

**FACTORS INFLUENCING PERFORMANCE OF CONSTITUENCY
DEVELOPMENT FUNDED DISPENSARY PROJECTS IN
KENYA: A CASE OF NANDI COUNTY**

**BY
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DECLARATION

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

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

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DEDICATION

This research project is dedicated to my husband - Adams Sospeter Barasa and my son, Darrell Adams.

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ABBREVIATION AND ACRONYMS

CDFC:	Constituency Development Fund Committee
CDFs:	Constituency Development Funds
DPC:	District Project Committee
CEO:	Chief Executive Officer
GOK:	Government of Kenya
HR:	Human Resource
HRM:	Human Resource Management
KCPE:	Kenya Certificate of Primary Education
LATF:	Local Authorities' Transfer Fund
MBA:	Master of Business Administration
NMC:	National Management Committee
PMI:	Project Management Institute

ABSTRACT

The Constituency Development Fund (CDF) was a strategy for devolution of resources. It was hoped that the strategy would enhance people's participation and power in decision-making processes; promote good governance, transparency and accountability. However, various issues and concerns were being raised regarding the CDF processes and structures and community participation in decision-making in the administration, management, monitoring and evaluation of the fund in various constituencies. The objective of this study was to investigate the factors influencing performance of CDF funded dispensary projects in Kenya using a case of Nandi County. The specific objectives of the study were: determining the effect of stakeholders' involvement on performance of CDF funded dispensary projects; determining the effect of competence of the implementation team on performance of CDF funded dispensary projects; determine the effect of human resource provision on performance of CDF funded dispensary projects; and determine the effect of commitment from political leaders on performance of CDF funded dispensary projects. This study used descriptive research design. The target population of this study comprised of the CDF dispensary projects committees in Nandi County, the staff working in the dispensaries, the local leaders, the beneficiaries of the dispensaries. This study made use of a sample so as to save on cost and time. The sampling was done on the executive committee members responsible for overseeing CDF dispensary projects in Nandi County and the staff working in the dispensaries. This study used questionnaires as the data collection instruments. The questionnaire comprised of both open and close ended questions. The data was collected using self-administered questionnaires through drop and pick later method where the researcher delivered the questionnaires in person at the respondents' places of work. Before embarking on data analysis, the questionnaires collected from the field were inspected for completeness, coded, and entered into Statistical Package for Social Sciences (SPSS) for analysis. SPSS version 21.0 analysis program was used to analyse the quantitative data while content analysis was used to analyse qualitative data. From analysis undertaken, the regression value, R was 0.783, the value of R square was found to be 0.751, the value of adjusted R square was 0.653 and the value of standard error of the estimate was found to be .1169. The positivity and significance of all values shows that the model summary is significant. This means that all variables under study influences performance of CDF funded dispensary projects and therefore gives a logical support to the study model. The study established that the competence of the implementation team influenced the performance of the CDF funded dispensaries. The study also revealed that there is low level of transparency and accountability in the CDF dispensary projects due to interference by political leaders. The study concluded that the competence of the implementation team influenced the performance of the CDF funded dispensaries. This study recommended that implementation team needs to be trained, educated and supported to enhance their competency and delivery. This study also recommended that human resource provision should utilize individuals to effectively achieve results

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

As economies in the developing world grow and their political systems become increasingly stable, Constituency Development Funds (CDF) have become increasingly popular. They are found in a growing and diverse set of developing countries, such as Kenya, Bhutan, Jamaica and Papua New Guinea, as well as in the distributive politics in US national and state level policy making (Kimenyi and Meagher, 2004). Operations of CDFs remain controversial in donor communities because they raise fundamental questions about democratic theory, the efficiency of government service delivery, the extent to which such service delivery can be made accountable, the role of legislators in selecting development priorities, and how public participation in policy making can be made more meaningful (Gituto, 2007).

Government of Kenya has historically responded to the emerging social and public problems through the establishment of various decentralized financing mechanisms to address the underlying causes of poverty and inequality (Government of Kenya, 2002). After independence, the government established schemes such as the Kenya Tourism Development Corporation, the Agricultural Finance Corporation, the Industrial and Commercial Development Corporation and the Industrial Development Bank, to provide financing solutions to deep seated problems and conditions in society (Government of Kenya, 2002). The government also came up with decentralization strategies such as, the District Focus for Rural Development, District Development Committees, to bring resources and services closer to the people.

As noted by Roxana (2009), over the last ten years, the Kenyan Government has intensified the use of decentralized programmes in its strategy to tackle poverty and reverse regional disparities. A prime example of this policy is the Constituency Development Fund (CDF) launched in 2003. Kenya's Constituency Development Fund (CDF) programme has been applauded for taking essential development programs and services to Kenyans at the grassroots level by ensuring equitable distribution of

resources. Through CDF process, the central government had overnight shifted the responsibility of regional development to the locals themselves (CDF Act 2003)

The Constituency Development Fund (CDF) was established in 2003 through the CDF Act in The Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January 2004. The fund aims to control imbalances in regional development. It targets all constituency-level development projects, particularly those aiming to combat poverty at the grassroots. The fund comprises an annual budgetary allocation equivalent to 2.5% of the government's ordinary revenue. A motion tabled in parliament seeking to increase this allocation to 7.5% of government's revenue was recently passed in parliament. 75% of the fund is allocated equally amongst all constituencies. The remaining 25% is allocated as per constituency poverty levels. A maximum 10% of each constituency's annual allocation may be used for an education bursary scheme. CDF is managed through 4 committees 2 of which are at the national level and 2 at the grassroots level.

According to the CDF Act 2003, expenses for running constituency project offices should not exceed 3% of annual constituency allocations. Each constituency is required to keep aside 5% as an emergency reserve. The CDF is not to be used to support political bodies/activities or personal award projects. A sitting MP is not a signatory to the CDF bank account but convenes the CDF Committee in her/his constituency. The penalty for misappropriation of the Funds is a prison term of up to 5 years, a Ksh. 200,000 fine or both. CDF projects are submitted to MPs who in turn forward them to the Clerk of the National Assembly. The approved project list is reviewed by the National CDF committee, which presents final recommendation to the Finance Minister (CDF Act, 2003)

The CDF was started with a vision to be the most effective and efficient institution in the delivery and utilization of public resources aimed at facilitating the provision of water, health services, and education in all parts of the country including remote areas that never benefited from funds allocation in national budgets (Ochieng and Tubey, 2013). the aim of CDF is to increase rural incomes by raising levels of agricultural, commercial and industrial enterprise, reduction of unemployment in the rural areas by increasing wage

employment in public and private projects, establishing effective procedures and techniques for quick rural development in Kenya as a whole, applying procedures and the techniques to other rural development projects in similar areas and improving development ability of public administrators in the field. CDF aims at redistributing national resources to the community to improve rural economy, alleviate poverty, create employment, and raise the standard of living of Kenyans. It seeks to bring services and facilities closer to the people so as to reduce poverty (Ochieng and Tubey, 2013). CDF was intended to compliment other existing funds being directed at the community level. These funds include the Local Authorities' Transfer Fund (LATF), Bursary Fund, Fuel Levy Funds and Roads Maintenance Fund, among others.

Despite Kenya having several rural development programmes have failed to achieve their desired objectives due to various factors that affect the performance of these projects. Kerote, (2007) revealed that relevant field methodologies that call for effective management of funds have been inadequate in allowing maximum utilization of local resources. He also noted that vital components of project implementation (organization design), project identification. Monitoring and evaluation and equity etc have not fully been managed by the committees in the constituencies. Several concepts about community development have emerged over the years especially in issues related to effectiveness, challenges and policy. Owuor (2008) sees the main goal of the community development process as being that of human growth; he revealed that pure community development model is strongly focused on human growth. It entails planning, action and reflection (evaluation) and what goes along with the result.

1.2 Statement of the Problem

Constituency development fund (CDF) is the generic name for a policy tool that dedicates public money to benefit specific political subdivisions through allocations and/or spending decisions influenced by their representatives in the national parliament (Awiti, 2007).The Constituency Development Fund (CDF) is a strategy for devolution of resources. It was hoped that the strategy would enhance people's participation and power in decision-making processes; promote good governance, transparency and

accountability. However, various issues and concerns have been raised regarding the CDF processes and structures and community participation in decision-making in the administration, management, monitoring and evaluation of the fund in various constituencies (Wanjiru, 2007). As such, some constituencies have been termed as good constituencies and others bad constituencies in terms of CDF implementation.

Despite so many projects having been initiated so as to transform the living standards of the constituents, little has been achieved. Many projects have been initiated but never completed. Other projects have been stopped due to various challenges such as repeated accusation of abuse of funds, patronage due to excessive powers of the MP, incomplete projects, a lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of the fund. Even though each constituency under the umbrella of constituency development fund committee (CDFC) is responsible for the management of CDF and is the vehicle of disbursing funds to the grass root level, the management faces varied drawbacks based on the factors that influence performance of the projects.

Obwari (2013) did a study to determine the influence of constituency development fund on education development in the counties based on public secondary schools in Likuyani constituency, Kakamega County, Kenya, funded by CDF. Munyori (2012) did a similar study on the influence of Constituency Development Fund (CDF) Projects on Public Primary Schools Performance in Kenya Certificate of Primary Education (KCPE) Examination in Starehe Constituency, Nairobi. Since limited research had been done on factors influencing performance of CDF funded dispensary projects, this study therefore sought to fill the research gap by investigating the factors influencing performance of CDF funded dispensary projects in Kenya using a case of Nandi County.

1.3 Purpose of the Study

The purpose of the study was to establish the factors influencing performance of constituency development funded dispensary projects in Kenya: A case of Nandi County.

1.4 Objectives of the Study

The objectives of the study were:

- i. To determine the influence of stakeholders' involvement on performance of dispensary projects funded by CDF.
- ii. To investigate the influence of competence of the implementation team on performance of CDF funded dispensary projects.
- iii. To assess the influence of availability of human resource on performance of CDF funded dispensary projects.
- iv. To examine the effect of commitment from political leaders on performance of CDF funded dispensary projects.

1.5 Research Questions

The study sought to answer the following research questions

- i. Do what extent does stakeholders' involvement influence performance of CDF funded dispensary projects?
- ii. In what way does competence of project implementer's influence performance of CDF does funded dispensary projects?
- iii. Does availability of human resource influence the performance of CDF funded dispensary projects?
- iv. What is the influence of commitment from political leaders on performance of CDF funded dispensary projects?

1.6 Significance of the Study

It is hoped that the findings of this study would be of importance to the government and the policy makers as it would provide knowledge on factors influencing performance of CDF funded dispensary projects. This would enable them to take appropriate policies that would regulate the public sector participation. The findings of this study would also be of significance to the CDF implementation committees at the constituency level as it would provide them with more knowledge on the factors influencing performance of CDF funded dispensary projects hence enabling them to effectively manage the projects.

Finally, the outcome of this study would provide information on performance measurements to potential and current scholars. This would expand their knowledge on

factors influencing performance of CDF funded dispensary projects and also identify areas of further Research.

1.7 Assumptions of the Study

The study assumed that the respondents were knowledgeable on the factors influencing performance of CDF funded dispensary projects in Nandi County. The study also assumed that the respondents would fill the questionnaires correctly without delaying for effective data collection hence reliable data will be obtained.

1.8 Limitations of the Study

A key limitation that the researcher encountered was respondent's truthfulness. The researcher encountered cases where the respondents were not fully truthful, and they provided what they thought the researcher wanted to hear as opposed to what is the exact situation. To counter this, the researcher assured the respondents' anonymity and confidentiality, and re-assured them that the feedback was only for the purpose of the study.

Secondly, the researcher was faced with difficulties in accessing top level management of the CDF kitty in Nandi County owing to their busy schedule. On the difficulties imposed by accessing top level management, the researcher attempted to reach them via electronic means, for instance the use of emails.

Finally, the researcher faced time and financial constraints in collecting the information from all CDF funded dispensary projects in Nandi County. This is because the time allocated for the study was minimal and required a lot of financial injection to cover the scope. To counter this, the researcher used research assistants to aid in dropping and picking the questionnaires.

1.9 Delimitation of the Study

The focus of the study was on factors influencing performance of constituency development funded dispensary projects in Kenya. The study focused on CDF funded dispensary projects situated in Nandi County, Kenya.

1.10 Definitions of Significant Terms Used in the Study

Availability of Human Resource: This is the presence of competent persons with specific skills to successfully implement a given project. These persons could be seconded by the government or recruited from the community.

Commitment from Political Leaders: This is a focused determination or unwavering support by elected representatives to ensure the success of all CDF funded dispensary projects.

Competence of Project Implementers: This is an ability or qualification on the part of persons implementing projects. This ability could have been acquired academically or through experience.

Implementation Team: These are the people who come up with the research project to build a dispensary in given location, they oversee the construction of the buildings, and they serve as committee members of that specific dispensary.

Performance of CDF Funded Projects: This is the accomplishment of a given project measured against set standards, predetermined indicators or budgets.

Stakeholders' Involvement: These are individuals or organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project implementation or successful project completion. This includes the area leaders, the CDF committee members, and the beneficiaries of the dispensaries.

1.11 Organization of the Study

Chapter one discusses the background of the study in which the contextual and conceptual issues are highlighted and highlights conceptual analysis and gives direction for the study. It projects context by giving a deeper description on current global trends.

Chapter two covers empirical and theoretical literature on CDF funded projects and gives a further elaboration on the context of the study. The chapter summarizes studies that were assessed and provided a foundation upon which the findings were discussed and

conclusions drawn. The chapter also gives the setting and the theory upon which the study is anchored. Pertinent literature on project performance is elaborated and substantiated. Pertinent gaps in empirical studies were identified to inform the conceptual framework where interrelationships between study variables were depicted on the conceptual model. A summary of knowledge gaps as obtained from the empirical literature was also clearly shown.

Chapter three covers research methodology as applied in the study, the philosophical orientation, research design, target population, sampling procedure, description of research instruments, validity and reliability of research instruments, methods of data collection, procedures for data analysis, operational definition of variables and ethical considerations. Chapter Four shall entail data analysis, presentation, interpretation and discussion of study findings while chapter five shall cover summary of research findings, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, analysts and authors. This chapter reviews literature with respect to the research objective on the factors influencing performance of constituency development funded dispensary projects in Kenya; Nandi County, Kenya.

2.2 Perspectives of CDF Dispensary Projects

The Constituency Development Fund (CDF) was established in 2003 through the CDF Act passed in 2002 (and revised in 2007) by Parliament (GoK, 2003). The aim of the fund was to control imbalances in regional development and it targets all the constituency level projects. The CDF is under the Ministry of Planning, National Development and Vision 2030. The Fund has an annual budgetary allocation of 2.5% of the total government's ordinary revenue although a motion to increase this allocation to 7.5% was passed by Parliament in 2007 (Obuya, 2008). 75% of the fund is allocated equally to all the constituencies in Kenya and the allocation of the remaining 25% of the fund is based on the Constituencies' poverty levels such that the poorer ones get more funding (Mwagwabi, 2008). The CDF essentially provides additional resources for development at the local level by channeling money to constituencies under the management of Members of Parliament.

The CDF is managed through institutions created under the CDF Act 2003. These institutions include the Constituency Fund Committee (CFC), the Board of Management of CDF (the Board), the District Projects Committee (DPC), the Constituency Development Fund Committee (CDFC) and the Project Management Committee (PMC) (GoK, 2003). The CFC is a CDF Parliamentary Committee which oversees implementation of CDF through policy and legislative framework (Gikonyo, 2008). Gikonyo (2008) goes on to point out that under the revised CDF Act 2007, the National

Management Committee (NMC) was renamed the Board of Management of CDF (the 5Board) and its powers and responsibilities slightly changed. The Board is a corporate body comprising of 17 persons and owns all CDF property. It is responsible for national coordination of CDF while the DPC coordinates and harmonizes the development projects and is responsible for procurement where contracts exceed Ksh.10 million.

Under the revised CDF Act 2007, The CDF committee ranks projects in order of priority and is also responsible for the management and implementation of CDF Projects at the Constituency level. There are many projects that are facilitated by the CDF in Kenya. The CDF Act 2007 recognizes the Project Management Committee as the committee responsible for implementation of all projects at the constituency level (GoK, 2003). CDF is helping to provide and foster the health services to communities that for many years did not benefit substantially from government services (Mwagwabi, 2008).

In particular, basic services like health care, good roads and schooling are now being made available through CDF. In this regard, if the CDF initiative is properly implemented, the health status of Kenyans will improve, CDF funded dispensary projects can play a significant role in the achievement of the Vision 2030 objectives, which are overly geared towards enhancing economic growth and poverty reduction. Given the importance of this Fund in local development of health facilities, it is critical to strengthen its institutional, design and implementation aspects. This will be instrumental in enhancing the efficiency in the utilization of funds and reinforcing CDF implementation by promoting citizens participation in CDF processes and activities (Kimani, Nekesa, Ndung'u, 2009).

2.3 Stakeholders' Involvement and Performance of CDF Funded Dispensary Projects

Stakeholders are individuals or organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project implementation or successful project completion (PMI, 2000). According to Freeman (1984), Stakeholders are those persons involved and affected by the activities of the

project. McElroy and Mills (2000) looks at project stakeholders as persons or groups of people who have a vested interest in the success of a project and the environment within which the project operates. Stakeholders can either be primary or secondary stakeholders (Winter et al., 2006). Primary stakeholders have more interest in the project than the secondary stakeholders (Morris et al., 2006). According to (Baker, 1988), there are four primary stakeholders to any project; these include customers, developers/ sponsors, project teams and product end-users. Secondary stakeholders can be organizations or individuals who are affected by the project in any form, for example politically, economically, socially or otherwise (Veraz, 2007). In a study of large engineering projects that was carried out by (Olander and Landin, 2005), it was found out that it is important for a project management team to identify stakeholders that can affect a project, and then manage their differing demands throughout the project stages in order to be involved in the activities of the project so as to achieve the intended project goals.

Stakeholder Involvement has been defined as the degree to which stakeholders of the project are willing to participate in the project work/ activities (Robinson, 1969). According to (Paullay et al., 1994), stakeholder involvement is the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present project activities. (Lodahl and Kejner, 1965) viewed involvement as the degree to which a person's identified psychologically with his work or the importance of work in his total self image.

Project centrality therefore looks at the stakeholders' willingness to participate in the project yet project involvement in the roles looks at stakeholders' willingness to carry out the specific tasks of the present project. Project stakeholder involvement is said to be at maximum when a stakeholder is engaged in both components of project involvement (Pfeffer, 1994).

Project managers therefore, have to ensure that the key stakeholders are involved in the activities of the project as this has a positive impact upon the performance of the project. Stakeholder involvement leads to improved performance of poverty eradication projects.

According to Kanungo (1979), stakeholders who are highly involved in the project will put forth substantial effort towards the achievement of project objectives and will be less likely to withdraw from project work yet stakeholders who are lowly involved in the project work are more likely to abandon the project and/or withdraw effort from the project work and either apply that energy to tasks outside the scope of the project or engage in various undesirable on-the job activities. Cohen's (1999) research also supported the important status of job involvement, through arguing that those individuals with high levels of job involvement, which stem from positive experiences on-the-job (Kanungo, 1979; Witt, 1993), make attributions for these experiences to the organization. Thus, having previously received benefits from the organization and being obligated by the norm of reciprocity (Gouldner, 1960) to repay them, high job involvement employees feel compelled to reciprocate in some form.

The findings of the Message project of (2007) also revealed that involvement of primary stakeholders in the project has a positive effect to performance of the project through creating widespread support for the project, which increases the acceptance and legitimacy of policy plans. According to Liu and Walker (1998) project performance is a function of the performance of each participant in the project. (Bourne, 2005) demonstrates a direct link between the successful management of the relationships between the project stakeholders and the performance of the project. This is in agreement with the findings of (Loo, 2002)'s study of internal best practices of project management where a sample of project managers from 34 Canadian organizations that are project driven was studied. Among the people practices he found out that stakeholder involvement has a significant influence to project performance.

This shows that project overall performance is highly depended to involvement of stakeholders in the various activities of the project. It can therefore be concluded that for poverty eradication projects to perform well, the primary stakeholders have to be involved in the activities of the project.

Stakeholder Involvement leads to increased commitment to the project (Kerzner, 1998). Cohen's (1999) research supports this hypothesis as an antecedent to organizational commitment. Specifically, Cohen argued that those individuals with high levels of project involvement, which stem from positive experiences on-the-job (Kanungo, 1979; Witt, 1993), make attributions for these experiences to the project. Thus, having previously received benefits from the project and being obligated by the norm of reciprocity (Gouldner, 1960) to repay them, high job involvement stakeholders feel compelled to reciprocate in some form. Cohen (1999) adds that stakeholders reciprocate to the extent that their positive experiences are attributed to the efforts of project officials. These are reciprocated with increased affective organizational commitment to the persons who caused them. According to (Tansky et al., 1997), Job involvement influences affective commitment to the organization and continuance commitment to the organization.

Another argument by Cohen (1999) is that normative commitment is positively related to job involvement. Employees that internalize the appropriateness of being loyal to their organization (Meyer & Allen, 1997) are likely to be more involved in their job than those who do not. Strong normative commitment translates into a high job involvement because one will invest his/her efforts to meet his/her beliefs regarding loyalty expectations. Furthermore, becoming highly involved in one's job is a kind of self-persuasion of the good of being a normative, committed person.

According to (Meyer and Allen, 2002) stakeholder involvement leads to increased affective commitment where stakeholders adopt the project's goals as their own and therefore, desire to remain with the organization to help it achieve its goals. It is this that leads to increased project performance as Carmeli and Freund (2001) also notes that stakeholders who have high levels of job involvement might reciprocate in the form of greater affective commitment to the organization leading to increased in-role performance. Mowday (1979) is in agreement with Meyer and Allen (2002) that job involvement is positively related to normative commitment. He contend that stakeholders who internalize the appropriateness of being loyal to their projects are likely to be more involved in his/ her project activities than those stakeholders who do not. (Ketch and

Strawser, 2001) also believe that high job involvement translates into strong normative commitment because one will invest his/her efforts to meet his/her beliefs regarding loyalty expectations. Furthermore, becoming highly involved in one's job is a kind of self-persuasion of the good of being a normative, committed person. Meyer and Allen's arguments are supported by Carmeli's (2005) research where highly involved top executives were found with a high level of emotional identification with their organization, which is affected by both the organizational image and their degree of satisfaction. These findings indicate that being involved in the project activities leads to a high level of attachment to the project.

Cleland's (1999) findings coincides with the findings of the earlier studies, he asserts a strong willingness of stakeholders to carry out project activities influences their expectations and perceptions towards the project and this leads to emotional attachment of these stakeholders to the interests of the project and willingness to achieve the project goals. According to Crawford, (2005) and Morris et al., (2006), Stakeholder involvement is one of the core soft skills areas that have been highlighted as being necessary for building commitment to the project in order to achieve desired outcomes.

In his study, Loo (2002) stated that involvement of senior management was found to be essential in building their commitment towards the project in order to avoid wastage of resources or even termination of the project. Bourne (2005) avers that commitment to the project is strongly influenced by both the expectations and perceptions of its stakeholders, and the capability and willingness of project managers to manage these factors.

Palmer (2002) also found a link between stakeholder involvement and project commitment; he argued that involvement of stakeholders like team members and endures helps to gain their commitment towards the project. This coincides with (Winter et al., 2006) study where he developed a tool as a mechanism for assessing the relative influence of a project's stakeholders to the performance of the project. He found out that understanding stakeholders' expectation as a result of involving them in the various stages of the project life cycle is essential in building their commitment to the project

activities. Bourne (2008)'s argument does not differ from the arguments of earlier researchers as he contends that one winning strategy for project commitment would be to develop a culture of stakeholder engagement by developing and nurturing a strong relationship with key stakeholder.

2.4 Competence of the Implementation Team and Performance of CDF Funded Dispensary Projects

Teamwork and composition in the project implementer-vendor-consultant partnership is a key factor influencing project implementation success. Good coordination and communication between the implementation partners are essential. Since project covers a wide range of functional areas, it is also important to have a cross-functional project core team. It is extremely critical that partnership trust is present and the team members are working well together.

Another very critical factor is change management program and culture. An organizational culture where the employees share common values and goals and are receptive to change is most likely to succeed in project implementation. Furthermore, user training, education and support should be available and highly encouraged. Change agents should also play a major role in the implementation to facilitate change and communication, and to leverage the corporate culture.

Al-Mashari et al. (2003) argues that constantly monitoring the progress of project implementation and providing direction to the project team is also major duties of top management which is critical for the success of project implementation. In general, although there are some variations in defining top managements duties in project implementation, the importance of their commitment and support is highlighted by all referred researchers. Zwikael (2006) argues that the high importance of top management support is considered to be among the Critical Success Factors for project management. It is also important to emphasize effective top management support for different project scenarios. Critical top management support includes a broad range of activities in an organization, including developing project procedures that include the initiation stage,

training programs, establishing a project management office, support quality management and so on.

Young and Jordan (2008) suggest that “the essence of top management support related to effective decision-making to manage risk and to authorize business process change”. A crucial part of a successful project is top management support, the benefit of which is related to improving decision making in order to manage risk. Top-level management responds to business processes and manages risk. Successful mitigation or bearing of risk is contingent upon commitment and support from top management. Moreover, commitment and support from top management plays a key role in influencing the success in almost any initiative within an organization (Hasanali, 2002). Top management formulated and decides objectives and strategies for organizational risk management activities, mission and overall objectives (Henriksen and Uhlenfeldt, 2006).

Project implementation is not a top-down-approach. Consequently, the success of any implementation effort depends on the level of involvement of middle managers. To generate the required acceptance for the implementation as a whole, the affected middle managers’ knowledge (which is often underestimated) must already be accounted for in the formulation of the strategy. Then, by making sure that these managers are a part of the strategy process, their motivation towards the project will increase and they will see themselves as an important part in the process (Rapa and Kauffman, 2005).

Unfortunately, in practice, managers and supervisors at lower hierarchy levels who do have important and fertile knowledge are seldom involved in strategy formulation. When they are, however, the probability for realizing a smooth targeted and accepted strategy implementation process increases substantially. Research studies indicate that less than 5 percent of a typical workforce understands their organization’s strategy (Kaplan and Norton, 2001). This is a disturbing statistic as it is generally believed that, without understanding the general course of strategy, employees cannot effectively contribute to a strategy implementation.

To involve employees is an important milestone to make strategy everyone's everyday job. That is why the involvement of middle managers is essential to increase the general awareness of the strategy. A lack in strategic consensus can limit a company's ability to concentrate its efforts on achieving a unified set of goals.

2.5 Availability of Human Resources and Performance of CDF Funded Dispensary Projects

Human Resource Management is the process of utilizing all the individuals involved in the project effectively in order to get the best result for the project. This includes all the stakeholders of the project including the sponsors, customers, individual contributors, and all others (Wright, 1998). Organisations are increasingly looking at human resources as a unique asset that can provide sustained competitive advantage. The changes in the business environment with increasing globalisation, changing demographics of the workforce, increased focus on profitability through growth, technological changes, intellectual capital and the never-ending changes that organisations are undergoing have led to increased importance of managing human resources (Devanna, Fombrum, and Tichy, 1981).

According to Huang (2000), Human Resource Management (HRM) practices are one area that influences employees' intention to leave, levels of job satisfaction, and organizational commitment (Guest, 1989). Since the concept of HRM became popular in the early 1980s, there has been an increasing academic interest in the concept as well as research in the area. Early models of HRM (Miles and Walton, 1984) were largely conceptual and not based on substantial empirical evidence for their validity.

In this scenario, a human resource (HR) department that is highly administrative and lacks strategic integration fails to provide the competitive advantage needed for survival, thus losing its relevance as evident in the dispensary where its performance will be deterred due to provision of one nurse per dispensary to offer services. Huselid and Becker (1997) found that there were noticeable financial returns for the organisations

whose human resource management (HRM) systems have achieved operational excellence and are aligned with business strategic goals.

Schuler and Jackson (1987) have examined the HR practices followed by the firms following three kind of generic strategies, namely dynamic growth, extract growth and turnaround strategy. They found that the HR practices vary according to these three strategies. Strategic HRM sees development and deployment of HR as the key to organizational success. The conception of HR appears to be similar to that of managers of State-Owned Enterprises in Lao PDR: keeping personnel records, recruitment and salary administration (Quang and Thavisay, 1999). The government is responsible for what is described as recruitment and deployment of nurses, staff management, promotion and transfer. However, staffs are engaged on clerical tasks that are outcomes of processes managed elsewhere.

2.6 Commitment by Political Leaders and Performance of CDF Funded Dispensary Projects

Shared understanding without commitment may result in counter effort and negatively affect performance (Rapert, Lynch and Suter, 1996). Projects success may fail if the projects do not enjoy support and commitment by the team responsible for overseeing the project. Riketta (2002) and Ostroff (1992) argue that commitment is a major antecedent of performance. According to (Eyaa and Qian, 2010), the overall performance of a project is a function of the individual commitment of each participant in the project. Studies by (Yoon and Suh, 2003) in a Korean context, found a positive relationship between individual Commitment and perceived service quality. This suggests that the quality of citizenship services is a function of the energy and loyalty that individual members devote to the project. The inadequacy of an intrinsic drive to perform tasks also causes project failures in terms of time overruns/ failure to beat deadlines (Riketta, 2002).

Involvement and commitment should be developed and maintained throughout the implementation process of projects. (Noble and Mokwa, 1999) put forward role commitment as central factor which directly influence project performance committed

project members more often than not have no intentions to quit and who give their best to ensure the success of the projects which saves the project costs and time. Also, costs of supervision are mitigated if the project members are committed to their project tasks. Regardless of the abundance of research that has examined commitment and performance, there remain a number of gaps that form the basis for this study. Firstly, a literature review shows that although organizational commitment has been shown to be an important predictor of performance (Riketta, 2002), very few studies have examined this phenomenon in a Kenyan perspective and more so in the CDF projects. It is imperative therefore, that the understanding of individual commitment as an antecedent of performance is enriched through extending the frontiers of research.

2.7 Theoretical Framework

This study is founded on the stakeholders' theory which requires that all stakeholders be involved in community projects if such projects are to be a success.

2.7.1 Stakeholder Theory

R. Edward Freeman is the proponent of stakeholder theory. Although Freeman himself credits several bodies of literature in the development of his approach, including strategic management, corporate planning, systems theory, organization theory, and corporate social responsibility. A related field of research examines the concept of stakeholders and stakeholder salience, or the importance of various stakeholder groups to a specific firm. More recent scholarly works on the topic of stakeholder theory that exemplify research and theorizing in this area include Donaldson and Preston (1995), Mitchell, Agle, and Wood (1997), Friedman and Miles (2002), and Phillips (2003).

Donaldson and Preston argue that the theory has multiple distinct aspects that are mutually supportive: descriptive, instrumental, and normative. The descriptive approach is used in research to describe and explain the characteristics and behaviors of firms, including how companies are managed, how the board of directors considers corporate constituencies, the way that managers think about managing, and the nature of the firm itself. The instrumental approach uses empirical data to identify the connections that exist

between the management of stakeholder groups and the achievement of corporate goals. The normative approach, identified as the core of the theory by Donaldson and Preston, examines the function of the corporation and identifies the "moral or philosophical guidelines for the operation and management of the corporation

Mitchell, et al. derive a typology of stakeholders based on the attributes of power (the extent a party has means to impose its will in a relationship), legitimacy (socially accepted and expected structures or behaviors), and urgency (time sensitivity or criticality of the stakeholder's claims). By examining the combination of these attributes in a binary manner, 8 types of stakeholders are derived along with their implications for the organization. Friedman and Miles explore the implications of contentious relationships between stakeholders and organizations by introducing compatible/incompatible interests and necessary/contingent connections as additional attributes with which to examine the configuration of these relationships. Robert Allen Phillips distinguishes between normatively legitimate stakeholders (those to whom an organization holds a moral obligation) and derivatively legitimate stakeholders (those whose stakeholder status is derived from their ability to affect the organization or its normatively legitimate stakeholders).

Chew and Gillan (2006) argue that Stakeholder Theory does not provide single corporate objective, but directs managers to serve many "Masters". They went further to point out that without the clarity of mission provided by a single valued objective function; companies embracing stakeholder theory will experience managerial confusion, conflict, inefficiency and perhaps even competitive failure of the firm or organization. The stakeholder theory focuses on individual whose interests are directly affected by the activities of a firm. These individuals are referred to as stakeholders in the organization. Some of the stakeholders are the shareholders who provide the risk capital of the firm and their goal is to maximize their wealth; trade creditors supplied goods or services to the firm and have the objective of being paid the full amount for the goods and services supplied(Klapper and Love, 2003).

2.8 Conceptual Framework

The interrelationships between study variables are conceptualized as shown on figure 1:

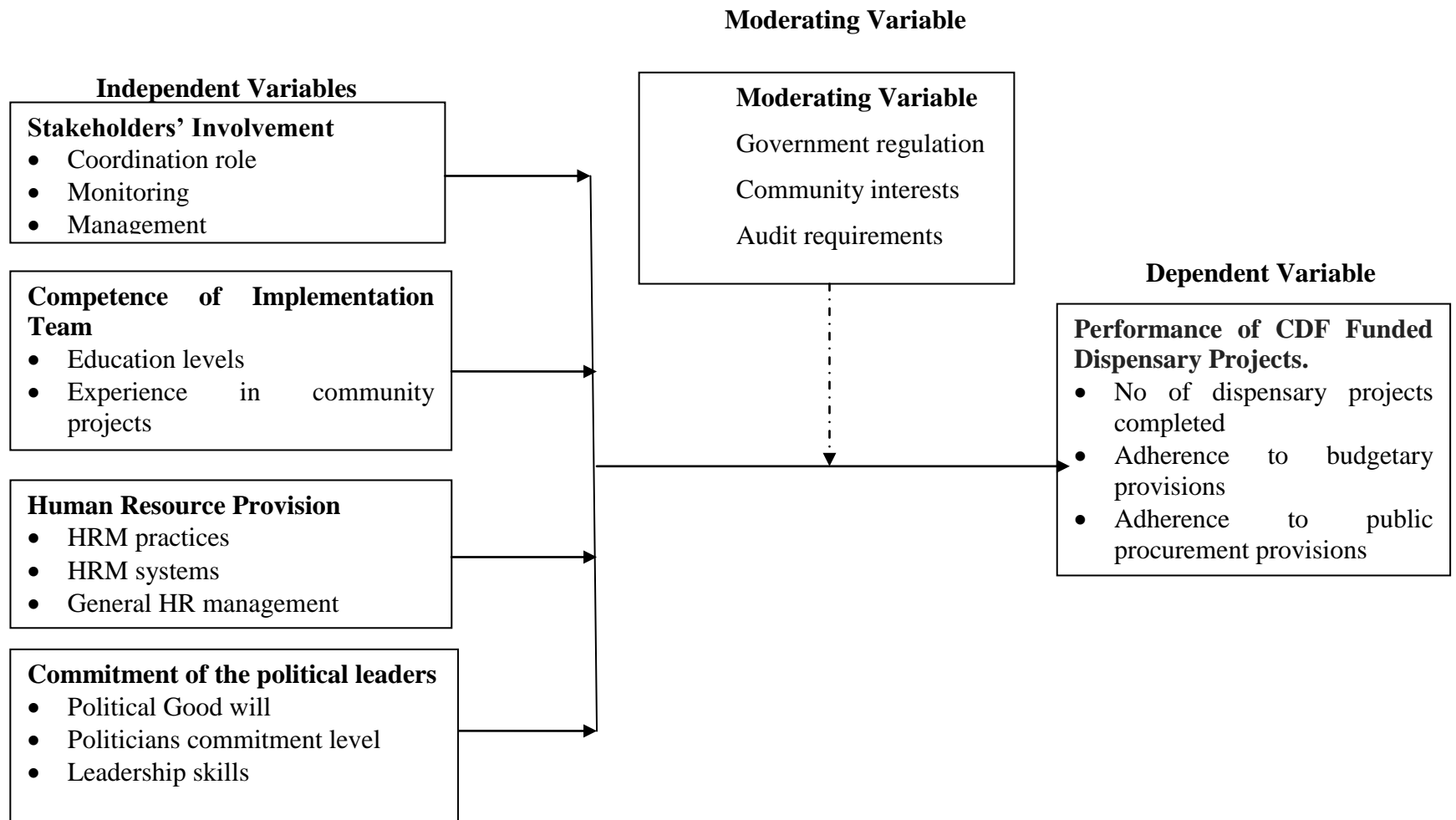


Figure 1: Conceptual Framework

2.9 Knowledge Gap

The research observed the gaps identified within the review of relevant literature as shown in the table below.

Table 2.1 Summary of Knowledge Gaps

Variable	Author and Year	Findings	Knowledge Gap
Stakeholder Involvement	Morris 2006 Bourne 2005 Landin 2005 Allen 2002 Mills, 2000	Found positive relationships between stakeholder involvement and performance of projects.	Studies did not clearly explain how stakeholders impacted performance. There is need for a refined explanation.
Competence of Implementation Team	Jordan 2008 Zwikael 2006 Rapa 2005 Al Mashari,2003	Skills and competences of implementing teams coupled with experiences influenced project performance	Methodology used to arrive at this decision not clear. There is therefore a need for a clearer methodology
Human Resource Provision	Huang 2000 Thavisay 1999 Wright, 1998 Guest 1989	Availability of human resources and their accompanying dimensions seem to impact performance of any program. Its extent in CDF projects need to be established	There is need to examine the influence of human resource management aspects on performance in the context of CDF funded projects
Commitment of Political Leaders	Eyaa 2010 Suh, 2003 Rikette 2002 Mokwa, 1999	Support and commitment from political leaders and their supporters is necessary for any people-driven development process	There is need to upscale these findings on CDF funded projects in Kenya

2.10 Summary of Chapter

This chapter gave a review on the literature on factors influencing performance of development projects on different contexts, stakeholders' involvement, and competence of the implementation team, human resource provision and commitment from political leaders; also covered is the theoretical framework, the conceptual framework and the research gap. The next chapter covered research methodology which outlined the methods that were used to collect data, research design and how data was analyzed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covered the research methodology that was used in the study on factors influencing performance of CDF funded dispensary projects in Kenya using a case of Nandi County. It presented the research design, the target population of the study, sample and sampling procedures, data collection instruments and methods, data analysis and data presentation methods, ethical considerations as well as operational definition of the variables of the study.

3.2 Research Design

This study adopted descriptive research design. Descriptive survey design was employed because it guaranteed breadth of information and accurate descriptive analysis of characteristics of a sample which was used to make inferences about population (Orodho, 2002). According to Gill and Johnson (2002), descriptive surveys were concerned primarily with addressing the particular characteristics of a specific population of subjects, either at a fixed point in time or at varying times for comparative purposes. Cooper and Schindler (2000) noted that descriptive research design described characteristics associated with the subject population. The use of descriptive research design enabled the study to establish the phenomenon about the topics of the study.

3.3 Target Population

Target population is the specific population about which information is to be collected (Ngechu, 2004). It is a well defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. The target population of this study comprised of the committee and staff members running funded dispensary projects in Nandi County. These respondents were being selected because of their role in project implementation phase. This study used a target population of 284 respondents as distributed in the Table 3.1:

Table 3. 1: Target Population

Population Category	Total
Committee Members	156
Staff Members	128
Total	284

3.4 Sampling Procedure

This study used simple random sampling procedure in collection of the data. Simple random sampling ensured that each and every dispensary had an equal and independent chance of being selected into the sample (Mugenda and Mugenda, 2003). The sampling was done on the committee members of the dispensaries and the staff members in the CDF funded dispensary projects.

3.4.1 Sample Size

Morgan and Krejcie (1983) define a Sample as an aspect of representativeness of the whole population. Morgan and Krejcie (1983) gave a guideline which gives the recommended sample sizes for general research activities that is applicable to any defined population. "N" denotes the size of the population to be sampled, while "S" denotes the recommended sample size. From the guideline, the recommended sample size for a population (universe) of 100 is 80, for 1,000 it is 278, for 10 000 it is 370, and for 1,000,000 it is 384. The rule of thumb that one obtains diminishing returns when sample size increases beyond about 300 appears to apply. This study will therefore use a sample of 164 respondents drawn from across the CDF funded dispensaries in Nandi County. This is distributed as shown in table 3.2 below.

Table 3. 2: Sample Size

Population Category	Total	Sample Size
Committee Members	156	91
Staff Members	128	73
Total	284	164

3.5 Data Collection Instrument

This study used questionnaires as the data collection instruments. Questionnaires are the most commonly used methods when respondents can be reached and are willing to cooperate. These methods can reach a large number of subjects who are able to read and write independently.

The questionnaires comprised of both open and closed ended questions. The closed ended questions made use of a five point Likert scale where respondents were required to fill according to their level of agreement with the statements. The unstructured questions were used to encourage the respondents to give an in-depth response where close ended questions were limiting. The questionnaire comprised of two sections. The first part includes the demographic while part two dealt with the identified factors.

3.5.1 Pilot Testing of the Instruments

Ngechu (2004) observes that a pilot study is critical in improving the research instruments. From the results of the pilot study, improvements can be made. For this study, a pilot study was conducted to test for clarity and understanding of questions and also to find out whether the questions yielded the answers expected. The researcher selected a pilot group of 5% of the target respondents from CDF dispensary projects from Uasin Gishu County which had similar demographics as those in Nandi County to undertake the pilot study. The researcher carried out a pilot study to test the validity and reliability of data collected using the questionnaire.

3.5.2 Validity of the Instrument

Validity is the degree by which the sample of test items represents the content the test is designed to measure (Berg and Gall, 1989). The study used both construct and content validity to ascertain the validity of the questionnaires. Content validity aimed at measuring the degree to which data collected using a particular instrument represented a specific domain or content of a particular concept. A research instrument has construct validity if it is related to things to which we expect the concept we are trying measure to

be related to, and independent of those things of which the concept should be independent of (Carmines & Zeller, 1991). Construct validity was ensured by reviewing the instrument with lecturers who had experience in such matters to ascertain the suitability of the instrument to collect the data.

3.5.3 Reliability of the Instrument

According to Ngechu (2004), reliability refers to the consistency of measurement and is frequently assessed using the split-half reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The aim conducting reliability was to correct inconsistencies arising from the instruments, which ensured that they measured what was intended to. The survey instruments were subjected to overall reliability analysis by calculating the Cronbach Alpha which has a threshold of 0.6. A coefficient of 0.70 or more implies that the gathered data was reliable as it had a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005).

3.6 Data Collection Procedures

The data was collected using self-administered questionnaires through drop and pick later method where the researcher delivered the questionnaires in person at the respondents' places of work. However, where it proved difficult for the respondents to complete the questionnaire immediately, the researcher left the questionnaires with the respondents and picked them up on a later date.

3.7 Data Analysis Techniques

Before embarking on data analysis, the questionnaires collected from the field were inspected for completeness, coded, and entered into Statistical Package for Social Sciences (SPSS) for analysis. SPSS version 21.0 analysis programme was used to analyze the quantitative data while content analysis was used to analyse qualitative data. The results were presented in form of tables.

In addition, the researcher conducted a multiple regression analysis in order to establish the relationship between the factors and the performance of CDF funded dispensary projects. Regression analysis was used to predict the value of the dependent variable on the basis of the independent variables. The multivariate regression equation was given as;

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

Whereby Y = performance of CDF funded dispensary projects.

X₁= Stakeholders involvement

X₂ = Competence of the implementation team

X₃ = human resource provision

X₄= political leaders commitment

ε = Error term

3.8 Ethical Considerations

Ethics in research requires personal integrity from the researcher. Cooper & Schindler (2003) gives the goals of ethics in research as to ensure that no one is harmed or suffer adverse consequences from research activities. The researcher ensured that the questionnaires were non-invasive and the information gathered was solely for academic purposes only and not for any other purpose.

3.9 Operational Definition of Variables

Table 3. 3: Operational Definition of Variables

Research objective	Indicator	Data collection Methods	Measurement Scale	Approach of Analysis	Types of Analysis	Level of Analysis
Stakeholders Involvement	Stakeholders involvement	Questionnaires, interviews Observation	Nominal Ordinal	Qualitative Quantitative	Non-Parametric	Factor Analysis Multiple Regression
Competence of Implementation team	competence of implementation team	Questionnaires	Nominal Ordinal	Qualitative Quantitative	Non-Parametric	Factor Analysis Multiple Regression
Availability of Human Resource	Human resource provision	Questionnaires, interviews Observation	Nominal Ordinal	Qualitative Quantitative	Non-Parametric	Factor Analysis Multiple Regression
Commitment from Political Leaders	Political leaders commitment	Questionnaires, interviews Observation	Nominal Ordinal	Qualitative Quantitative	Parametric	Factor Analysis Multiple Regression
Performance of CDF funded Dispensary Projects	performance of the CDF Funded dispensary projects	Document Analysis	Nominal	Qualitative Quantitative	Non-Parametric Parametric	Descriptive Multiple Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the analysis of data, interpretation and the presentation of the research findings. Chandran (2004) defined data analysis as the process of reducing large amount of collected data to data that addresses the initial proposition of the study. The research findings related to the research questions that guided the study. The purpose of the study was to establish the factors influencing performance of constituency development funded dispensary projects in Kenya: A case of Nandi County. The study targeted 73 staff members and 91 committee members. Out of the total of 164 respondents targeted, 137 filled and returned their questionnaires.

Table 4.1: Questionnaire Response Rate

	Frequency	Percent
Completed	137	84%
Not completed	27	16%
Total	164	100.0

4.2 Demographic Information

This section presents the findings on the demographic characteristics of the respondents. The characteristics were the respondents' gender, level of education and their period of residence.

4.2.1 Gender of the Respondents

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

Table 4. 2: Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	72	52.2%
Female	65	47.8%
Total	137	100.0

From the findings presented in Table 4.2, 52.2% of the respondents covered in this study were male while female respondents made up 47.8% of the respondents implying that majority of the committee members and staff members interviewed in Nandi County was males.

4.2.1.1 Gender of the Committee Members

The study sought to establish the gender of the committee members. The findings are shown in Table 4.3.

Table 4. 3: Gender of the Committee Members

Gender	Frequency	Percent
Male	41	56.2%
Female	32	43.8%
Total	73	100.0

From the findings, the study established that 56.2% of the committee members were males while 43.8% of the respondents were females. This implies that majority of the committee members were males.

4.2.1.2 Gender of the Staff Members

The study sought to establish the gender of the Staff Members. The findings are shown in table 4.4.

Table 4. 4: Gender of the Staff Members

Gender	Frequency	Percent
Male	31	48.2%
Female	33	51.8%
Total	64	100.0

As indicated in table 4.4, 48.2% of the staff members were males while 51.8% of the respondents were females. This implies that majority of the committee members were males.

4.2.2 Distribution of Respondent by Level of Education

The study sought to establish the respondent educational level. The findings are shown in Table 4.5.

Table 4. 5: Respondents Level of Education

Level of Education	Frequency	Percentage
Primary	8	6%
Secondary	38	28%
College	60	44%
Bachelors' Degree	30	22%
Total	137	100

The respondents who had a primary education were 6% while those who had a secondary education were 28%. 44 % of the respondents had attended college as their highest level of education while 22% had a bachelors' degree. The various qualifications brought about different levels of expertise in to the study.

The study also sought to establish the committee members' level of education. The findings are shown in Table 4.6.

Table 4. 6: Committee Members Level of Education

Level of Education	Frequency	Percentage
Primary	5	6.9%
Secondary	13	17.8%
College	17	23.3%
Bachelors' Degree	38	52.0%
Total	73	100%

From the findings, 6.9% of the committee members had attained primary education, 17.8% had Secondary as their highest level of education, 23.3% of the respondents had attended College while 52.0% had Bachelors' Degree. This implies that the committee members had various qualifications which brought about different levels of expertise.

The study sought to establish the staff members' level of education. The findings are shown in Table 4.7.

Table 4. 7: Staff Members' Level of Education

Level of Education	Frequency	Percentage
Primary	0	0%
Secondary	6	9.4%
College	23	35.9%
Bachelors' Degree	35	54.7%
Total	64	100

From the findings, none of the staff members had primary as the highest level of education, 9.4% of the respondents had attained secondary education, 35.9% of the respondents had attained College diplomas, 54.7% of the respondents had Bachelors' Degree.

4.2.3 Years of Residence in Nandi Constituency

The study sought to determine the number of years that a respondent had been a residence of Nandi County. The findings are as shown in Table 4.8.

Table 4. 8: Years of Residence in Nandi Constituency

	Frequency	Percentage
Less than 1 year	12	9%
1-5 years	45	33%
6-10 years	45	33%
Over 10 years	35	26%
Total	137	100

The respondents that had resided in Nandi County for less than 1 year were 9%, those who had resided for 1-5 years were 33% and another 33% had been residents in Nandi County for 6-10 years. Those that had been residents for over 10 years were 26%. The findings show that all the residents had resided in Nandi for long to understand the projects being implemented.

The study sought to determine the number of years that the committee members had been residence of Nandi County. The findings are as shown in Table 4.9.

Table 4. 9: Years of Residence of Committee Members

	Frequency	Percentage
Less than 1 year	6	8.2%
1-5 years	13	17.8%
6-10 years	28	38.4%
Over 10 years	26	35.6%
Total	73	100

The committee members that had resided in Nandi County for less than 1 year were 8.2%, those who had resided for 1-5 years were 17.8%, 38.4% had been residents in Nandi County for 6-10 years while those that had been residents for over 10 years were 35.6%. The findings show that all the residents had resided in Nandi for long to understand the projects being implemented.

The study sought to determine the number of years that the staff members had been residence of Nandi County. The findings are as shown in Table 4.10.

Table 4. 10: Years of Residence of Staff Members

	Frequency	Percentage
Less than 1 year	9	14.1%
1-5 years	15	23.4%
6-10 years	17	26.6%
Over 10 years	23	35.9%
Total	64	100

The committee members that had resided in Nandi County for less than 1 year were 14.1%, those who had resided for 1-5 years were 23.4%, 26.6% had been residents in Nandi County for 6-10 years while those that had been residents for over 10 years were 35.9%. The findings show that all the residents had resided in Nandi for long to understand the projects being implemented.

4.3 Influence of Stakeholders’ Involvement on Performance of CDF Funded Dispensary Projects

The study sought to determine the influence of stakeholders’ involvement on the performance of CDF funded dispensary projects in Nandi County. The information on the influence was sought from two categories of respondents – committee members and staff members who work on the projects. The findings are reported in the following sections.

4.3.1 Responses of Committee Members

Committee members were asked to report on the extent to which stakeholders’ involvement influenced the performance of CDF funded dispensary projects. The responses ranged from very great extent to very low extent. The findings are presented in Table 4.11.

Table 4.11: Influence of Stakeholders’ Involvement by Committee Members

	Frequency	Percent
To a very great extent	38	52%
To a great extent	19	26%
Neither great nor low extent	8	11%
Low extent	5	7%
Very low extent	3	4%
Total	73	100%

Table 4.11 shows the findings on the extent to which the respondents agreed with the statements on the influence of Stakeholders’ Involvement on the performance of CDF funded dispensaries in Nandi County, the study found out that 52% respondents felt that stakeholders’ involvement played a key role to a very great extent on the performance of the CDF funded dispensary projects. 26% respondents interviewed stated that stakeholders involvement played a key role to a great extent on the performance of the CDF funded dispensary projects. 11% respondents indicated that stakeholders involvement did not affect neither to a great nor to a low extent the performance of CDF funded dispensaries. Further, the study found out that 7% respondents interviewed indicated that stakeholders’ involvement affected the performance of CDF funded dispensaries to a low extent and finally the researcher found out that 4% respondents stated that the stakeholders’ involvement affected the performance of CDF funded dispensaries in Nandi County to a very low extent.

4.3.2 Responses of Staff Members

The staff members were asked to report on the extent to which stakeholders’ involvement influenced the performance of CDF funded dispensary projects. The responses ranged from very great extent to very low extent. The findings are presented in Table 4.12.

Table 4. 12: Influence of Stakeholders’ Involvement by Staff Members

	Frequency	Percent
To a very great extent	27	42%
To a great extent	17	26%
Neither great nor low extent	10	16%
Low extent	4	6%
Very low extent	6	10%
Total	64	100%

Table 4.12 shows the findings on the extent to which the staff members agreed with the statements on the influence of Stakeholders’ Involvement on the performance of CDF funded dispensaries in Nandi County, the study found out that 42% respondents felt that stakeholders’ involvement played a key role to a very great extent on the performance of the CDF funded dispensary projects. 26% respondents interviewed stated that stakeholders involvement played a key role to a great extent on the performance of the CDF funded dispensary projects. 16% respondents indicated that stakeholders involvement did not affect neither to a great nor to a low extent the performance of CDF funded dispensaries. Further, the study found out that 6% respondents interviewed indicated that stakeholders’ involvement affected the performance of CDF funded dispensaries to a low extent and finally the study found out that 10% respondents stated that the stakeholders’ involvement affected the performance of CDF funded dispensaries in Nandi County to a very low extent.

The committee members were asked a close-ended question on the influence of stakeholders on the performance of CDF funded dispensary projects. The findings are in Table 4.13.

Table 4. 13: Stakeholders Involvement by Committee Members

Stakeholders Involvement	Frequency	Percent
Yes	53	72%
No	20	28%
Total	73	100

From Table 4.13, majority of the respondents which translates to 72% gave a “Yes” response while 28% gave a “No” response on the same asked question.

The study sought to ask the staff members a close-ended question on the influence of Stakeholders Involvement on the performance of CDF funded dispensary projects. The findings are shown in Table 4.14.

Table 4. 14: Stakeholders Involvement by Staff Members

Stakeholders Involvement	Frequency	Percent
Yes	52	82%
No	12	18%
Total	64	100

From the findings, majority of the respondents which translates to 82% gave a “Yes” response indicating that stakeholders have an influence on the performance of CDF funded dispensary projects while 18% of the respondents gave a “No” response on the same asked question.

The respondents were also asked to rate the extent to which they agreed with the statements on influence of stakeholders’ involvement on the performance of CDF funded dispensary projects in Nandi County. The findings are in the Table 4.15.

Table 4.15: Influence of Stakeholders’ Involvement by Staff Members

Stakeholders involvement	Mean	S. D
The stakeholders affect the performance of the employees at the dispensary project	4.68	1.13
The stakeholders of dispensaries in Nandi County are actively involved in the project.	4.56	1.20
The stakeholders influence the expectations and perception of the residents concerning the project	4.02	0.96
The stakeholders affect the performance of project implementation	3.34	0.75
The stakeholders are politically and economically interested in the project	1.49	0.45

On the effects of stakeholders' involvement by staff members, majority of the respondents strongly agreed that the stakeholders affect the performance of the employees at the dispensary project as shown with a mean of 4.68 and a deviation of 1.13. The respondents strongly agreed that the stakeholders of dispensaries in Nandi County are actively involved in the project as shown with a mean of 4.56 and a deviation of 1.20. Majority of the respondents agreed that the stakeholders influence the expectations and perception of the residents concerning the project as shown with a mean of 4.02 and a deviation of 0.96. On whether the stakeholders affect the performance of project implementation, majority of the respondents were neutral as shown with a mean of 3.34 and a deviation of 0.75. The respondents strongly disagreed that the stakeholders are politically and economically interested in the project as shown with a mean of 1.49 and a deviation of 0.45.

The study sought to ask the committee members a close-ended question on the influence of the competence of the implementation team on the performance of CDF funded dispensary projects. The findings are in the table 4.16.

Table 4.16: Competence of the Implementation Team by Committee Members

Competence of the Implementation Team	Frequency	Percent
Yes	46	63%
No	27	37%
Total	73	100

As indicated in Table 4.16, majority of the respondents agreed that the competence of the implementation team influenced the performance of the CDF funded dispensaries. This translates to 63% while 37% respondents disagreed on the same asked question.

The study also sought to ask the staff members a close-ended question on the influence of the competence of the implementation team on the performance of CDF funded dispensary projects. The findings are in the Table 4.17.

Table 4. 17: Competence of the Implementation Team by Staff Members

Competence of the Implementation Team	Frequency	Percent
Yes	50	78%
No	14	22%
Total	64	100

From Table 4.17, 78% of the respondents agreed that the competence of the implementation team influenced the performance of the CDF funded dispensaries while 22% respondents disagreed on the same asked question.

The committee members were asked to rate the extent to which competence of the implementation team influences the performances of CDF funded dispensary projects. The findings are shown in Table 4.18.

Table 4.18: Competence of the Implementation Team by Committee Members

	Frequency	Percent
To a very great extent	28	39%
To a great extent	19	26%
Neither great nor low extent	12	17%
Low extent	7	9%
Very low extent	7	9%
Total	73	100%

Table 4.18 shows the findings on the extent to which the committee members agreed with the statements on the competence of the implementation team on the performance of CDF funded dispensaries in Nandi County, the study found out that 39% respondents felt that competence of the implementation team played a key role to a very great extent on the performance of the CDF funded dispensary projects. 26% respondents interviewed stated that the competence of the implementation team played a key role to a great extent on the performance of the CDF funded dispensary projects. 17% respondents who were interviewed indicated that the competence of the implementation team did not affect neither to a great nor to a low extent the performance of CDF funded dispensaries. Further, the researcher found out that 9% respondents interviewed indicated that the competence of the implementation team affected the performance of CDF funded

dispensaries to a low extent and finally the study found out that another 9% respondents stated that the competence of the implementation team affected the performance of CDF funded dispensaries in Nandi County.

The staff members were also asked to rate the extent to which competence of the implementation team influences the performances of CDF funded dispensary projects. The findings are shown in Table 4.19.

Table 4. 19: Competence of the Implementation Team by Staff Members

	Frequency	Percent
To a very great extent	29	46%
To a great extent	14	22%
Neither great nor low extent	8	12%
Low extent	8	12%
Very low extent	5	8%
Total	64	100%

Table 4.19 shows the findings on the extent to which the staff members agreed with the statements on the competence of the implementation team on the performance of CDF funded dispensaries in Nandi County, The study found out that 46% of the respondents interviewed felt that competence of the implementation team played a key role to a very great extent on the performance of the CDF funded dispensary projects. 22% respondents interviewed stated that the competence of the implementation team played a key role to a great extent on the performance of the CDF funded dispensary projects. 12% respondents who were interviewed indicated that the competence of the implementation team did not affect, neither to a great nor to a low extent, the performance of CDF funded dispensaries. Further, the study found out that another 12% of the respondents interviewed indicated that the competence of the implementation team affected the performance of CDF funded dispensaries to a low extent and finally the study found out that 8% respondents stated that the competence of the implementation team affected the performance of CDF funded dispensaries in Nandi County.

The committee members were asked to rate the extent to which they agreed with the statements on competence of the implementation team on the performance of CDF funded dispensary projects in Nandi County. The findings are in the Table 4.20.

Table 4. 20: Competence of the Implementation Team by Committee Members

Implementation team	Mean	S. D
The team keep track of important information.	4.68	1.1
The team monitors and evaluate the project	4.12	0.92
The team coordinates and communicate well in implementing the project.	2.94	0.56
The team trains, educates and support the employees in project implementation.	2.93	0.47
The team is committed and supports the management in influencing the success of the organization	4.55	1.02
The team has reduced management decision making	3.76	0.68
The team ensures that the project accounts are audited	3.98	0.77

Table 4.20 shows the findings on the extent to which the respondents agreed with the statements on competence of the implementation team on performance of CDF funded dispensary projects in Nandi County. From the findings, the study established that the respondents strongly agreed as to whether the team keeps track of important information with a mean of 4.68 and a deviation of 1.1. These findings are consistent with Al-Mashari (2003) who argued that constantly monitoring the progress of project implementation and providing direction to the project team is critical for the success of project implementation. On whether the team monitors and evaluates the project, the respondents agreed with a mean of 4.12 and a deviation of 0.92. On whether the team coordinates and communicate well in implementing the project, the findings revealed that the respondents were neutral with a mean of 2.94 with a deviation of 0.66. The respondents were further neutral on whether the team trains educate and support the employees in project implementation with a mean of 2.93 and a deviation of 0.47. On whether the team was committed and supports the management in influencing the success of the organization, the respondents strongly agreed with a mean of 4.55 and a deviation of 1.02.

The staff members were also asked to rate the extent to which they agreed with the statements on competence of the implementation team on the performance of CDF funded dispensary projects in Nandi County. The findings are in the Table 4.21.

Table 4. 21: Competence of the Implementation Team by Staff Members

Implementation team	Mean	S. D
The team keep track of important information.	4.02	0.86
The team monitors and evaluate the project	4.55	1.13
The team coordinates and communicate well in implementing the project.	2.66	0.46
The team trains, educates and support the employees in project implementation.	3.76	0.67
The team is committed and supports the management in influencing the success of the organization	1.99	0.41
The team has reduced management decision making	3.65	0.65
The team ensures that the project accounts are audited	3.91	0.79

Regarding the competence of the implementation team as reported by staff members, majority of the staff members agreed that the team keep track of important information with a mean of 4.02 and a standard deviation of 0.86 as shown in Table 4.21. Majority of the staff members strongly agreed that the team monitors and evaluate the project with a mean of 4.55 and a standard deviation of 1.13. Regarding the statement as to whether the team coordinates and communicate well in implementing the project, majority of the respondents were neutral with a mean of 2.66 and a deviation of 0.46. Majority of the respondents agreed that the team trains, educates and support the employees in project implementation as shown with a mean of 3.76 and a deviation 0.67. Regarding the statement as to whether the team is committed and supports the management in influencing the success of the organization, majority of the respondents disagreed with the said statement with a mean of 1.99 and a deviation of 0.41. Majority of the respondents agreed that the team has reduced management decision making as shown with a mean of 3.65 and a deviation of 0.65. The staff members agreed that the team ensures that the project accounts are audited with a mean of 3.91 and a standard deviation of 0.79.

4.4 Influence of Human Resource Provision on Performance of CDF Funded Dispensary Projects

Table 4.22 shows the findings on the extent to which the committee members agreed with the statements on influence of human resource provision on performance of CDF funded dispensary projects.

Table 4. 22: Influence of Human Resource Provision by Committee Members

Influence of Human Resource Provision	Frequency	Percent
Yes	38	52%
No	35	48%
Total	73	100

On whether human resource provision was important on the performance of the CDF funded dispensary projects, 52% of the respondents interviewed agreed by giving a “Yes” response while 48% of the respondents interviewed disagreed that human resource provision influences the performances of CDF funded dispensary projects by giving a “No” response.

Table 4.23 shows the findings on the extent to which the staff members selected agreed with the statements on influence of human resource provision on performance of CDF funded dispensary projects.

Table 4. 23: Influence of Human Resource Provision by Staff Members

Influence of Human Resource Provision	Frequency	Percent
Yes	47	74%
No	16	26%
Total	64	100

On whether human resource provision was important on the performance of the CDF funded dispensary projects, 74% of the respondents interviewed agreed by giving a “Yes” response while 26% respondents interviewed disagreed that human resource provision influenced the performances of CDF funded dispensary projects by giving a “No” response.

The study further sought to establish the extent to which committee members agreed on whether human resource provision influences the performance of CDF funded dispensary projects in Nandi County. The responses are shown in the Table 4.24.

Table 4. 24: Influence of Human Resource Provision by Committee Members

Influence of Human Resource Provision	Frequency	Percentage
Very great extent	26	35%
Great extent	20	28%
Neither great nor low extent	12	17%
Low extent	9	13%
Very low extent	5	7%
Total	46	100

From Table 4.24, the committee members reported that human resource provision influences the performance of CDF funded dispensary projects to a very great extent were 35% of the respondents, 28% of the respondents interviewed said to a great extent, 17% to neither great nor low extent, while 13% said to a low extent. The respondents who said that human resource provision influence the performance of CDF funded dispensary projects to a very low extent were 7%.

The study further sought to establish the extent to which staff members agreed on whether human resource provision influences the performance of CDF funded dispensary projects in Nandi County. The responses are shown in the Table 4.25.

Table 4. 25: Influence of Human Resource Provision by Staff Members

Influence of Human Resource Provision	Frequency	Percentage
Very great extent	28	44%
Great extent	13	20%
Neither great nor low extent	9	14%
Low extent	8	12%
Very low extent	6	10%
Total	64	100

From the responses, 44% of the respondents said that human resource provision influences the performance of CDF funded dispensary projects to a very great extent,

20% of the respondents interviewed said to a great extent, 14% to neither great nor low extent, while 12% said to a low extent. The respondents who said that human resource provision influenced the performance of CDF funded dispensary projects to a very low extent were 10%.

The study further sought to establish the level of agreement of the respondents regarding statements on human resource provision in the dispensary. The findings of the study are shown in Table 4.26.

Table 4. 26: Human resource provision on Performance by Committee Members

Human resource provision	Mean	S.D
Human resource utilizes the individuals to effectively achieve results.	4.01	0.93
The human resource has enough personnel to offer services at the dispensary.	2.47	0.32
The human resource influences employees' job satisfaction and organization commitment.	1.33	0.13
The human resource recruits competent staff to carry out activities at the dispensary.	3.56	0.49
The human resource trains the project management committee	2.98	0.41

The study found out that majority of the committee members agreed that human resource utilizes the individuals to effectively achieve results with a mean of 4.01 and a standard deviation of 0.93. Hence these findings are consistent with Wright (1998) who defined human resource management as the process of utilizing all the individuals involved in the project effectively in order to get the best result for the project. On whether human resource has enough personnel to offer services at the dispensary; the respondents disagreed with a mean of 2.47 and a standard deviation of 0.32. Most of the respondents strongly disagreed on the statement that human resource influences employees' job satisfaction and organization commitment with a mean of 1.33 and a standard deviation of 0.33.

4.5 Influence of Commitment from Political Leaders on Performance of CDF Funded Dispensary Projects

The respondents drawn from Committee members were asked whether commitment from political leaders had an effect on the performance of CDF funded dispensary projects in Nandi County. They all agreed that commitment from political leaders influenced the performance of CDF funded dispensary projects. To the respondents drawn from the staff members, the researcher established that all the respondents agreed that commitment from political leaders had an effect on the performance of CDF funded dispensary projects.

4.6 Political Leadership on Performance of CDF Funded Dispensary Projects

The study sought to establish the extent to which commitment from political leaders affected the performance of CDF funded dispensary Projects. The findings are shown in the Table 4.27.

Table 4. 27: Commitment from Political leadership by Committee Members

	Frequency	Percentage
Very great extent	32	44%
Great extent	41	56%
Neither great nor low extent	0	0%
Low extent	0	0%
Very low extent	0	0%
Total	73	100%

From the responses, 44% of those interviewed indicated that commitment from political leaders affected the performance of CDF funded dispensary projects to a very great extent, 56% indicated to a great extent, and no response was given on the other ratings.

On the respondents drawn from staff members, the study sought to establish the extent to which commitment from political leaders affected the performance of CDF funded dispensary Projects. The findings are shown in the Table 4.28.

Table 4. 28: Commitment from political leadership by Staff Members

	Frequency	Percentage
Very great extent	45	70%
Great extent	19	30%
Neither great nor low extent	0	0%
Low extent	0	0%
Very low extent	0	0%
Total	64	100%

From the responses, 70% of those interviewed indicated that commitment from political leaders affected the performance of CDF funded dispensary projects to a very great extent while 30% indicated to a great extent.

Table 4. 29: Political Leadership Commitment by Committee Members

Performance of CDF Dispensary projects	Mean	S.D
Political leaders are devoted to the CDF dispensary project.	3.99	0.9
Political leaders influences the project committee in procurement processes	4.57	1.2
Political leaders affects transparency and accountability in allocation of the CDF	4.01	0.97
Political leaders ensure equal allocation of CDF in funding projects.	1.35	0.45
Political leaders lobby for the increase in CDF kitty towards the project	4.43	1.01
Political leaders sensitize the public and government official on fighting corruption	4.68	1.1

On whether the political leaders were devoted to the CDF dispensary project, the respondents agreed with a mean of 3.99 and a deviation of 0.9. Majority of the committee members interviewed strongly agreed that political leaders influenced the project committee in procurement processes as shown by the mean of 4.57 and a standard deviation of 1.2. On whether Political leaders affects transparency and accountability in allocation of the CDF majority of the respondents agreed as indicated by a mean of 4.01 and a deviation of 0.97.

The statement on whether political leaders ensured equal allocation of CDF in funding projects, majority of the committee members interviewed strongly disagreed with a mean

of 1.35 and a standard deviation of 0.45. The findings further established that majority of the committee members agreed that political leaders lobbied for the increase in CDF kitty towards the project as shown with a mean score of 4.43 and a standard deviation of 1.01. Finally, the study established that majority of the committee members strongly agreed that political leaders sensitized the public and government official on fighting corruption as shown by a mean score of 4.68 and a standard deviation of 1.1

Table 4. 30: Political Leadership Commitment by Staff Members

Performance of CDF Dispensary projects	Mean	S.D
Political leaders are devoted to the CDF dispensary project.	1.73	0.64
Political leaders influences the project committee in procurement processes	4.51	1.19
Political leaders affects transparency and accountability in allocation of the CDF	4.63	1.32
Political leaders ensure equal allocation of CDF in funding projects.	1.28	0.55
Political leaders lobby for the increase in CDF kitty towards the project	3.63	0.87
Political leaders sensitize the public and government official on fighting corruption	3.01	0.73

The statement on whether the political leaders were devoted to the CDF dispensary project, the staff members disagreed with a mean of 1.73 and a standard deviation of 0.64. Majority of the staff members interviewed strongly agreed that political leaders influenced the project committee in procurement processes as shown by the mean of 4.51 and a standard deviation of 1.19. On whether Political leaders affected transparency and accountability in allocation of the CDF, majority of the staff members strongly agreed as indicated by a mean of 4.63 and a standard deviation of 1.32.

The statement on whether political leaders ensured equal allocation of CDF in funding projects, majority of staff members interviewed strongly disagreed with a mean of 1.28 and a standard deviation of 0.55. The findings further established that majority of the respondents agreed on the statement that political leaders lobbied for the increase in CDF kitty towards the project as shown with a mean score of 3.63 and a standard deviation of 0.87. Finally, the study established that majority of the respondents were neutral on the

statement that political leaders sensitized the public and government official on fighting corruption as shown by a mean score of 3.01 and a standard deviation of 0.73.

4.7 Performance of CDF Funded Dispensary Projects

The respondents were asked to rate the extent to which they agreed with the statements regarding the performance of CDF dispensary projects. The findings are in the Table 4.31.

Table 4. 31: Performance of CDF Funded Dispensary Projects by Committee Members

Performance of CDF Dispensary projects	Mean	S.D
The dispensaries projects were completed within provided timeframe.	1.34	0.43
The dispensaries were undertaken within forecast financial budgeted	2.99	0.66
The dispensary projects adhered to the provisions of Public Procurement and Disposal Act	1.14	0.40
The CDF Dispensaries have adequate staff	3.87	0.98

On performance of CDF dispensary projects, majority of the respondents strongly disagreed that the CDF dispensary projects were completed within provided timeframe as shown by a mean of 1.34 and a standard deviation of 0.43. The researcher requested the respondent to indicate their level of agreement on the statement on whether the dispensaries were undertaken within forecast financial budgeted. To this statement, most of the respondents were neutral as shown by mean of 2.99 and a standard deviation of 0.66. As to whether the dispensary projects adhered to the provisions of public procurement and disposal act, the respondent strongly disagreed as shown by the mean of 1.14 and a deviation of 0.40. Finally, the study asked the respondents as to whether the CDF dispensary projects had adequate staff and to this statement, majority of the respondents agreed that CDF dispensaries had adequate staff. Majority of them agreed that the CDF dispensaries had adequate staff as shown by a mean of 3.87 and a a standard deviation of 0.98.

Table 4. 32: Performance of CDF Dispensary projects by Staff Members

Performance of CDF Dispensary projects	Mean	S.D
The dispensaries projects were completed within provided timeframe.	1.43	0.41
The dispensaries were undertaken within forecast financial budgeted	2.87	0.67
The dispensary projects adhered to the provisions of Public Procurement and Disposal Act	4.54	1.23
The CDF Dispensaries have adequate staff	1.98	0.79

On performance of CDF dispensary projects, Majority of the respondents strongly disagreed that the CDF dispensary projects were completed within provided timeframe as shown by a mean of 1.43 and a standard deviation of 0.41. The researcher requested the respondent to indicate their level of agreement on the statement on whether the dispensaries were undertaken within forecast financial budgeted. To this statement, majority of the respondents were neutral as shown by mean of 2.87 and a standard deviation of 0.67. As to whether the dispensary projects adhered to the provisions of public procurement and disposal act, the respondent strongly agreed as shown by the mean of 4.54 and a standard deviation of 1.23.

4.8 Regression

This section presents a summary of regression analysis between four independent variables including stakeholders Involvement, Competence of the implementation team, Human resource provision, Commitment of the political leaders and a dependent variable namely performance of CDF funded dispensary projects

Table 4. 33: Model Summary for Committee Members

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.796	.704	.713	.26829

The Table shows that value of R is 0.796, the value of R square is 0.704, the value of adjusted R square is 0.713 and the value of standard error of the estimate is .26829. The positivity and significance of all values shows that the model summary is also significant and therefore gives a logical support to the study model.

Table 4. 34: Model Summary for Staff Members

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.783	.751	.653	.1169

Table 4.34 depicts model summary of regression analysis between four independent variables including stakeholders Involvement, Competence of the implementation team, Human resource provision, Commitment of the political leaders and a dependent variable namely performance of CDF funded dispensary projects. The table shows that value of R is 0.783, the value of R square is 0.751, the value of adjusted R square is 0.653 and the value of standard error of the estimate is .1169. The positivity and significance of all values shows that the model summary is also significant and therefore gives a logical support to the study model.

Table 4. 35: ANOVA for Committee Members

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.485	4	6.12	2.55	.031 ^b
Residual	163.465	68	2.40		
Total	187.95	72			

Table 4.35 shows the Analysis of Variance (ANOVA) of regression analysis between three independent variables including stakeholders Involvement, Competence of the implementation team, Human resource provision, Commitment of the political leaders and a dependent variable; performance of CDF funded dispensary projects. The Table shows that in regression, the value of sum of squares is 24.485, the value of degrees of freedom is 4, the value of mean square is 6.12, the value of F is 2.55, and the significance value is 0.031. On the other hand in residual, the value of sum of squares is 163.465; the

value of degrees of freedom is 68. The value of F critical is 2.51. Since F calculated is greater than F critical at 5% level of significance, the study model is therefore significant.

Table 4. 36: ANOVA for Staff Members

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.828	4	6.45	4.16	.014 ^b
Residual	91.813	59	1.55		
Total	117.641	63			

As indicated in Table 4.36, in regression, the value of sum of squares is 25.828, the value of degrees of freedom is 4, the value of mean square is 6.45, the value of F is 4.16, and the significance value is 0.014. On the other hand in residual, the value of sum of squares is 117.641; the value of degrees of freedom is 59, the value of mean square is 1.55. The value of F critical is 2.53. Since F calculated is greater than F critical at 5% level of significance, the study model is therefore significant.

Table 4. 37: Regression Coefficients depicted by Committee Members

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.250	1.130		.221	0.01
stakeholders Involvement	1.260	.661	.338	1.906	.043
Competence of the implementation team	.250	.229	.228	1.091	.018
Human resource provision	.375	.276	.321	1.04	0.02
Commitment of the political leaders	.123	.229	.226	1.71	0.03

According to the table, the performance had an autonomous value of 0.250 when the values of all the independent variables are zero. Though all the variables were significant, a unit increase in stakeholders Involvement increases the performance by 1.260, a unit increase in Competence of the implementation team, holding other variables constant, increased the performance by 0.250. A unit increase in the Human resource provision, holding other variables constant, increased the performance by 0.375 while a unit

increase in Commitment of the political leaders lead to an increase in performance by 0.123. This shows that all the variables had a positive relationship with the performance with stakeholders Involvement having a great influence on performance. The coefficient table was used in coming up with the model as follows.

$$Y = 0.250 + 1.26X_1 + 0.25X_2 + 0.375X_3 + 0.123X_4$$

Y = performance of CDF funded dispensary projects, X₁= Stakeholders involvement, X₂ = Competence of the implementation team, X₃ = human resource provision, X₄= political leaders commitment

Table 4. 38: Regression Coefficients depicted by Staff Members

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.265	.140		2.491	.013
Stakeholders Involvement	3.179	.175	2.475	18.151	.034
Competence of the implementation team	-1.577	.148	-1.142	10.637	.022
Human resource provision	.588	.090	.539	6.550	.001
Commitment of the political leaders	2.466	.255	.223	9.670	.002

According to the coefficient table, performance had an autonomous value of 1.265 when the values of all the independent variables are zero. Though all the variables were significant, a unit increase in stakeholders Involvement increases the performance by 3.179, a unit increase in Competence of the implementation team, holding other variables constant, decreased the performance by 1.577. A unit increase Human resource provision, holding other variables constant, increased the performance by 0.588 while a unit increase in Commitment of the political leaders lead to an increase in performance by 2.466. This shows that all the variables had a positive relationship with the performance except Competence of the implementation team. Stakeholders Involvement had a great effect on performance CDF funded dispensary projects. The coefficient table was used in coming up with the model below.

$$Y = 1.265 + 3.179X_1 - 1.577 X_2 + 0.588 X_3 + 2.466X_4$$

Where;

Y = performance of CDF funded dispensary projects, X_1 = Stakeholders involvement, X_2 = Competence of the implementation team, X_3 = human resource provision, X_4 = political leaders commitment

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of key data findings, conclusion drawn from the findings highlighted and recommendations made there-to. The conclusions and recommendations were drawn in addressing the research question or achieving the research objectives which included the factors influencing performance of constituency development funded dispensary projects in Kenya: A case of Nandi County.

5.2 Summary of Findings

The purpose of the study was to establish the factors influencing performance of constituency development funded dispensary projects in Kenya: A case of Nandi County. The specific objectives explored in guiding the researcher in addressing the research problem were: To determine the influence of stakeholders' involvement on performance of dispensary projects funded by CDF, to investigate the influence of competence of the implementation team on performance of CDF funded dispensary projects, to assess the influence of human resource provision on performance of CDF funded dispensary projects, to examine the effect of commitment from political leaders on performance of CDF funded dispensary projects.

The study used the following research questions, what is the influence of stakeholders' involvement on performance of CDF funded dispensary projects? How the competence of the implementation team influence performance of CDF does funded dispensary projects? Does human resource provision influence the performance of CDF funded dispensary projects? What is the influence of commitment from political leaders on performance of CDF funded dispensary projects? This study adopted a descriptive research design. The independent variables comprised of Stakeholders' Involvement, competence of the implementation team, human resource provision and commitment of

the political leaders while the dependent variable was performance of CDF funded dispensary projects. The target population of this study comprised of the committee and staff members running funded dispensary projects in Nandi County.

The researcher utilized simple random sampling procedure in collection of the data. Therefore a sample size of 164 was selected from a total population of 284 individuals initially selected into the target population. The study utilized primary data collection method. The primary data collection methods involved the use of questionnaires. Both open-ended and closed-ended questions were collectively utilized. The descriptive statistics such as percentages and frequency distribution were used to analyze the demographic profile of the participants. The demographic data was tabulated using frequency and percentages. In order to describe the data, means were used for each variable. The results of the study were presented using tables and figures. Data analysis was conducted using Statistical Package for Social Science (SPSS). The next section deals with summary of the findings as per the research objectives and the data presented in chapter four. The summary is arranged according to research objectives and questions.

5.2.1 Demographic Characteristics of Respondents

The study established that 52.2% of the respondents were male while female respondents made up 47.8% of the respondents implying that majority of the committee members and staff members interviewed in Nandi County were males. The study also established that 6% of the respondents had a primary education, 28% had a secondary education, 44 % of the respondents had attended college while 22% had a bachelors' degree. These findings show that the respondents had various qualifications that brought about different levels of expertise in to the study. The study revealed that 9% of the respondents had resided in Nandi County for less than 1 year, 33% had resided for 1-5 years were 33% and 6-10 years. Those that had been residents for over 10 years were 26%. The findings show that all the residents had resided in Nandi for long to understand the projects being implemented.

5.2.2 Effect of Stakeholders' Involvement on Performance of CDF Funded Dispensary Projects

On the effect of Stakeholders' Involvement on Performance of CDF Funded Dispensary Projects, the study established that majority of the committee members and staff members interviewed agreed that stakeholders' involvement on the performance of CDF funded dispensaries in Nandi County played a key role to a very great extent.

The study further established that majority of the committee members interviewed agreed that the stakeholders of dispensaries in Nandi County were actively involved in the project, the respondents further agreed that the stakeholders affect the performance of project implementation and majority of the respondents were neutral on whether the stakeholders were politically and economically interested in the project. The study also established that the respondents strongly agreed that stakeholders influenced the expectations and perception of the residents concerning the project. The staff members interviewed strongly agreed that the stakeholders of dispensaries in Nandi County were actively involved in the project, Majority of the staff members interviewed strongly agreed that stakeholders affected the performance of the employees at the dispensary project.

5.2.3 Effect of Competence of the Implementation Team on Performance of CDF Funded Dispensary Projects

The study found out that majority of the respondents both from the committee members and the staff members agreed that the competence of the implementation team influenced the performance of the CDF funded dispensaries while few respondents disagreed on the same asked question. The study also showed that majority of the committee members and staff members agreed that competence of the implementation team influenced the performance of the CDF funded dispensary projects to a very great extent.

From the findings, the study established that majority of the committee members interviewed strongly agreed that the implementation team kept track of important information. Majority of the committee members were further neutral on whether the

team trained, educated and supported the employees in project implementation. The study also found out that majority of the respondents strongly agreed that the team was committed and supported the management in influencing the success of the organization. The study also established that majority of the staff members interviewed strongly agreed that the implementation team monitors and evaluates the project.

5.2.4 Influence of Human Resource Provision on Performance of CDF Funded Dispensary Projects

On human resource provision, the study established that majority of the committee and staff members believed that human resource provision influenced the performance of CDF funded dispensary projects. The study also found out that majority of the committee members interviewed agreed that human resource provision influenced the performance of CDF funded dispensary projects. It also established that majority of the respondents strongly disagreed that human resource utilized the individuals to effectively achieve results. The study found out that most of the respondents strongly disagreed on the statement that human resource influences employees' job satisfaction and organizations' commitment. On whether human resource recruits competent staff to carry out activities at the dispensary, the study established that majority of the respondents interviewed agreed that human resource recruits competent staff.

On the staff members' perception on human resource provision, the study established that majority of the respondents strongly disagreed that human resource utilizes the individuals to effectively achieve results. On whether human resource had enough personnel to offer services at the dispensary; the study found out that majority of the respondents agreed with the statement. The study further established that most of the respondents strongly disagreed on the statement that human resource influences employees' job satisfaction and organization commitment. Finally on whether human resource trains the project management committee, the study found out that majority of the respondents interviewed agreed that human resource trains the project management committee.

5.2.5 Effect of Commitment from Political Leaders on Performance of CDF Funded Dispensary Projects

On the effects of commitment from political leaders on the performance of CDF funded dispensary projects in Nandi County. The study established that all the committee and staff members interviewed agreed that commitment from political leaders influenced the performance of CDF funded dispensary projects. The study found out that majority of committee and staff members running the dispensaries agreed that commitment from political leaders affected the performance of CDF funded dispensary Projects to a very great extent and to a great extent.

The study established that political leaders were devoted to the CDF dispensary project. Majority of the respondents indicated that political leaders influenced the project committee in procurement processes. Further, the respondents indicated that Political leaders affect transparency and accountability in allocation of the CDF. On whether political leaders ensured equal allocation of CDF in funding projects, majority of the respondents interviewed strongly disagreed. The study further found out that majority of the respondents agreed that political leaders lobbied for the increase in CDF kitty towards the project. Finally, the study established that majority of the respondents strongly agreed that political leaders sensitized the public and government official on fighting corruption.

5.2.6 Performance of CDF Funded Dispensary Projects

On performance of CDF dispensary projects, the study established majority of the committee members interviewed respondents strongly disagreed that the CDF dispensary projects were completed within provided time frame. Also, the study indicated that majority of the respondents were neutral on whether the dispensaries were undertaken within forecast financial budgeted. Majority of the respondents strongly disagreed that the dispensary projects adhered to the provisions of public procurement and disposal act, the study further found out that the committee members interviewed agreed that the CDF dispensary projects had adequate staff and to this statement, majority of the respondents agreed that CDF dispensaries had adequate staff.

5.3 Discussions

This section focuses on a detailed discussion of the major findings of the study which also entails comparing the study findings to the literature.

5.3.1 Effect of Stakeholders' Involvement

The study established that stakeholders' involvement influence the performance of CDF funded dispensaries, sentiments of Cohen (1999) states that stakeholder involvement leads to increased commitment; Cohen argued that those individuals with high levels of project involvement, which stem from positive experiences on-the-job, make attributions for these experiences to the project. High job involvement stakeholders feel compelled to reciprocate in some form. The study also revealed that stakeholders influenced the expectations and perception of the residents concerning the project. This is supported by the fact that stakeholders' are willing to participate in the project by carrying out the specific tasks of the present project (Mills, 2000).

5.3.2 Effect of Competence of the Implementation Team on Performance of CDF Funded Dispensary Project

The study revealed that competence of the implementation team influenced the performance of the CDF funded dispensaries to a very great extent. According to Jordan (2008), teamwork and competency in the project implementer-vendor-consultant partnership is a key factor influencing project implementation success. Good coordination and communication between the implementation partners are essential. The study confirmed the statement that the implementation team keep track of important information. A report by Kauffman (2005) indicated that making sure that managers are a part of the implementation process, their motivation towards the project will increase and they will see themselves as an important part in the process. The study also revealed that the team ensured that the project accounts are audited, also through skills training, education and support services the performance of the CDF dispensary projects if positively influenced (Young, 2008).

5.3.3 Influence of Human Resource Provision on Performance of CDF Funded Dispensary Projects

The study revealed that human resource provision influences the performance of CDF funded dispensary projects to a very great extent. The study found out that human resource utilizes the individuals to effectively achieve results. Hence these findings are consistent with Wright (1998) who defined human resource management as the process of utilizing all the individuals involved in the project effectively in order to get the best result for the project. On the statement as to whether human resource recruits competent staff to carry out activities at the dispensary the study revealed that indeed human resource recruits competent staff.

The study also revealed that human resource utilizes the individuals to effectively achieve results. These findings are not unique to work done by Devanna, (1981) where she argued that organisations are increasingly looking at human resources as a unique asset that can provide sustained competitive advantage. The changes in the business environment with increasing globalisation, changing demographics of the workforce, increased focus on profitability through growth, technological changes, intellectual capital are the never-ending changes that organisations are undergoing that have led to increased importance of managing human resources.

5.3.4 Influence of Commitment from Political Leaders on Performance of CDF Funded Dispensary Projects

The findings revealed that political leaders influence the project committee in procurement processes. These findings are relevant to Noble and Mokwa (1999) work in involvement and commitment where they argued that development is very much dependent in the stakeholders of the particular project and that it should be maintained throughout the implementation process of projects. Commitment is a central factor which directly influences project performance. The study also revealed that Political leaders sensitize the public and government official on fighting corruption. According to Mokwa (1999), sensitization plays a key role in making the public and stakeholders aware of the

constituency development fund dispensary projects. On the statement on whether political leaders affect transparency and accountability in allocation of the CDF, the study revealed that there is low level of transparency and accountability in the CDF dispensary projects due to interference by political leaders.

5.4 Conclusions

From the summary of findings, the study concludes that stakeholders' involvement play a key role in the performance of CDF funded dispensaries in Nandi County and that the stakeholders affect the performance of project implementation. The study also concludes that the stakeholders of dispensaries in Nandi County were actively involved in the project and that the stakeholders affect the performance of project implementation to a very greater extent. The study further concludes that the stakeholders influenced the expectations and perception of the residents concerning the project and that the stakeholders are not politically and economically interested in the project from the staff members' point of view.

The study concludes that the competence of the implementation team influenced the performance of the CDF funded dispensaries. The study further concludes that the implementation team kept track of important information and is committed and supports the management in influencing the success of the organization. On whether the implementation team had a reduced management decision making, the study concludes that indeed the implementation team had a reduced management decision making. The study further concludes that the team ensured that the project accounts were audited.

On human resource provision, the study concludes that human resource provision influenced the performance of CDF funded dispensary projects in Nandi County. The study also concludes that human resource provision utilized the individuals to effectively achieve results. Further, the study concludes that human resource does not influences employees' job satisfaction and organizations' commitment. Also, the study concludes that human resource recruits competent staff to carry out activities at the dispensary.

On commitment from political leaders, the study concludes that political leaders were devoted to the CDF dispensary project. The study also concludes that political leaders influenced the project committee in procurement processes. Further, the study concludes that Political leaders affect transparency and accountability in allocation of the CDF. The study concludes that political leaders did not ensure equal allocation of CDF in funding projects and that political leader lobbied for the increase in CDF kitty towards the project. Finally, the study concludes that political leaders sensitized the public and government official on fighting corruption.

5.5 Recommendations

From the summary of findings and conclusions in this chapter, the study established that majority of the committee and staff members were male compared to females. This study therefore recommends that there should be gender equity in the appointments in all levels of running the CDF dispensary projects. The study established that the majority of the respondents strongly agreed that stakeholders were not politically and economically interested in the project. This study therefore recommends that stakeholders should be politically and economically interested in the CDF dispensary project so as to attract government interventions and non-governmental organizations into the health sector.

The study established that majority of the committee members were neutral on whether the team trained, educated and supported the employees in project implementation. This study therefore recommends that implementation team needs to be trained, educated and supported to enhance their competency and delivery. The study also established that the implementation team is not committed and does not support the management in influencing the success of the organization. This study therefore recommends that the implementation team should be committed and support the management in influencing the success of the organization.

The study established that human resource provision did not utilize the individuals to effectively achieve results. This study therefore recommends that human resource provision should utilize individuals to effectively achieve results. The study also

established that human resource did not influence employees' job satisfaction and organizations' commitment. This study thus recommends that human resource should influence employees' job satisfaction and organizations' commitment to achieve results.

The study established on commitment from political leaders that Political leaders affect transparency and accountability in allocation of the CDF. This study therefore recommends that Political leaders should shun from affecting transparency and accountability in allocation of the CDF. The study also established that political leaders did not ensure equal allocation of CDF in funding projects. This study therefore recommends that political leaders should ensure equal allocation of CDF in funding projects.

The study established that CDF dispensary projects were not completed within provided time frame. This study thus recommends that funding projects should be completed within the given time frame. Also, the study established that majority of the respondents were neutral on whether the dispensaries were undertaken within forecast financial budgeted. This study therefore recommends that the committee and staff members should be trained on financial budgeting. The study also established that the dispensary projects did not adhere to the provisions of public procurement and disposal act, the study therefore recommends that proper adherence to provisions of public procurement and disposal act should be kept.

5.6 Recommended for Further Research

This study has investigated into the factors influencing performance of constituency development funded dispensary projects in Kenya: A case of Nandi County. There are numerous areas that still require further research. The researcher would therefore wish to propose the following areas for further research on this study.

To this end a study should be carried out to investigate the factors influencing the performance level of CDF funded dispensary projects. Moreover, a more detailed study should be carried out to investigate the level of performance of CDF funded dispensary projects in all the counties in Kenya.

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APPENDICES

Appendix I: Questionnaire for Committee Members

This questionnaire consists of six parts; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

SECTION A: GENERAL INFORMATION

1. Gender Male Female
2. Your age bracket (Tick whichever appropriate)
18 – 24 Years 25 - 30 Years
31 - 34 years 35 – 40 years
41 – 44 years 45 – 50 years
Over 51 years
3. What is your education level? (Tick as applicable)
Primary Secondary
College Bachelors' degree
Others-specify.....
4. Years of residence in the village (Tick as applicable)
Less than 1 year 6-10 years
1-5 years Over 10 years

SECTION B: INFLUENCE OF STAKEHOLDERS' INVOLVEMENT ON PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS

5. To what extent does the stakeholders' involvement affect the performance of CDF funded dispensary?
To a very great extent
To a great extent
Neither great nor low extent
Low extent
Very low extent
6. Do stakeholders involve themselves in the performance in the CDF funded dispensary?
Yes No

7. To what extent do you agree with the following statements regarding the stakeholder’s involvement in the dispensary? Use a Likert scale of 1 to 5 Where 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = strongly agree.

Stakeholders involvement	1	2	3	4	5
The stakeholders of dispensaries in Nandi County are actively involved in the project.					
The stakeholders affect the performance of project implementation					
The stakeholders are politically and economically interested in the project					
The stakeholders affect the performance of the employees at the dispensary project					
The stakeholders influence the expectations and perception of the residents concerning the project					
Other (specify)					

SECTION C: INFLUENCE OF COMPETENCE OF THE IMPLEMENTATION TEAM ON PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS

8. Are the implementation team competent on the performance in the CDF funded dispensary?

Yes [] No []

9. To what extent does the implementation team affect the performance of CDF funded dispensary?

- To a very great extent []
- To a great extent []
- Neither great nor low extent []
- Low extent []
- Very low extent []

10. To what extent do you agree with the following statements regarding implementation team in the dispensary?

Implementation team	1	2	3	4	5
The team keep track of important information.					
The team monitors and evaluate the project					
The team coordinates and communicate well in implementing the project.					
The team trains, educates and support the employees in project implementation.					
The team is committed and supports the management in influencing the success of the organization.					
The team has reduced management decision making					
The team ensures that the project accounts are audited					
Other (specify.....)					

SECTION D: INFLUENCE OF HUMAN RESOURCE PROVISION ON PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS.

11. Is human resource provision important on the performance of the CDF funded dispensary?

Yes [] No []

12. To what extent does human resource provision affect the performance of CDF funded dispensary?

To a very great extent []

To a great extent []

Neither great nor low extent []

Low extent []

Very low extent []

13. To what extent do you agree with the following statements regarding implementation team in the dispensary?

Human resource provision	1	2	3	4	5
Human resource utilizes the individuals to effectively achieve results.					
The human resource has enough personnel to offer services at the dispensary.					
The human resource influences employees' job satisfaction and organization commitment.					
The human resource recruits competent staff to carry out activities at the dispensary.					
The human resource trains the project management committee					
Other (specify)					

SECTION E: INFLUENCE OF COMMITMENT FROM POLITICAL LEADERS ON PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS

14. Is the commitment from political leaders important on the performance of the CDF funded dispensary?

Yes [] No []

15. To what extent does commitment from political leaders affect the performance of CDF funded dispensary?

- To a very great extent []
- To a great extent []
- Neither great nor low extent []
- Low extent []
- Very low extent []

16. To what extent do you agree with the following statements regarding the commitment of political leaders in the dispensary?

Political leaders commitment	1	2	3	4	5
Political leaders are devoted to the project.					
Political leaders influences the project committee in procurement processes					
Political leaders affects transparency and accountability in allocation of the CDF					
Political leaders ensure equal allocation of CDF in funding projects.					
Political leaders lobby for the increase in CDF kitty towards the project					
Political leaders sensitize the public and government official on fighting corruption					
Other (specify)					

SECTION F: PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS

17. Please indicate the extent to which you agree with the following statements regarding the performance of CDF dispensary projects.

Performance of CDF Dispensary projects	1	2	3	4	5
The dispensaries projects were completed within provided timeframe					
The dispensaries were undertaken within forecast financial budgeted					
The dispensary projects adhered to the provisions of Public Procurement and Disposal Act					
The CDF Dispensaries have adequate staff					

Appendix II: Questionnaire for Staff Members

This questionnaire consists of six parts; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

SECTION A: GENERAL INFORMATION

1. Gender Male [] Female []
2. Your age bracket (Tick whichever appropriate)
18 – 24 Years [] 25 - 30 Years []
31 - 34 years [] 35 – 40 years []
41 – 44 years [] 45 – 50 years []
Over 51 years []
3. What is your education level? (Tick as applicable)
Primary [] Secondary []
College [] Bachelors' degree []
Others-specify.....
4. Years of residence in Nandi County constituency (Tick as applicable)
Less than 1 year [] 6-10 years []
1-5 years [] Over 10 years []

SECTION B: INFLUENCE OF STAKEHOLDERS' INVOLVEMENT ON PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS

5. To what extent does the stakeholders' involvement affect the performance of CDF funded dispensary?
To a very great extent []
To a great extent []
Neither great nor low extent []
Low extent []
Very low extent []
6. To what extent do you agree with the following statements regarding the stakeholder's involvement in the dispensary? Use a scale of 1 to 5 where 1 is to a very great extent and 5 is to Very low extent

Stakeholders involvement	1	2	3	4	5
The stakeholders of Nandi County CDF dispensaries are actively involved in the project.					
The stakeholders affect the performance of project implementation					
The stakeholders are politically and economically interested in the project					
The stakeholders affect the performance of the employees at the dispensary project					
The stakeholders influence the expectations and perception of the residents concerning the project					
Other (specify)					

SECTION C: INFLUENCE OF COMPETENCE OF THE IMPLEMENTATION TEAM ON PERFORMANCE OF CDF FUNDED DISPENSARY PROJCTCS

7. Are the implementation team competent on the performance in the CDF funded dispensary?

Yes [] No []

8. To what extent does the implementation team affect the performance of CDF funded dispensary?

- To a very great extent []
- To a great extent []
- Neither great nor low extent []
- Low extent []
- Very low extent []

9. To what extent do you agree with the following statements regarding implementation team in the dispensary?

Implementation team	1	2	3	4	5
The team keep track of important information.					
The team monitors and evaluate the project					
The team coordinates and communicate well in implementing the project.					
The team trains, educates and support the employees in project implementation.					
The team is committed and supports the management in influencing the success of the organization.					
The team has reduced management decision making					
The team ensures that the project accounts are audited					
Other (specify.....)					

SECTION D: INFLUENCE OF HUMAN RESOURCE PROVISION ON PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS.

10. Is human resource provision important on the performance of the CDF funded dispensary?

Yes [] No []

11. To what extent does human resource provision affect the performance of CDF funded dispensary?

- To a very great extent []
- To a great extent []
- Neither great nor low extent []
- Low extent []
- Very low extent []

12. To what extent do you agree with the following statements regarding implementation team in the dispensary?

Human resource provision	1	2	3	4	5
Human resource utilizes the individuals to effectively achieve					

results.					
The human resource has enough personnel to offer services at the dispensary.					
The human resource influences employees' job satisfaction and organization commitment.					
The human resource recruits competent staff to carry out activities at the dispensary.					
The human resource trains the project management committee					
Other (specify)					

SECTION E: INFLUENCE OF COMMITMENT FROM POLITICAL LEADERS ON PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS

13. Is the commitment from political leaders important on the performance of the CDF funded dispensary?

Yes [] No []

14. To what extent does commitment from political leaders affect the performance of CDF funded dispensary?

- To a very great extent []
- To a great extent []
- Neither great nor low extent []
- Low extent []
- Very low extent []

15. To what extent do you agree with the following statements regarding the commitment of political leaders in the dispensary?

Political leaders commitment	1	2	3	4	5
Political leaders are devoted to the CDF dispensary project.					
Political leaders influences the project committee in procurement processes					
Political leaders affects transparency and accountability in allocation of the CDF					
Political leaders ensure equal allocation of CDF in funding projects.					
Political leaders lobby for the increase in CDF kitty towards the project					
Political leaders sensitize the public and government official on fighting corruption					
Other (specify)					

SECTION F: PERFORMANCE OF CDF FUNDED DISPENSARY PROJECTS

16. Please indicate the extent to which you agree with the following statements regarding the performance of CDF dispensary projects.

Performance of CDF Dispensary projects	1	2	3	4	5
The dispensaries projects were completed within provided timeframe.					
The dispensaries were undertaken within forecast financial budgeted					
The dispensary projects adhered to the provisions of Public Procurement and Disposal Act					
The CDF Dispensaries have adequate staff					

Appendix III: Letter of Transmittal of Data Collection Instruments

Jemutai Tero
P.O.Box
44143-00100
Nairobi

Dear Participant,

Re: FACTORS INFLUENCING PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUNDED DISPENSARY PROJECTS IN NANDI COUNTY

I am a Master of Arts student in Project Planning and Management student at the University of Nairobi; I am currently collecting data for the above named research.

You have been selected to participate in this study. The main purpose of the study is to determine factors influencing performance of constituency development funded dispensary projects in Nandi County. The researcher would use the results to provide recommendations that may be applied to come up with a suitable and effective development programs in the health sector in Nandi County and other Counties in Kenya.

To accomplish this objective, you are kindly requested to complete the questionnaire provided so as to provide the necessary data. If you are interested in the results and recommendations of this study, please advise the researcher to avail them as soon as the study is completed.

Your contribution is highly appreciated.

Jemutai Tero

L50/65519/2010

Appendix IV: Table for Determining Sample Size for a Given Population

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

Note: "N" is population size
 "S" is sample size.

Source: Krejcie & Morgan, 1970