2 D	1 SD	Mean	SD
Project results are satisfying beneficiary needs.	2(2.9)	16(22.9)	14(20.0)	21(30.0)	17(24.3)	2.50	1.18
Project completion on initial planned schedule.	-	19(27.1)	-	36(51.4)	15(21.4)	2.33	1.100
Project completion within the planned budget	2(2.9)	8(11.4)	7(10.0)	28(40.0)	25(35.7)	2.06	1.089
Project completion	-	15(21.4)	-	31(44.3)	24(34.3)	2.09	1.100

following scope. Composite mean & standard deviation	2.25	1.117
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On statement project results are satisfying beneficiary needs, 2 (2.9%) strongly agreed with the statement, 16 (22.9%) agreed, 14 (20.0%) were neutral, 21 (30.0%) disagreed, while 17 (24.3%) strongly disagree with the statement. This line item had a mean score of 2.50 and a standard deviation of 1.180 which was higher than composite mean of 2.25 and standard deviation of 1.117. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects positively.

On statement that project completed on initial planned schedule, 19 (27.1%) agreed with the statement, 36 (51.4%) disagreed, while 15 (21.4%) strongly disagree with the statement. This line item had a mean score of 32.33 and a standard deviation of 1.100 which was higher than composite mean of 2.25 and standard deviation of 1.117. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects positively.

On statement that project is completed within the planned budget, 2 (2.9%) strongly agreed with the statement, 8 (11.4%) agreed, 7 (10.0%) were neutral, 28 (40.0%) disagreed, while 25 (35.7%) strongly disagree with the statement. This line item had a mean score of 2.06 and a standard deviation of 1.089 which was lower than composite mean of 2.25 and standard deviation of 1.117. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects negatively.

On statement that project completion following scope, 15 (21.4%) agreed, 31 (44.3%) disagreed, while 24 (34.3%) strongly disagree with the statement. This line item had a mean score of 2.09 and a standard deviation of 1.100 which was lower than composite mean of 2.25 and standard deviation of 1.117. This implies that the line item influences the influence of project management practices on completion of NG-CDF projects negatively.

4.10 Inferential Statistics

This section of this study presents a discussion of the inferential statistics. Correlation analysis was used to measure the strength of the relationships between the independent variables i.e the relationship between scope management, stakeholder participation, monitoring and evaluation and risk management. Regression analysis established significance relationship of each of the variable on completion of NG-CDF projects in Mwingi West Constituency.

4.10.1 Correlations Analysis

The Spearman's product-moment correlation coefficient is a measure of the strength of a linear association between two variables and is denoted by r. Spearman's correlation was used to measure the degree of association between variables under consideration i.e. independent variables and the dependent variables. Spearman's correlation coefficients range from -1 to +1.

Negative values indicates negative correlation and positive values indicates positive correlation where Spearman's coefficient <0.3 indicates weak correlation, Spearman's coefficient $>0.3<0.5$ indicates moderate correlation and Spearman's coefficient >0.5 indicates strong correlation. The findings are shown as in table 4.10 below.

Table 4.16: Correlations Analysis

		<u>Scope management</u>	<u>Stakeholders participation</u>	<u>Monitoring and evaluation</u>	<u>Risk management</u>	<u>Completion of NG-CDF projects</u>
Scope management	Pearson Correlation	1				
Stakeholders participation	Pearson Correlation	.000	1			
Monitoring and evaluation	Pearson Correlation	.001	.709	1		
Risk management	Pearson Correlation	.050	.000	.441	1	
Completion of NG-CDF projects	Pearson Correlation	.043	.473	.000	.567	1

****.** Correlation is significant at the 0.01 level (2-tailed).

A correlation coefficient is a coefficient that illustrates a quantitative measure of some type of correlation and dependence, meaning statistical relationships between two or more random variables or observed data values (Mugenda Mugenda 2009). The study in table 4.14 above show that scope management ($p=0.043 < 0.3$) has weak correlation, stakeholder participation ($p=0.473 > 0.3 < 0.5$) has moderate correlation, monitoring and evaluation ($p=0.000 < 0.3$) has weak correlation and risk management ($p=0.567 > 0.5$) indicates strong correlation were shown to have a positive association between them at a significant level and hence included in the analysis.

4.10.2 Model Summary

Table 4.17: Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. F Change	
1	.463 ^a	.214	.166	3.26512	.214	4.431	4	65	.003

a. Predictors: (Constant), scope management, stakeholder participation, monitoring and evaluation and risk management

Dependent: Completion of NG-CDF projects in Mwingi West Constituency

From the table 4.15 above, R is the square root of R-Squared and is the correlation between the observed and predicted values of dependent variable implying that the association of 0.463 between factors influencing completion of NG-CDF projects in Mwingi West Constituency which are scope management, stakeholder participation, monitoring and evaluation and risk management.

R-Squared is the proportion of the variance in the dependent variable completion of NG-CDF projects in Mwingi West Constituency that was explained by variations in the independent variable scope management, stakeholder participation, monitoring and evaluation and risk management. This implied that 46.3% of variance or correlation between variables in general but does not reflect the extent to which any particular independent variable scope management, stakeholder

participation, monitoring and evaluation and risk management was associated with the completion of NG-CDF projects in Mwingi West Constituency .

Adjusted R2 is called the coefficient of determination which completion of NG-CDF projects in Mwingi West Constituency varies with scope management, stakeholder participation, monitoring and evaluation and risk management.

From the table above, the value of adjusted R2 is 0.166. This implied that, there was a variation of 16.6% of completion of NG-CDF projects in Mwingi West Constituency with variation in influence of project management practices on the completion of NG-CDF projects studied and was statistically significance with $P= 0.03 < 0.05$.Other factors not studied contribute to 83.4% of effective project management practices and further research should be conducted to establish the same.

4.10.3 ANOVA (b)

Variance is the expectation of the squared deviation of random variable from its mean

Table 4.18: ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	188.977	4	47.244	4.431	.003 ^a
	Residual	692.966	65	10.661		
	Total	881.943	69			

a. Dependent Variable: Completion of NG-CDF projects in Mwingi West Constituency

b. Predictors: (Constant), scope management, stakeholder participation, monitoring and evaluation and risk management

Table 4.16 gives an F-test to determine whether the model had a good fit for the data. The

F-Test ($F=4.3431$, $P=0.03 < 0.05$) indicated that the model formed between Completion of NG-CDF projects in Mwingi West Constituency and influence of project management practices had data with significant goodness of fit.

4.10.4 Coefficients (a)

Table 4.19: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.446	6.339		3.699	.000
	Scope Management	-.364	.468	-.109	-.779	.439
	Stakeholder participation	.062	.205	.065	0.299	.766
	Monitoring and evaluation	-1.181	.360	.407	-3.281	.002
	Risk management	.003	.164	.004	.018	.986

a Predictors: Scope management, Stakeholder participation, Monitoring and evaluation and Risk management

Dependent Variable: Completion of NG-CDF projects in Mwingi West Constituency

From the table 4.17 the values, -0.364, 0.062, -1.181 and 0.003 are the Unstandardized coefficients. These were the coefficients that the study would obtain when standardization of all of the variables in the regression, including the dependent and all of the independent variables. By standardizing the variables before running the regression, the study put all of the variables on the same scale and compared the magnitude of the coefficients of the independent to determine which one had more effects on effectiveness of risk management. The larger betas were associated with the larger t-values and lower p values.

The column of coefficient shows the predictor variables are constant, scope management, and Stakeholder participation, monitoring and evaluation and risk management. The first variable constant of 23.446 represented the constant which predicted value of completion of NG-CDF projects in Mwingi West Constituency when all other variables of influence of project management practices on the completion of NG-CDF projects in Mwingi West Constituency were constant at zero (0). From the above regression model, it was found that completion of NG-CDF projects in

Mwingi West Constituency would be at 23.446 holding scope management, Stakeholder participation, monitoring and evaluation and risk management constant at Zero.

In scope management where lack of CDF project scope statements displayed in the office and work breakdown structures used for all CDF project implementation lead to ineffectiveness of completion of NG-CDF projects in Mwingi West Constituency by a factor of -0.364 with P value of 0.439. At 5% level of significance and 95% level of confidence this is statistically significant ($P=0.439 > 0.05$) as the P-Value is higher than 0.05. The study therefore fails to reject the null hypothesis implying that there is no significant influence of scope management on completion of NG-CDF projects in Mwingi West Constituency.

In Stakeholder participation lack of clearly defined role to guide project implementation and lack of stakeholder's involvement during the phase out stage lead to ineffectiveness of completion of NG-CDF projects in Mwingi West Constituency by a factor of 0.062 with P value of 0.766. At 5% level of significance and 95% level of confidence this is statistically significant ($P=0.766 > 0.05$) as the P-Value is higher than 0.05. The study therefore fails to reject the null hypothesis implying that there is no significant influence of Stakeholder participation on completion of NG-CDF projects in Mwingi West Constituency.

The study also found that in monitoring and evaluation lack of external consultants lead to ineffectiveness of completion of NG-CDF projects in Mwingi West Constituency by a factor of -0.181 with P value of 0.002. At 5% level of significance and 95% level of confidence this is statistically significant ($P=0.002 < 0.05$) as the P-Value is lower than 0.05. The study therefore rejects the null hypothesis implying that there is significant influence of monitoring and evaluation on completion of NG-CDF projects in Mwingi West Constituency.

In risk management lack of risk monitoring tool and policies on how to mitigate on various projected risk lead to ineffectiveness of completion of NG-CDF projects in Mwingi West Constituency by a factor of 0.003 with P value of 0.986. At 5% level of significance and 95% level of confidence this is statistically significant ($P=0.986 > 0.05$) as the P-Value is higher than 0.05. The study therefore fails to reject the null hypothesis implying that there is no significant influence of risk management on completion of NG-CDF projects in Mwingi West Constituency.

The study findings resulted in a linear model

$Y = 23.446 - 0.364 X_1 + 0.062 X_2 - 1.181 X_3 + 0.003 X_4$ Where X_1 = scope management, X_2 = stakeholder participation, X_3 = monitoring and evaluation, X_4 = risk management

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

5.1 Introduction

This chapter gave a summary of the major findings on the influence of project management practices on Completion of NG-CDF projects in Mwingi West Constituency, Kenya. The chapter draws the study conclusions and discusses major recommendations and gives suggestion for further studies.

5.2 Summary of the Findings and Discussions

The main objective of this study was to establish the influence of influence of project management practices on Completion of NG-CDF projects in Mwingi West Constituency. The study found out that project management practices on Completion of NG-CDF projects is greatly influenced by scope management, stakeholder participation, monitoring and evaluation and risk management.

5.2.1 Scope Management

From the study findings, CDF project scope statement is well displayed in the office, there is a clear plan for CDF project scope implementation steps prepared at planning stage, CDF project scope are well defined in both activities, resources and output work breakdown structures are well used for all CDF project implementation as indicated by a mean of 4.01, 4.204.13 and 4.09with standard deviation of 0.602, 0.403, 0.414 and 0.830. This was in line with Wysocki, (2009) who found that effective project scope management includes all those practices that are necessary to ensure that the project is restructured to only the required necessary work in order to achieve a necessary product, service or result.

5.2.2 Stakeholder Participation

From the study findings, there is proper structure in place for stakeholder participation at project identification stage, stakeholder roles are clearly defined to guide project implementation, there is a clear guideline in place to involve stakeholders during M&E phase, stakeholders are involved during the phase out stage of the project as indicated by a mean of 3.70, 3.43, 3.57 and 3.43with standard deviation of 1.081, 1.001, 1.098 and 1.001. This was in line with Wamugu et al., (2017) who asserts that the role of stakeholder's participation on the performance of constituency development fund projects established that participation in initiation, participation in planning,

participation in implementation and participation had a positive and significant effect on performance of CDF projects.

5.2.3 Monitoring and Evaluation

From the study findings, projects have monitoring plans and monitoring tools, projects are being monitored, there is feedback after monitoring and monitoring is carried out often as indicated by frequency of 68 and with percentage of (97.1%). This was in line with Biwott et al., (2017) who found that the importance of monitoring and evaluation in the sustainability of NG-CDF projects, it was urged that Monitoring and evaluation when carried out correctly and at the right time and place are two of the most important aspects of ensuring the success of many projects.

5.2.4 Risk Management

From the study findings, there is proper strategy in place for identifying project risks, there clear procedures or guideline on risk measurement, there exists mechanisms or plans on risk Monitoring tools, there are policies on how mitigate on various projected risks as indicated by a mean of 3.47, 3.60, 3.34 and 3.40 with standard deviation of .928, 1.459, 0.991 and 1.160.

According to a study conducted by Stephen (2013), on the Role of Risk Management Practices in the Success Performance of Constituency Development Fund Projects: A Survey of JUJA Constituency Kiambu- Kenya, the study found that most of the project administrators lack awareness of existence of risk management skills and technique and therefore do not apply them at all in their projects.

5.2.5 Completion of NG-CDF projects in Mwingi West Constituency

From the study findings, the project results are satisfying beneficiary needs, project completed on initial planned schedule, project is completed within the planned budget, project completion following scope as indicated by a mean of 2.50, 2.33, 2.06 and 2.09 with standard deviation of 1.18, 1.1001, 0.89 and 1.100. This was in line with Ashley et al., (2018) who defined project success as results better than expected or normally observed regarding cost, schedule, quality, safety and participant satisfaction. Their study pioneered an investigation of the factors which were most influential in successfully completing construction projects

5.3 Conclusion

“Based on the study findings, the study concluded that influence of project management practices on completion of NG-CDF project that project in Mwingi West Constituency was influenced by the independent variables. The scope management, stakeholder participation, monitoring and evaluation and risk management were the major factors that mostly influence project management practices on completion of NG-CDF project that project in Mwingi West Constituency”

5.3.1 Scope Management

The study concluded that scope management is the major contributor towards completion of NG-CDF project that project in Mwingi West Constituency. The findings indicate that majority of the respondents agreed that scope management influences the completion of NG-CDF project that project. This was shown by the majority who agreed that there is a clear plan for CDF project scope implementation steps prepared at planning stage influences the completion of NG-CDF project that project in Mwingi West Constituency, Kenya with a mean of 4.20. ($P=0.439>0.05$) as the P-Value is higher than 0.05. The study therefore fails to reject the null hypothesis implying that there is no significant influence of scope management on completion of NG-CDF projects in Mwingi West Constituency.

5.3.2 Stakeholder Participation

The study concluded that stakeholder participation is the major contributor towards the completion of NG-CDF projects that project. The findings indicate that majority of the respondents agreed that stakeholder participation influences the completion of NG-CDF project that project. This was shown by the majority who agreed that there is proper structure in place for stakeholder participation at project identification stage influences the completion of NG-CDF project that project in Mwingi West Constituency, Kenya with a mean of 3.70. ($P=0.766>0.05$) as the P-Value is higher than 0.05. The study therefore fails to reject the null hypothesis implying that there is no significant influence of Stakeholder participation on completion of NG-CDF projects in Mwingi West Constituency.

5.3.3 Monitoring and Evaluation

The study concluded that monitoring and evaluation is the major contributor towards the completion of NG-CDF projects that project. The findings indicate that majority of the respondents agreed that monitoring and evaluation influences the completion of NG-CDF project that project.

This was shown by the majority who agreed that there is monitoring plans and monitoring tools and there was provision of feedback to the beneficiary after monitoring influences the completion of NG-CDF project that project in Mwingi West Constituency, Kenya with a frequency of 68(97.1%). ($P=0.002<0.05$) as the P-Value is lower than 0.05. The study therefore rejects the null hypothesis implying that there is significant influence of monitoring and evaluation on completion of NG-CDF projects in Mwingi West Constituency.

5.3.4 Risk Management

The study concluded that risk management is the major contributor towards the completion of NG-CDF projects that project. The findings indicate that majority of the respondents agreed that risk management influences the completion of NG-CDF project that project. This was shown by the majority who agreed that there are there clear procedures or guideline on risk measurement influences the completion of NG-CDF project that project in Mwingi West Constituency, Kenya with a mean of 3.60. ($P=0.986>0.05$) as the P-Value is higher than 0.05. The study therefore fails to reject the null hypothesis implying that there is no significant influence of risk management on completion of NG-CDF projects in Mwingi West Constituency.

5.3.5 Completion of NG-CDF projects in Mwingi West Constituency

The study on the completion of NG-CDF project is the major contributor towards the successful completion of projects. This was shown by the majority who disagreed that project results are satisfying beneficiary needs influences the completion of NG-CDF project in Mwingi West Constituency with a mean of 2.50.

5.4 Recommendations

“Based on the study findings, the study found out that scope management, stakeholder participation, monitoring and evaluation and risk management were the major factors that mostly influence project management practices on Completion of NG-CDF projects in Mwingi West Constituency and suggest the following recommendations:

There is need to enhance Scope management in project management practices on Completion of NG-CDF projects. Based on table 4.8, the study recommends that there is need for appropriate outline of CDF project scope statement in the office and proper utilization of work breakdown

structures in all implementation of CDF projects. This will enhance project management practices on Completion of NG-CDF projects

There is need to enhance stakeholders participation in project management practices on Completion of NG-CDF projects. Table 4.9 showed that there is need for clearly outlining stakeholder roles to guide project implementation and the stakeholders should be involved in the phase out stage of project. This will enhance project management practices on Completion of NG-CDF projects

The study recommends for risk management in project management practices on Completion of NG-CDF projects. Based on table 4.14, study recommends that there is need for existence of mechanisms or plans on risk Monitoring tools and there should be policies to mitigate on various project skills. This will enhance project management practices on Completion of NG-CDF projects.

There is need to enhance Completion of NG-CDF projects in project management practices on Completion of NG-CDF projects. Based on table 4.15, study recommends that project should be completed within the planned budget and the projects should be completed following the scope. This will enhance project management practices on Completion of NG-CDF projects”

5.5 Suggestion for Further Studies

“The study is a milestone for further research in the field of project management practices on completion of NG-CDF projects in Africa and particularly in Kenya. The findings have demonstrated the effects of scope management, stakeholder participation, monitoring and evaluation and risk management in project management practices on completion of NG-CDF projects.

- The current study should therefore be expanded further in future in order to determine other factors that influence project management practices on completion of NG-CDF projects.
- Further, the existing literature indicates that as a future avenue of research, there is need to undertake similar research in other devolved county governments and national county government projects in Kenya and other countries in order to establish whether the explored factors can be generalized to influence project management practices on completion of NG-CDF projects.”

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APPENDICES

Appendix I: Transmittal letter

AUGUSTINE M MUSYOKA

PO BOX 445-90400

MWINGI.

MOB.0723022603

EMAIL-aumom27@gmail.com

Dear respondent,

RE: REQUEST FOR YOUR PATICIPATION IN MA.RESEARCH PROJECT

Hello, am a student of Masters of Arts in project planning and management (MA, PPM) at the University of Nairobi. I am carrying out a research on:

INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON COMPLETION OF NG-CDF PROJECTS IN KENYA .A CASE OF EDUCATIONAL PROJECTS IN MWINGI WEST CONSTISTUENCY.

The purpose of this letter is to request you to assist me by responding to the questionnaires and returning them to me through the provided email. You are further assured that any information given will be used for the purpose of this study and will be treated with confidentially it deserves. Your genuine and candid response will be greatly appreciated.

Thanks in advance for your co-operation.

Warmest Regards,

Augustine M Musyoka.

Appendix II: Survey Instrument (Questionnaire)

Dear respondent, the researcher is a student of project planning and management at the University of Nairobi and the research is for academic purpose only and it will be treated with outmost confidentiality. This research seeks to analyze the influence of project management practices on completion of NG-CDF projects in Mwingi West constituency. Kindly provide correct and useful data and fill appropriately. This questionnaire will be given in both soft and hard copy, thus it can be filled and printed or emailed to the researcher through aumom27@gmail.com. Should you need more information, Please do not hesitate to contact the researcher on 0723022603.

Yours faithfully,

.....

Augustine M Musyoka

INSTRUCTIONS FOR RESPONDENTS

1. Please do not write your name on the questionnaire.
2. Answer all the questions where applicable
3. Please tick appropriately

SECTION A: Demographic Information

1. Please indicate your Gender
 - a) Male ()
 - b) Female ()
2. Please indicate your age bracket.
 - a) 18 – 34 ()
 - b) 35 – 44 ()
 - c) 45 – 54 ()
 - d) 55 and above ()
3. What is your highest level of education?
 - a) O/A Level ()
 - b) Certificate/diploma ()
 - c) Degree/undergraduate ()
 - d) Master ()
 - e) Phd ()
4. Year of experience in CDF project management
 - a) Less than one year ()
 - b) 1-5years ()
 - c) 6-10 years ()
 - d) Above 10 years ()

SECTION B: Scope Management

As one responsible in CDF project management, do you or management put emphasis on CDF Scope project management?

Yes () No ()

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

S/no.	Factor Element	(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
1	CDF project scope statement is well displayed in the office					
2	There is a clear plan for CDF project scope implementation steps prepared at planning stage					
3	CDF project scope are well defined in both activities, resources or output					
4	Work breakdown structures are well used for all CDF project implementation					

SECTION C: Stakeholder participation

As the one responsible for inviting stakeholders, do you consult all the stakeholders of the given project from project identification to project completion?

Yes ()

No ()

Provided below are stakeholder participation factors or issues under investigation. Kindly rate the extent to which you are or disagree with the statements

S/no.	Factor Element	(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
1	There is proper structure in place for stakeholder participation at project identification stage					
2	Stakeholder roles are clearly defined to guide project implementation					
3	There is a clear guideline in place to involve stakeholders during M&E phase					
4	Stakeholders are involved during the phase out stage of the project					

SECTION D: Monitoring and Evaluation

Monitoring and evaluation at every stage of project implementation is essential in providing key feedback information for posterity. Please tick appropriately

- 1. Does the project have a monitoring plan and monitoring tools?
Yes () No ()

- 2. Who does monitoring of the project
External consultant () Project manager ()
M&E officer ()

- 3. Do you provide feedback to the beneficiaries after monitoring?
Yes () No ()

- 4. How often do you carry out Monitoring and evaluation?
Not at all () Weekly () Monthly ()
Quarterly () Bi-annually () Annually ()
Other, specify.....

SECTION E: Risk Management

NG-CDF projects face a number of risks cutting across economic, political, legal, environmental etc. These risks directly and adversely affect project performance, unless properly managed. Do you agree that there is a proper risk management strategy in place for NG-CDF projects in Mwingi West constituency?

- Yes () No () Don't know ()

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

Influence the following project completion measures?

S/No	CDF completion measures	(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
1	There is proper strategy in place for identifying project risks					
2	There clear procedures or guideline on risk measurement.					
3	There exists mechanisms or plans on risk Monitoring tools.					
4	There are policies on how mitigate on various projected risks.					

SECTION F: CDF completion

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

S/No	CDF completion measures	(5) Very high	(4) High	(3) Don't know	(2) low	(1) Very low
1	Project results are satisfying beneficiary needs.					
2	Project completion on initial planned schedule.					
3	Project completion within the planned budget					
4	Project completion following scope.					

Many thanks for sparing time from your busy schedule to read and fill the questionnaire.

Appendix III: Introduction Letter from University of Nairobi



**UNIVERSITY OF NAIROBI
OPEN, DISTANCE & e-LEARNING CAMPUS
SCHOOL OF OPEN & DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
MACHAKOS LEARNING CENTRE**

Telegram: "VARSITY" NAIROBI
Telephone: 245-020-318262
Telex: 28520Varsity KE

P.O Box 30197 NAIROBI
NAIROBI, KENYA
e-mail: acadreg@uonbi.ac.ke

RE: AUGUSTINE MUTETI MUSYOKA L50/10974/2018

The above named is a student at University of Nairobi, Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning. He is undertaking His Degree Master of Arts in Project Planning and Management. We authorize him to carry out his research on **(Influence of project management practices on completion of NG-CDF projects in Kenya. A case of educational projects in Mwingi west constituency, Kitui County)**

Any assistance accorded to him will be highly appreciated by this Department to enable him compile final document.

Thanks.



DR. JOYCE OTIENO
REGIONAL CO-ORDINATOR
LOWER EASTERN REGION

Appendix IV: Authorization letter from NG-CDF



NG-CDF BOARD

National Government Constituencies Development Fund Board
Harambee Cooperative Plaza, 5th Floor
Junction of Haile Selassie Avenue & Uhuru Highway
P.O Box 46682-00100
Nairobi, Kenya
Tel: 020-2230019, 2230027, 2230032 | Cell: 0709894000
Email: info@ngcdf.go.ke | Website: www.ngcdf.go.ke

OUR REF: NG-CDFB-CEO/GEN/VOL.II (53)

21st July 2020

Augustine Musyoka
P.O Box 445-90400
MWINGI

RE: PERMISSION TO CARRY OUT AN ACADEMIC RESEARCH ON NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUND (NG-CDF) FINANCED EDUCATION PROJECTS IN MWINGI WEST CONSTITUENCY

Reference is made to your letter dated 8th July 2020 on the above subject matter.

Permission is hereby granted to conduct research on NG-CDF financed education projects in Mwingi West Constituency.

It is noted that the research whose topic is 'Influence of project management practices on completion of NG-CDF projects in Kenya; case study of education projects in Mwingi West Constituency, Kitui County' is for academic purpose as a requirement for the course you are undertaking in Master of Arts in Project Planning and Management at the University of Nairobi and has been sanctioned by National Commission for Science, Technology and Innovation (NACOSTI).

Please ensure that a copy of the final approved project paper is submitted to the NG-CDF Board and Mwingi West National Government Constituency Development Fund Committee.

By a copy of this letter, the Fund Account Manager Mwingi West Constituency is informed.

ANN MULEA
For CHIEF EXECUTIVE OFFICER

Encls.






Copy to:
Fund Account Manager
Mwingi West Constituency

Vision: Equitable social-economic development countrywide



ISO 9001:2015 Certified

Appendix V: Nacosti Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 773684	Date of Issue: 20/July/2020
RESEARCH LICENSE	
	
<p>This is to Certify that Mr.. Augustine MUTETI Musyoka of University of Nairobi, has been licensed to conduct research in Kitui on the topic: INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON COMPLETION OF NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUNDS PROJECTS IN KENYA.A CASE OF EDUCATIONAL PROJECTS IN MWINGI WEST CONSTITUENCY,,KITUI COUNTY. for the period ending : 20/July/2021.</p>	
License No: NACOSTI/P/20/5824	
773684 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	

Appendix VI: Originality Report

INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON COMPLETION OF NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA.A CASE OF EDUCATIONAL PROJECTS IN MWINGI WEST CONSTITUENCY, KITUI COUNTY

ORIGINALITY REPORT

15%	12%	4%	9%
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PRIMARY SOURCES

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4	Submitted to University of Nairobi Student Paper	1%
5	www.ejobm.org Internet Source	1%
6	Submitted to Mount Kenya University Student Paper	0%



Shanti
Dean