

**INFLUENCE OF MONITORING AND CONTROL ON THE PERFORMANCE
OF CONSTITUENCY DEVELOPMENT FUND PROJECTS: A CASE OF
KISUMU TOWN EAST AND KISUMU RURAL CONSTITUENCIES IN KENYA**

By

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**A Research Project Report Submitted In Partial Fulfillment Of The Requirements
For The Award Of The Degree Of Masters Of Arts In Project Planning And
Management Of The University Of Nairobi**

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DECLARATION

This research project report is my original work and has never been submitted for a degree in any other university or college for examination/academic purposes.

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This Research Project Report has been submitted for examination with my approval as the

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DEDICATION

This study has been dedicated to my husband John Kennedy Olela, my son Louis Fernandez Odhiambo and daughter Lucillia Roselyne Adhiambo with whom I love and value. In memory of my late sister Ruth Atieno who encouraged me to work hard in school but did not live to see me sail through without forgetting my parents Mr and Mrs Okongo.

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LIST OF ABBREVIATIONS AND ACRONYMS

CDF	Constituency Development Funds
CV	Cost Variance
EV	Earned Value
IEBC	Independent Electoral Boundaries Commission
ICDEA	Institute for Civic Education and Development in Africa
KNBS	Kenya National Bureau of Statistics
M&E	Monitoring and Evaluation
PERT	Program Evaluation and Review Technique
PV	Planned Value
SV	Schedule Variance
TQM	Total Quality Management
WBS	Work Breakdown Structure

ABSTRACT

The purpose of this study was to establish the relationship between project monitoring and control activities and the project performance in the CDF projects in Kisumu Town East and Kisumu Rural Constituencies. The research objectives were used to guide the collection of required data from the respondents. The study had four main objectives which were: to establish the influence of time control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies; to establish the influence of quality control on the performance of CDF projects in Kisumu Town East and Kisumu Rural constituencies; to determine the influence of cost control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies; and to evaluate the influence of crisis management on the performance of CDF projects in Kisumu town East and Kisumu Rural Constituencies. The study adopted census method in which 140 respondents from the CDF committee members in the two constituencies were interviewed. The data was collected through a self-administered structured questionnaire. The research instrument was validated through content related method and reliability through half-split criterion. The data collected was analyzed by descriptive statistics. Correlational analysis was conducted to determine the influence of monitoring and control on the performance of CDF projects. Descriptive statistics such as frequencies and percentages were used to describe the data and presented in form of tables. The study found out that the use of time control had a correlation coefficient of 0.874. The findings showed that majority of the respondents (84%) acknowledged that that Gant Charts improves productivity through tracking of results. 86.4% of the respondents concurred that task prioritization helps in identification of urgent needs. The use of cost control tools had a correlation coefficient of 0.921. 88% of the respondents agreed that the cost change control systems help in cutting down unnecessary expenses. The study also showed that 84% of the respondents support that the cost variance helps in reconciling incurred cost and expected cost. The use of quality control had a correlation coefficient of 0.785. 90.4% of the respondents averred that quality training ensures good understanding of project procedures. Majority of respondents (94.4%) agreed that the use of charts helps in planning and scheduling of tasks. A majority of the respondents (80.8%) confirmed that the use of fish diagrams helps in quick understanding and troubleshooting cause of problems in a project. Still 3.2% of the respondents did not ascertain the significance of the fish diagrams given that they do not use them. The use of crisis management tools had a correlation coefficient of 0.748. A majority of respondents (92.8%) agreed that a good communication plan is very vital for CDF project performance. 82.4% of the respondents affirmed that maintaining a good communication efforts help in future references. The study recommends that clear rules should be enacted to specifically guide the project management committee on what is expected of them for better management practices and especially this of CDF projects.

CHAPTER ONE

INTRODUCTION

This research project report analyses the influence of monitoring and control tools on the CDF project performance in two constituencies in Kisumu County. Chapter one covers the background of the study, tools used in monitoring and control, problem statement, purpose of study, objectives, and research questions. It also describes the research hypothesis, significance of the study, basic assumptions, limitations, delimitations, significant terms used and organization of the research paper.

1.1 Background of the Study

The main goal of initiating any project is to ensure that deliverables have been achieved to the satisfaction of the stakeholders. In the project management science, the players have to ensure that all the stages of a project life cycle have been followed closely to ensure quality deliverables (Wilson, 2015). Project planning, execution, monitoring and evaluation are vital components in the science of project management and they have to be well managed for successful delivery of goods and services in an organization. Any deviation from the standardized norms of managing these stages can lead to poor performance of the project. A poorly performing project leads to poor deliverables in terms of customer satisfaction, budget, time and value utilities (Chin, 2004). As such, project managers should understand how certain aspects of the project life cycle affect the project performance.

The use of project monitoring tools can help improve the project outputs and outcomes. Improved outcomes and outputs can in turn improve the performance of the project. A

project is said to have performed well if the actual outputs are equivalent or even better than the planned outputs. The project manager, the team implementation the project, the sponsors and the beneficiaries are necessary contributors to the project monitoring activities (Ribeiro, 2011). The quality of the actual work in terms of time, cost and functional utility is compared to the planned variables and the key performance indicators.

Monitoring is thus an essential stage of project life cycle because it is the phase where most of the control measures take place. These measures act as quality assurance tools because they rectify any anomaly in the midst of the project thus helping prevent late intervention when the project is either complete or almost complete (Ofori, 2013).

While implementing projects, it is important that the monitoring teams critically look closely at the issue of controls. Time, cost and crisis are some of the important variables of the project that should be controlled. Adequate and effective management of any project relies on good access to and control of data, especially data pertaining to the performance of a project. All the projects in an organization need to be guided throughout. This helps them receive the required and expected output after the project has ended (Gido and Clements, 2014).

1.1.1 Time control

Time control and management of a project relies on the way the project manager carries out project planning and activities. A manager should set deadlines for project tasks. These deadlines should be strictly adhered to. However, there is no point in setting deadlines if the management has an intention of pushing them back. Project management

should set deadlines that will be strictly adhered to. A project manager should not multi-task. Focus and concentration is the only way through which the project manager can deal with issues of time control. Delegation of responsibilities is another way through which a project manager can deal with time control issues (Brewer and Dittman, 2013).

Good time management can therefore help in minimizing time wastage during the project cycle. Which will inturn improve on the project performance.

1.1.2 Cost Control

Actual cost is the total amount of labor costs, materials and any directly associated overhead cost that can be associated to a specific project. Actual cost and standard cost are different. However, the two are both used in evaluation of project profitability. The goal of actual costs is often to break down the specifics of the costs involved with the project. This helps the management team to determine if the production process associated with the project is working at an optimum efficiency. The differences between actual cost and standard cost are salient. When working with the standard cost, it assumes a standard value and uses that figure to track the usage of resources. The tracking is usually in the form of either hours or the number of units consumed. This technique can identify variance between the production and the consumption. On the other hand, the actual cost is concerned only with the costs incurred during the course of the project, and not the units produced. From the explanations, it is evident that actual cost and standard cost are different even though they are all used to determine profitability (Wilson, 2015).

Cost are different even though they are all used to determine profitability. (Wilson, 2015).A performing project in therefore that which is has a balance between the standard cost and the actual cost.

1.1.3 Quality control

Basu (2004) supports the thought that quality management can help improve the performance of a business enterprise. According to the author, quality has three dimensions. It can be looked at in terms of process quality, product quality and organizational quality. All these dimensions are of interest to any researcher who wants to improve the performance of a firm. The success of the quality control tools in improving the three dimensions relies partly on the project management aspect of implementation of the processes. Quality of a performing project will therefore spread over to determine satisfaction of the stakeholders.

1.1.4 Crisis management

Problem solving techniques are essential during crisis control design. Kerzner (2013) insists on the importance of organizations using team-oriented problem solving techniques. A crisis control team should be problem-solving oriented. The team can adopt an organizational chat mode of operation. As well, it may adopt an operation unique to its objectives. The crisis control team should have an outline of responsibilities and authority for taking action when the crisis develops. As well, Management has to create and stick to communication plans. This ensures that the employees, the customers, the community and the applicable regulatory officials get the same clear, valid information. A good

crisis management team should therefore help in controlling any deviation during the project cycle by responding to the problems as soon as they arise.

1.1.5 Monitoring and Control

Project monitoring and control are considered important tools that are used widely by many organizations. The monitoring and control of projects focuses on nine functions which include time, cost, scope, quality, procurement, risk, communications, human resources and integration. These allow the team that is managing the project to note the progress and come up with a comparison with the original objectives. If an organization operates without project monitoring and control tools and system, it is considered to be running at a risk and it may lead to an eventual failure (Young, 2013).

Project monitoring, as defined by Kerzner (2013), is the observation and supervision for the people in the management team to detect and to react appropriately to the deviation and changes to project plan. Through monitoring the project progress, management teams can determine how far the project proceeds and whether it is meeting the completion expectation. One of the ways to succeed in the monitoring activity of projects, while maintain a positive progress, is the need to write a report detailing their observation. Apart from report writing, monitoring project can also be carried out through holding meetings with clients and parties involved in the project, on a regular basis in order to keep track of the progress.

During monitoring of projects, there are quality assessment and the status meetings that should be held. The project manager, the project implementation team, the project sponsors and the stakeholders are required at this stage. The project manager should

monitor the quality of work against the planned key performance indicators. He evaluates the progress for every task against what was planned. The most important factors that the project manager looks at include the cost, time and the product definition. The Gantt chart is required in project monitoring (Turner, 2009). The project manager uses this tool to identify tasks that could be lagging. The project manager should also understand how to use the PERT diagram (Program Evaluation and Review Technique). This is important for crushing some of the tasks. The use of all these tools is vital for meeting the performance based contracting targets given to an office.

Project control has been defined differently by different scholars and project management experts. Cleland and King (1988) for example, define project control as an action taken by management, which is either planned in advance to attain specific goals or to correct an anomaly. Dinsmore and Cabanis-Brewin (2006), on the other hand, have defined project control as systems used to plan, schedule, budget, and measure the performance of a project/program. According to the author, the cost estimation package, time control and crisis management are some of the variables that are instrumental to establish the baseline for project controls. If a project is found to be off the course, then control in the form of corrective action should be applied. If possible, a corrective action can take a form of re-planning, reprogramming, or reallocating resources or even changing the way project is managed and organized.

A project will always have goals and objectives that should be met at the time the project team completes its work. The performance of a project can be quantitatively measured using the key performance indicators. These are quantitative measurements that help an organization measure the success of the project. The indicators are diagnostic tools that

are used to understand the project initiatives that work effectively and those that do not work well. Stakeholders need a synthesized data that can be understood easily in terms of the success or the failure of the project. The key performance indicators have fostered the growth of evidence based practice in project management discipline. Key performance indicators of a project can be evaluated using the three constraints of time, cost and quality (Turner, 2009). The three are called the iron triangle.

Traditionally, the success and performance of a project was judged on the basis of it being completed on time, within the given budget and with conformance to the quality requirements. All these are catered for by the use of the iron triangle. This criterion indicates the degree of efficiency of the project. However, some theorists are skeptical that if these three factors are used in isolation for evaluation of the performance of a project, they may give a misleading assessment of the project success (Ofori, 2013). The use of the three indicators is simplistic and it cannot be said to enough. Current practice and research have taken a diverting approach to this problem. New and direct measures are currently being employed to measure the performance of projects. Pheng and Chuan (2006) argued that the project success measure should no longer be restricted to the traditional indicators of cost, time and quality. These authors support the expansion of the success measurement indicators beyond the traditional three factors. There should be a mix in the yardstick used to evaluate the project success. Customer satisfaction is proposed as one of the indicators that should be used to measure the success of a project. The overall satisfaction of the stakeholders should also be considered when evaluating the success of a project. Other scholars, for instance Belout and Gauvreau (2004), posit that project teams should be able to manage risks and resolve problems encountered

during the implementation. Such ability should be considered as a measure of project success. Freeman and Beale (1992) revealed that five most frequently used criteria to measure project success should include: technical performance, efficiency of execution, managerial and organizational implications, personal growth and manufacturer's ability and business performance. All these aspects of project performance can be associated with the project monitoring and control system in the CDF projects in the two constituencies in Kisumu County.

In 2003, the parliament of Kenya passed the Constituencies Development Fund (CDF) Act 2003. CDF was formed as a devolved fund that was intended to enhance rapid social-economic development at the Constituency level through public participation. The Act has specific sectors which the CDF funds should be put to use (Gituto, 2007). The prioritized sectors are allocated funds of the percentage guidelines given by the national CDF committee. The priorities are given as Education Sector, 33.9%, Education (Bursary) 12.3%, Health Sector, 6.5%, Water Sector, 11.5%, Roads & Bridges 6.2%, Security Sector, 4.0%, Agriculture Sector, 1.3%, and others which include M&E Monitoring & Evaluation, Emergency, Environment, Recurrent and sports are allocated 24.3%. The projects are identified by the community members (Mapesa and Kibua, 2006).

1.1.6 Kisumu County Profile

Kisumu County is located in the Nyanza region, in the western part of Kenya and comprises 6 constituencies, namely: Kisumu Town East, Kisumu Town West, Kisumu Rural, Nyando, Muhoroni and Nyakach. The County is headed by an elected Governor

while the constituencies are represented by elected Members of Parliament. Its headquarters is Kisumu City. It has a population of 968,909, according to the 2009 National Census. The land area of Kisumu County totals 2085.9 km². It has a population density of 460 people per square kilometer (KNBS, 2011).

Kisumu Town East constituency has a population of 150,124 (KNBS, 2009) and covers an area of 135.90sq Km and has 5 assembly wards namely Kajulu, Kolwa, Manyatta East B, Nyalenda A and Kolwa Central (IEBC). On the other hand Kisumu Rural has a population of 461,189 (KNBS 2009).

1.2 Problem Statement

According to the reports done by The Institute for civic education and development in Africa (ICEDA 2013) carried out in Kisumu County to Establish the State of Service Deliver in Health and Education Sectors between August 2012 to December 31st 2012, Public participation in identification of priorities, implementation of programs, and Monitoring and Evaluation continues to be low. Further the report stated that community participation and engagement in education policy programming and resource management is still low. Resource management is poor and in most cases are deployed into initiatives which have little or no impact to the common citizens. This was a clear indication that there is a problem at the grass root level in terms of resource management and public participation in the projects that should have positive impact on the lives of the common mwanachi. The audit covered all the constituencies but gave more attention to Kisumu Town East and Kisumu Rural. It's with this regard that the two constituencies were selected for the study.

The success of projects initiated and executed by any organization partly depends on the manner in which the monitoring and control stage has been managed. When executing projects, the project implementation team should ensure that proper mechanisms have been put in place to monitor and control all the essential components namely at the identification level, formulation level, implementation level, monitoring and evaluation level. In most circumstances, it is easy for the project team to measure the project outcomes and the success by comparing with the key performance indicators. However, it may not be easy to come up with an analysis that compares the direct effects of the monitoring and control exercise on the project outcomes. In most cases, intuition and heuristics and professional guess is used to relate the monitoring and control activities to the project success, without use of any quantitative measures (Kusek and Rist, 2004). An objective analysis of the relationship between the monitoring and control activities and the project performance can be carried out if rigorous quantitative studies are carried out. This can be achieved through carrying out of retrospective studies of projects that have been implemented by organizations.

The CDF projects in Kisumu Town East and Kisumu Rural Constituencies use the project monitoring and evaluation tools as part of their project life cycles when implementing projects. The projects can be easily classified as successful or not successful by looking at their outcomes and comparing them with the project plans.

Several studies have been carried out to relate monitoring and control to project outcomes in different projects across the world. These studies come close to offering solutions to the problem of finding the relationship between project monitoring and control and the project performance. Bonner et al (2002) carried out a study with an aim of

understanding the formal and interactive control mechanisms that are available to the upper managers and in the controlling of new product development projects and their relationship to the performance of the projects. Data was collected from 95 projects across different industries. In the findings, it was found that there was a negative relationship between the use of upper manager-imposed process controls and project performance. In the findings, it was also suggested that the degree to which upper-managers intervened in project-level decisions during the project was negatively related to project performance. The results of this study are vital in helping project management scholars and practitioners understand the relationship between project performance and the monitoring and control activities. However, they fall short of giving answers to the question of the relationship between monitoring and control and the performance of projects.

Another study was carried out by Al-Jibouri (2003) with an aim of investigating the effectiveness of some of the commonly used monitoring systems in the detection of deviations from the planned cost and performance. The leading parameter, variances method and the activity based ratios technique were used to analyze the effectiveness of monitoring systems on assessing project performances. In the findings, it was concluded that some monitoring systems showed more response to changes in the project performance than others. The activity based ratio's technique has a clearer and simpler indication of project progress than the other two tested techniques. This study as well gives useful insights into the question of relating project monitoring and control to project performance. However, the study findings fall short of describing the direct relationship between the use of monitoring and control tools and the performance of

projects. So far, no published studies, to the best of the knowledge of this paper, have explained the relationship between project monitoring and controls and the project performance in CDF project in Kisumu County. This research project report thus intends to investigate the relationship between project monitoring and control activities and project performances in the Kisumu County CDF projects with particular reference to Kisumu Town East and Kisumu Rural constituencies.

1.3 Purpose of the Study

The purpose of this study was to establish the relationship between project monitoring and control activities and the project performance in the CDF projects in Kisumu Town East and Kisumu Rural Constituencies.

1.4 Specific Objectives

In order to find solutions to the research problem, the following were specific objectives of the study:

- i. To establish the influence of time control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies.
- ii. To establish the influence of quality control on the performance of CDF projects in Kisumu Town East and Kisumu Rural constituencies.
- iii. To determine the influence of cost control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies.
- iv. To evaluate the influence of crisis management on the performance of CDF projects in Kisumu town East and Kisumu Rural Constituencies

1.5 Research Questions

The research intended to find answers to the following questions:

- i. To what extent does time control influence the performance of CDF projects in the two constituencies in Kisumu County?
- ii. To what extent does quality control influence the performance of CDF projects in the two constituencies in Kisumu County?
- iii. To what extent does cost control influence the performance of CDF projects in the two constituencies in Kisumu County?
- iv. To what extent does crisis management influence the performance of CDF projects in the two constituencies in Kisumu County?

1.6 Research Hypothesis

Before carrying out this study, there were four hypotheses to the research:

Null Hypothesis : The use of time control in CDF projects in Kisumu Town East and Kisumu Rural Constituencies does not influence their project performances.

Alternative Hypothesis H1: The use of time control in CDF projects in Kisumu Town East and Kisumu Rural Constituencies influences their project performances.

Null Hypothesis : The use of quality control tools in projects of CDF in Kisumu Town East and Kisumu Rural Constituencies does not influence their performance.

Alternative Hypothesis H1: The use of quality control tools in projects of CDF in Kisumu Town East and Kisumu Rural Constituencies influences their performance.

Null Hypothesis : The use of cost control in CDF projects in Kisumu Town East and Kisumu Rural Constituencies does not influence their performance.

Alternative Hypothesis H1: The use of cost control in CDF projects in Kisumu Town East and Kisumu Rural Constituencies influences their performance.

Null Hypothesis : The use of crisis management tools in CDF projects in Kisumu Town East and Kisumu Rural Constituencies does not influence their performance.

Alternative Hypothesis H1: The use of crisis management tools in CDF projects in Kisumu Town East and Kisumu Rural Constituencies influences their performance.

1.7 Significance of the Study

The findings of the study would be useful to the following players.

1.7.1 Government

The government will find the research statistics useful because it can draw lessons from the findings, which can be used in the formulation of new policies that may be used in governing the future CDF projects. The government benefits of this research will include all operational levels of the government up to the lowest level of development unit which is the constituency.

1.7.2 Non-governmental bodies

The non-governmental bodies will find the research findings useful because the information can be used in implementing projects in other community driven development plans which may not be necessarily funded by the government. The non-

governmental bodies which collaborate with the CDF offices in different constituencies will also use the information in deciding how to contribute to the project efforts by their CDF partners.

1.7.3 CDF Boards

The CDF Board will be a direct beneficiary of these findings. With the study being carried out on the Boards managed projects in Kisumu County, this will form an evaluation guide where the management committee will use the findings to make a reflection of how they have performed in the past projects and make room for improvement. The results of this study are therefore a useful evaluation tool for the past projects in Kenya.

1.7.4 Academic community

The academic community will be another beneficiary of this study. The CDF project implementation is a recent phenomenon which is barely ten years old. Studies touching on monitoring and control are important sources of literature for future studies into the CDF project implementation. The published results of the findings will be accessed as referencing material for future studies about CDF projects

1.8 Basic Assumptions of the study

The research was carried out with the assumptions that Monitoring and control tools impact positively on the performance of CDF projects in the two constituencies and that the respondents will give accurate and honest answers in the questionnaires.

1.9 Limitation of the Study

The study has provided answers to several issues about the relationship between monitoring and control activities and the performance of CDF projects in the two Constituencies in Kisumu County. Even though the information has provided answers to the research questions, it had some limitations. The study discussed the restorative aspects of monitoring and control in the two constituencies. There was a possibility that the situation on the ground had changed and the results may have not reflected the current reality. The study was limited to the respondents' level of literacy in provision of responses to the research questionnaire. Some of the respondents were able to offer the correct answers to the questions. This may have had a problem with the reliability of the results. Some of the provisions in the CDF Act 2013 are different from the provisions that used to govern the CDF projects before this enactment. It meant that some of the procurement management practices and project implementation procedures may have been overtaken by events.

1.10 Delimitation of the Study

This study was about the relationship between monitoring and control activities and project success in CDF projects in the two Constituencies in Kisumu County. The

research entailed collecting information from the Constituency Development Fund Committees, the Project Management Committees and the programs beneficiaries.

1.12 Definitions of Significant Terms Used in the Study

Monitoring and control: processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project.

CDF projects: are projects that are primarily created by the government to address poverty at grass root level.

Crisis management: is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public.

Project performance: is the success level of a project based on the relevance, effectiveness, efficiency, impact and sustainability.

Time control: ability to follow specific time management plan in a project cycle

Cost control: is a series of steps used in a project to maintain proper control over its cost

Quality control: The observation techniques and activities used to fulfill requirements for quality.

1.13 Organization of the Research

This research was organized into five chapters. The first chapter looked into the background of the study, problem statement, purpose of the study, objectives of the study and research questions. It also entailed research hypothesis, significance of the study, limitations and delimitations of the study. Chapter two looked into literature review, empirical studies, theoretical review and conceptual framework.

The third chapter of the study was research methodology which included research design, target population, sampling procedures, pilot test, data collection procedures and data analysis techniques are examined. The fourth chapter was on data presentation, analysis, interpretation and discussion. Since the research design in the study was descriptive research design, descriptive analysis was used as per research objective. Chapter five of the study was on findings, conclusions, recommendations and suggestions for further research then lastly came the references.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the literature that has been established about project monitoring tools and their effectiveness in ensuring project success. The chapter also discusses time control, cost control, quality control, crisis management and project performance. The chapter as well looks at the theoretical review and the conceptual framework used as bases for linking project monitoring and control and the performance of the same.

2.1 Monitoring and Control Tools on CDF project performance

According to Kloppenburg (2014), the process of monitoring and controlling a project entails the tracking, the reviewing and the revision of project activities with an aim of ensuring that the project creates the deliverables as planned in the objectives. Projects require active control because they are temporary and unique. Projects are inherently unstable. The activities are unique and any patterns and habits are not established before everything in the project changes. In the project monitoring and control process, there is an effective identification of risk and timely corrective steps initiation. The process is also characterized by an effective tracking of risk. Data is collected, monitored, and closed for efficiency of project output. Project monitoring and control is an essential and integral part of the project life cycle. It marks the performance and regularly identifies variances from the adapted and accepted project management plan. This also encompasses the change requests coming in from project stakeholders during various

phases of project life cycle. In order to undertake some of these processes properly, some project monitoring and evaluation tools can be used. They include time control, cost control, quality control and crisis management.

2.2 Time control and project performance

In any project, time control follows a specific time management plan. As stated by Clough et al (2000), the time management plan ensures that there is a schedule development framework for a project in an organization. In the plan, there is documentation of time management approach, roles and responsibilities as they pertain to the project schedule. In project management, time control is a sole responsibility of the project manager. A project schedule has four components which include; the sequence activity list, activity attributes activity resources and estimated activity durations. Even though the time control tools should be managed by the project manager, good practice demands that the sponsor, the beneficiaries and other stakeholders should contribute to the ideas that can help improve documentation of time management. The project manager cannot work in isolation. This may lead to obstacles in time control during monitoring stage.

One of the best ways of understanding the functioning and operation of time management tool in project management is through trying to come up with its definition. Chan et al (2004) avers that it is not possible to come up with a universal definition of time control. He instead prefers to look at it as a tool that ensures that time is utilized properly in order to accomplish activities in an efficient way. According to the author, 80% of total projects offer one a minimum timeline for the completion. This is where the competence

of a project manager is judged. Managers have to divide all the tasks on a daily basis in order to complete the project within the allocated time. Delay in the completion of project may affect the goodwill of a company, the reason of delay notwithstanding.

Other definitions of time management have been suggested by other authors. Wilson (2015) for instance defines time management as the act or the process of planning and exercising control over the amount of time spent on specific activities. This is done with an aim of increasing productivity, effectiveness and efficiency. A range of tools and skills is required for proper time management. It is of significant importance, while planning for time control, to understand certain attributes of time that cannot be reversed. The important attributes can be summed in four statements: Available time is limited; Time cannot be stored; some goals should be given priority over others and effort requires time in order to be transformed into deliverables.

In project planning and management, there are general guidelines that the project manager should adhere to in order to ensure that time is managed in a proper manner. Project schedule, work breakdown structure, Gantt chart and the Program Evaluation Review Technique (PERT).

(PERT) diagrams are some of the tools that project management team can use to control time. Time control is mostly practiced through project monitoring. In the past, time management was only limited to project activities. However, personal time management is also important to the teams that implement projects. On individual level, project teams should learn several tips of managing time. Planning each day using a to-do list can be very helpful in personal time management during project implementation. Task

prioritization is also important. Time-consuming but relatively unimportant tasks can consume a lot of time. Prioritizing tasks will ensure that one has spent time and energy on those projects that are truly important (Taylor, 2006)

When using the work breakdown structure and the Gantt chart, time allocated to each task should be given a weighed and careful consideration. Chan et al (2004) emphasize on this by stressing that project monitoring evaluates the actual time used to complete the task and the allocated time. Crashing of projects is allowed in project management. In this process, time used for completing a certain task can be reduced in order to allow more time for completing a task that has lagged on the Gantt chart. The project manager should do an analysis of the tasks that can be done within a short time and do a reallocation of time. Use of critical path in the (Program Evaluation Review Technique) PERT diagram can help the team manager to deal with issues of time delays. Critical Path Analysis helps one to identify the minimum length of time needed to complete a project. Where the project team needs to run an accelerated project, the method helps to identify which project steps that should be accelerated to complete the project within the available time.

PERT can be used alongside project plan monitoring to assess the impact of delays (slippage). Because each task has an estimate of how much slack there is (if any), the project manager can immediately see the impact on the project if delays do occur. This allows the project manager to both model the new timescales if delays have occurred (and recalculate any slack), and make the project team aware of the effect of delays. For small and some medium projects it isn't worth the time of maintaining PERT, but for projects

with many activities and complex dependencies it's a good tool for getting a feel for the impact of delays (Taylor 2006)

2.3 Cost Control and project performance

It is the project team that is charged with the responsibility of the project. Most importantly, the project manager should be able to carry out effective control of the project costs. There are several techniques that can be used for this purpose. As well as the project goals that the project manager should oversee, the control of various costs is also a very important task for any organizations project. Different project management gurus have come up with different methods of managing projects. Like any other element of project control, cost control has its own tools and techniques that should be put into use while running a project. They include; Cost Change Control System, Performance Measurement Analysis, Planned value, earned value, Actual Cost, Estimate to complete and estimate at completion, Cost Variance, Schedule Variance, Cost performance index and Cumulative. Decisions as to when, which and how the tools can be used depend on the projects being undertaken and their complexity (Taylor, 2007).

A cost change control system is documented in the cost management plan. This system helps to define the procedures by which the cost baseline can be changed. It consists of the types of documentation, tracking systems, and approval levels necessary for authorizing changes. This system is integrated with the integrated change control process. Turner (1999) documents five essential processes that the cost change control system has to follow. The author states that change control process is fundamental to the successful delivery of the project. The change control process, he postulates, ensures that each

change introduced to the project environment is appropriately defined, evaluated and approved prior to implementation. The five key processes of this system are: a formal process for the submission and receipt of change requests; a formal process for the review and logging of change requests; a formal process for the determination of the feasibility of change requests; a formal process for the approval of change requests and a formal process for the implementation and closure of change requests.

Performance measurement analysis techniques help the project team, through the project manager, to assess the magnitude of any variance that will invariably occur. According to Dinsmore and Cabanis-Brewin (2006) performance measurement is defined as the systematic assignment of numbers to entities. Turner (1999) approaches the definition differently by stating that performance measurement is the process of quantifying the efficiency and effectiveness of action. Performance measurement evaluation is done basing on specific performance measures. Performance measures are used to evaluate, control and improve processes and projects. This helps companies ensure that they have achieved their goals and objectives. These measures are also essential for comparison of the performance of an organization with other different organizations. It can be used, again, for intra-organization comparison where performance between different departments is compared.

As mentioned by Dinsmore and Cabanis-Brewin (2006), measuring performance is something that all organizations do. This is done either systematically and thoroughly or on an ad-hoc basis and on a superficial manner. In fact, it has become a must-do process that all organizations have adopted. During performance measurement, emphasis is put

on all the processes within an organization. Various influencing external factors are also measured and weighted.

Planned value is the physical work scheduled, plus the authorized budget to accomplish the scheduled work. In the past cost control strategies, this was also termed as budgeted costs for work scheduled. Other experts refer to it as the estimated value of work that should be accomplished within a fixed period of time. It is useful because it acts as a baseline upon which the actual performance is measured. Earned value is the budgeted amount for the work actually completed on the schedule activity or Work Breakdown Structure (WBS) component during a given time period. It can also be defined as the approved budget for the work actually completed by the specified date. This technique uses the cost control contained in the project management plan to assess the progress of the project and the magnitude of any variations that might occur. The technique involves developing these key values for each schedule activity and work package (Knapp, 2006).

Cost variance is a method of indicating the financial performance of a project. It is the mathematical difference between budgeted cost of work performed and the actual cost of work performed. Cost variances are either positive or negative figures. Negative cost variance is when a project spends more than what was allowed in the budget. Positive figures result if a project costs less than what was predicted. Negative cost variance figures are almost always a bad thing for a business. Companies cannot always guarantee they can come up with the funds to cover the excess cost. However, it is worth noting that positive cost variances aren't always good for a company, either. Cost performance index is a measure of the expenses that have been spent on a project. Mathematically, this is computed as the ratio of earned value over the actual costs (Knapp, 2006).

2.4 Crisis Management and project performance

Organizations always face risks of crisis escalation as they undertake their activities. It is important that management should come up with steps that are essential in control and management of a crisis. There are four essential steps, according to Wilson (2015), which should be used for crisis control and management. They are: Creation of a crisis control team; Creation of a communication plan; Development and Simulation of Scenarios and Maintaining communication efforts.

The crisis management team should develop scenarios in advance. The team should develop responses on a case-by-case basis. The project manager should be prepared to discover that much of the information the team needs to solve the crisis may very well be unavailable to them at the time of the crisis. Back up records should be available at such a time. Anticipating what information the team will need will help ensure that they have it when a crisis occurs. If a project manager is committed to making it through the crisis with the customers and the reputation intact, he must maintain communications with the customers and manage to continue with the project. Keeping customers uninformed of the situation is just as bad as failing to make deliveries. As well, there are other crisis control steps. The role of legal counsel, availability and understanding of insurance policies, availability of payroll and other important corporate records should be well taken care of during any crisis situation (Wilson, 2015).

2.5 Quality Control and project performance

The effects of globalization and open market have made it necessary for the processing industry to adopt new measures that can help reduce costs and increase revenue.

Dahlgaard et al (2008) explain that cost effectiveness can be well achieved if an organization adopts quality control principles and tools. It is important to understand how such tools can be used to improve the performance of the organizations. Desai (2010) suggests that Six Sigma tool of quality management has come in handy to improve the performance of many projects. Here, the author mentions the introduction of the quality control methods of Six Sigma as some of the breakthroughs that have helped improve performance of businesses across the world. Cox et al (2009) opines that the use of visual methods in quality control during the implementation of projects has been helpful. The success of such quality control methods is essential.

Harry and Schroeder (2005) observe that quality control tool of Six Sigma has been instrumental in improving the performance of large corporate businesses. This argument is fortified by Basu (2011) who gives General Electric (GE) as a case in point of an organization that benefitted from the implementation of the Six Sigma tools. This implies that the tool, if used properly, can improve the performance of businesses elsewhere. This creates a good case of interest for the study of the quality management tools and their link to project management. Even though the tools helped GE succeed in improving its performance, much is yet to be known about the factors that contributed to this breakthrough.

One of the ways of reducing the rejects, non-conformance to quality, reworks and machine breakdowns and machine stoppages during implementation of a project is by adoption of quality control tools. Henderson (2011) demonstrates this by plotting a graph of the level of Six Sigma quality against the non-conformities per million opportunities.

In the graph, the two variables relate in an inverse manner. A low level of the success of Six Sigma results in high number of unconformities per million chances.

The project management tools and principles have been touted as some of the methods that can be useful in the improvement of the efficiency of putting ideas into practice in the business community. Chris (2008) states that all project managers have concerns about the quality performance of their deliverables. Schwalbe (2013) suggests that it is essential to evaluate individual projects in order to understand the success rates of the use of project management tools. The success of the project management phases in quality management can be evaluated by analyzing the performance of quality control tools. This is an area of interest that should be studied.

2.6. Project Performance

Traditionally, the success and performance of a project was judged on the basis of it being completed on time, within the given budget and in conformance to the quality requirements. Key performance indicators of a project can be evaluated using the three constraints of time, cost and quality. The three are called the iron triangle (Turner, 2009). All these are catered for by the use of the iron triangle. This criterion indicates the degree of efficiency of the project. However, some theorists are skeptical that if these three factors are used in isolation for evaluation of the performance of a project, they may give a misleading assessment of the project success (Ofori, 2013).

The use of the three indicators is simplistic although it is said not to be enough. Practice and research have diverted from this approach. New and direct measures are currently being employed to measure the performance of projects. Freeman and Beale

(1992) revealed that five most frequently used criteria to measure project success should include: technical performance, efficiency of execution, managerial and organizational implications, personal growth and manufacturer's ability and business performance.

Other scholars, for instance Belout and Gauvreau (2004), posit that project teams should be able to manage risks and resolve problems encountered during the implementation. Such ability should be considered as a measure of project success. Pheng and Chuan (2006) argued that the project success measure should no longer be restricted to the traditional indicators of cost, time and quality. These authors support the expansion of the success measurement indicators beyond the traditional three factors. There should be a mix in the yardstick used to evaluate the project success. Customer satisfaction is proposed as one of the indicators that should be used to measure the success of a project. The overall satisfaction of the stakeholders should also be considered when evaluating the success of a project.

2.7 Theoretical Review

The relationship between project monitoring and control and the project performance has attracted many studies. Scholars have carried out empirical and theoretical studies with aims of finding out possible workable theories that can be used to improve performances of projects. The results of such studies are useful for the furtherance of inquiries into the relationship between project performances and the monitoring and control activities. Time control, quality control, cost control and crisis management have been studied in relation to the performances of various projects. However, there are still research gaps that can be found when evaluating the findings of such studies.

When time is managed in an improper way, there is likelihood that the project performance will be hindered. Babu and Suresh (1996) developed models that showed that lack of time control methods lead to poor project performance in terms of quality. If the project deliverables do not conform to the required standards, there is likelihood that it may not serve its utility purposes. As such, sound time control models should be developed to ensure that the project performance is improved. A model suggested by Babu and Suresh (1996) was applied by Khang and Myint (1999) and the results validated it. In the results, the authors found out that if a company applied time control tools properly, the performance of projects would improve.

The cost of implementing a project is of essence in project management. As such, cost control contributes to the success of the project performance. Models have been developed and simulated to exhibit the importance of cost control in project performance. Kwak and Ibbs (2002) for example developed and tested various project levels and the feasibility of applying cost control techniques. It was found out that cost control tools did not guarantee success of project performance at all the levels. Some levels were recommended for use of project performance while others were not recommended. For instance, at level 1, there was no cost estimating process. Level two of project types and management allowed cost estimating tools. Level 3 was best suited for cost estimating and resource planning. Here, the work breakdown structures were well defined and managed. The highest levels of projects allow formal resource planning, cost estimating, and budgeting processes.

Quality control and assurance are important processes in project implementation. A project that has good quality control measures is likely to meet its objectives. Raz and

Michael (2001) carried out a study meant to determine the importance of tools used to manage project risks. In the study, the author tested the use of Deming's wheel of Plan, Do, Check and Act. The author found out that this quality control tool was useful in mitigating project risks. The risk mitigation helps in enhancement of project performance. Such studies are evident that quality control is useful in project performance. However, the extent of this usefulness to community initiated projects like the CDF is not clear and is subject to verification.

2.8 Conceptual Framework

In this study, four independent variables were tested against one dependent variable. The dependent variable was project performance. The independent variables were cost control, crisis management, time control and quality control with moderating variable being political climate of the country and intervening variable is influence of politicians. Figure 1 shows the conceptual framework that was used to investigate the research problem. In this framework, the motoring activities include cost control, quality control, time control and crisis management. All these activities have an impact on the performance of the project. In this study, the performance of projects was considered to be the dependent variable.

Independent variables

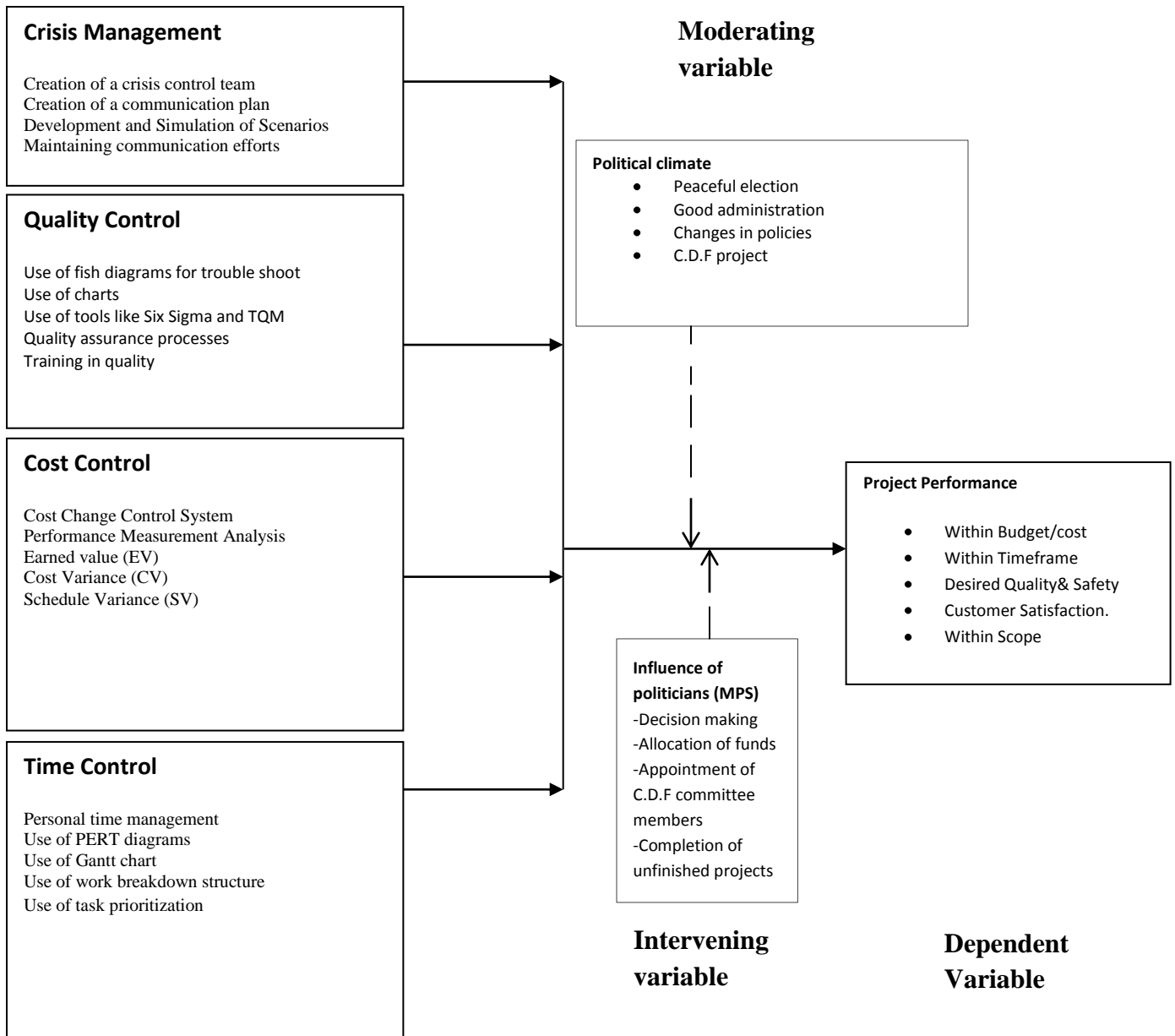


Figure 1: Conceptual Framework

Table 2.1: Operational variables

Objectives	Variables	Indicators	Measurements	Scale	Data collection tool	Data Analysis
	Dependent variables: Project performance	-Within budget/cost -Within timeframe -Desire quality & safety -Customer satisfaction -Within scope	-Project completed within time -Project completed within budget and cost. Extent project exceeded customers' expectation -Extent project had the desired quality and safety. -extent project was completed within scope.	ordinal	questionnaire	Correlation analysis

Objectives	Variables	Indicators	Measurements	Scale	Data collection tool	Data Analysis
To Establish the influence of time control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituency	Independent variables time control	-Personal time management -Use of PERT diagrams -Use Gantt chart -Use of work breakdown structure -Use of task prioritization	-The extent the WBS influence program performance -The extent PERT diagrams influence project performance. -The extent Gant charts influence project performance. -The extent personal time management influence project performance. -The extent task prioritization influence project performance.	Ordinal	Questionnaire	Correlation analysis

Objectives	Variables	Indicators	Measurements	Scale	Data collection tool	Data Analysis
-To establish the influence of quality control on the performance of CDF projects in Kisumu Town East and Kisumu rural constituencies	Independent variables: Quality control	-Use of fish diagrams for trouble shoot -Use charts -Use of tools like six sigma and TQM -Quality assurance processes -Training in quality	-The extent fish diagrams influence project performance. -The extent charts influence project performance -The extent quality assurance processes influence project performance. _The extent use of tools like six sigma and TQM influence project performance. -The extent quality training influence project performance	Ordinal	Questionnaire	Correlation analysis

Objectives	Variables	Indicators	Measurements	Scale	Data collection tool	Data Analysis
<p>-To determine the influence of cost control on the performance of CDF projects in Kisumu town East and Kisumu rural constituencies</p>	<p>Independent variable: Cost control</p>	<ul style="list-style-type: none"> -Cost change control system -Performance measurement analysis -Earned value (EV) -Cost variance (CV) -Schedule variance (SV) 	<ul style="list-style-type: none"> -The extent cost change systems influence project performance. -The extent performance measurement analysis influence project performance. -The extent earned value (EV) influence project performance. -The extent cost variance (CV) influence project performance. -The extent schedule variance (SV) influence project performance 			

Objectives	Variables	Indicators	Measurements	Scale	Data collection tool	Data Analysis
-To evaluate the influence of crisis management on the performance of CDF projects in Kisumu town East and Kisumu rural Constituencies	Independent variables: Crisis management	-Creation of a crisis control team -Creation of a communication plan -Development and simulation of scenarios -Maintaining communication efforts	-The extent creation of crisis control team influence project performance. -The extent creation of communication plan influence project performance. -The extent development and simulation scenarios influence project. -The extent maintaining communication efforts influence project performance.	Ordinal	Questionnaire	Correlation analysis

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methods that will be used to get answers to the research problem. The chapter is organized into different sections. The sections discussed include research design, population, sampling technique, data collection methods, and data analysis methods.

3.2 Research Design

This study uses the descriptive survey design. In this design, there is gathering of data in order to describe events and issues in a typical way. The statistic is organized, tabulated, depicted and described by use of visual aids. The aids comprises of graphs and charts. The design facilitates an in depth analysis of the role of monitoring and control on the performance of CDF projects. The survey design has its advantages and its disadvantages. Given that the mind cannot get the full meaning of vast volumes of data, descriptive research statistics are essential for reducing the available data into forms that are easy to manage. While using this design, an in-depth and narrative description of numbers organizes the data into patterns that are easy to understand (Mugenda and Mugenda, 2003).

According to the author, the descriptive research exhibits a weakness when it comes to the confidentiality of information. This comes as the subjects may not be candid by saying what the researcher wants to hear. In this design, the respondents may be

conscious of the fact that they are under observation, hence behaving in a certain style that may influence the outcome in an unusual way. This results in misrepresentation of the validity of the data obtained from the field.

3.3 Target Population

The target population of the study will be 140 Constituency Development Fund members drawn from the two constituencies within Kisumu County. This encompasses all the 140 members drawn from the two constituencies Kisumu Town East and Kisumu Rural. The population is essential for the study as the CDF plays a major role in the procurement management of the CDF projects (CDF Offices Kisumu Rural and Kisumu Town East constituencies 2015)

3.4 Sampling Size and Sampling Procedure

3.4.1 Sample size

According to Mugenda and Mugenda (2003), 10%-100% of the accessible population is a sufficient sample in descriptive studies. Since the study used census method, the target population will be the same as the sample population.

Table 3.1: Population and Sample

Sectors	Population	Sample
Education	28	28
Road	30	30
Health sector	26	26
Rural Electrification	28	28
Water and sanitation	28	28
Total	140	140

Source: CDF Offices Kisumu Rural and Kisumu Town East constituencies.

3.4.2 Sampling Technique

Sampling is the process of selecting the subjects or cases to be included in the study as representative of the target population (Mugenda and Mugenda 2003). This study used census technique which involved all the CDF committee members. A list of all the CDF members in the two constituencies was taken. The study administered questionnaires which were distributed to each CDF member within the study population. Pick and drop technique was used in questionnaire administration. The census method was selected because the number of members could all be easily accessed and was not large to be stratified.

3.5 Research Instruments

The study used a questionnaire to collect data. A questionnaire is a data collection tool that has a series of questions and other prompts whose purpose is to gather information from respondents. Questionnaires were preferred to other data collection instruments because they are affordable; they do not need efforts on the side of the questioner and always have consistent answers. Its shortcoming is that it gives the respondent a limited chance of expressing anything. Again, given that they are in writing form, they necessitate the user to read before giving answers (Kothari, 2008).

The questionnaire tested the four variables and the role they play in the performance of CDF. Each variable will have different questions that was used to evaluate the role it plays in the performance of CDF. The questionnaire will ask both qualitative and quantitative questions. Before the questionnaire was administered, it was tested by giving it to Constituencies Development Fund Board secretariat members who pointed out any

discrepancies and ambiguity. The questionnaire was also shown to the supervisor who pointed out any mistakes that could be in the structure and form. The questionnaires had a section where the CDFCs will have to indicate the term they have served.

3.5.1 Pilot Test of the instrument

Pre-testing not only is an established practice for discovering errors, but also is useful for extra training of the research team. It was important to pilot test the instrument to ensure that the questions were understood by the respondents and there are no problems with the wording or measurement. Pilot testing involved the use of a small number of respondents to test the appropriateness of the questions and their comprehension. Hence the main purpose of pilot testing was to identify potential problems with the methods, logistics, and the questionnaire (Edwin Van Teijlingen and Hundley 2002).

3.5.2 Validity of the instrument

The instrument for this study was validated through application of content validity, which is determined by expert judgment. Content validity is a matter of judgment by the researcher and professionals, and has no specific formula for determination (Kothari, 2004). Thus content validity is a qualitative means of ensuring that indicators tap the meaning of a concept as defined by the researcher. This test of validity method was selected because it was consistent with the objectives of the study that sought to dig deep into the details of the contents in the monitoring and control tools as well as their relevance, usefulness and appropriateness to enhance the project performance. To test for validity of the research instrument in this study, expert opinion from three experts in the project management field was sought. This study therefore established validity of the

instruments by seeking the views of the researcher's supervisors as well as two monitoring and control experts. While determining the validity of the items in the research instruments, the advice of two experts was followed as proposed by Kothari (2004).

3.5.3 Reliability of the instrument.

Reliability is the extent to which measurements are repeatable for instance to understand the functioning of an instrument it was important that the test instrument used consistently while discriminating the samples at one time or over a course of time. When different test are done at different occasions under different conditions with supposedly different instruments which measure the same thing and consistency of measurement is achieved then the instrument is said to be reliable. This research paper used split -half approach in which half of the items are combined to form on new measure. The result was two tests and two new measures testing the same idea. Split –half method is usually measured at the same period. The scores of one half of test will then be compared to the scores of the remaining half to test the reliability (Kaplan &Saccuzzo, 2001).The practical advantage is that split halve is usually cheaper and more easily obtained than over time data .Cohen and Swerdlik, 2001).

3.6 Data Collection Procedure

The researcher administered questionnaires to the CDFCs in the constituencies across the County. The questionnaires was handed personally to the members of the CDF Projects. The researcher collected the questionnaires from the respondents within two weeks of administration.

3.7 Data Analysis Techniques

Quantitative and qualitative techniques were used to undertake the data analysis. Qualitative data analysis involved explanation of information obtained from the empirical literature open ended and closed ended questions from the questionnaire. Quantitative analysis involved the use of numeric measures in establishing the scores of responses provided (Berg and Lune 2004). The researcher generated the descriptive statistics after data collection, estimation of population parameters from the statistics, and making of inferences based on the statistical findings. The data collected through the use of questionnaires was analyzed descriptively. The data was then presented in percentages, frequencies and measures of central tendency. The simplest way to present data according to Brinker (1988) is in frequencies or percentage tables, which summarizes data about a single variable. Frequencies were converted to percentages so that they could be easier to interpret. In view of the above, the researcher analyzed the data and represented the findings of the research in percentage, frequency tables. The analyzed data was then interpreted to determine the influence of monitoring and control on the performance of CDF projects. SPSS was used to do correlation analysis to determine the strength of the relationship between the use of the monitoring and control and the CDF projects performance.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter is on data analysis, presentation and interpretation. The first section in this chapter is on the response rate of the respondents. The second section of this chapter presents the profiles of respondents. The third section in this chapter is on the analysis, presentation and interpretation of the relationships under investigation. The presentation and interpretation was in line with the study's objective. The findings are presented in the form of tables showing frequencies and percentages. Since descriptive research design was used in this study, descriptive analysis was carried out in this chapter. For each research objective, descriptive analysis was first done by use of the percentiles and frequencies.

4.2 Questionnaire Return Rate

All the 140 members from the two constituencies were selected for this study. Questionnaires were administered to all the 140 members. Out of the 140 questionnaires that were administered, 125 questionnaires were duly filled and returned and therefore regarded as the responsive instrument and formed the basis for data analysis. This formed a questionnaire return rate of 89.29%. Saunders et al. (2003) indicate that 30 to 50 percent response rate is reasonable enough for statistical generalizations.

4.3 Profiles of the Respondents

This section profiles the respondents in respect to gender, age, level of educational and duration of service in the organization. Profiling of the respondents was informed by the items in the research instruments used in the study.

4.3.1 Distribution of Respondents by Gender

The study sought data on whether respondents were males or females. The study found it important to analyze gender distribution of the respondent so as to compare the level of participation in the monitoring and control on the performance of constituency development fund projects. Respondents were therefore asked to indicate their gender. The responses were as shown in Table 4.1

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	97	77.6
Female	28	22.4
Total	125	100

The results in Table 4.1 indicate that 77.6% of the respondents were male while 22.4% were female. Thus, respondents in this study were skewed in respect to gender spread. There are more male (67%) involved in M&E activities due to the nature of work. The monitoring and control of CDF projects is dominated by mainly male. CDF projects are associated with politics which many women shy away from. As a result many men take the available chances that would have been taken by women.

4.3.2 Distribution of Respondents by Age Bracket

The study sought data on the age bracket of the respondents. Therefore, the respondents were asked to indicate their age bracket in years. Age groups were classified into eight categories: 21 – 25 years; 26 – 30 years; 31 – 35 years; 36 – 40 years; 41 – 45 years; 46 – 50 years; 51 – 55 years; and above 55 years. The responses were as shown in Table 4.2.

Table 4.2: Distribution of Respondents by Age Bracket

Age group	Frequency	Percentage
20 – 24 years	3	2.4
25 – 29 years	12	9.6
30 – 34 years	28	22.4
35 – 39 years	36	28.8
40 – 44 years	18	14.4
45 – 49 years	15	12
50 – 54 years	8	6.4
Over 55 years	5	4
Total	125	100

The results in Table 4.2 indicate that 2.4% of the respondents were between the ages of 20 and 24 years; 9.6% between 25 and 29 years; 22.4% of the respondents between 30 and 34 years; 28.8% of the respondents between 35 and 39 years; 14.4% of the respondents between 40 – 44 years; 12% of the respondents between 45 and 49 years; 6.4% of the respondents between 50 and 54 years; while 4% of the respondents were above 55 years of age. This shows that only 12% of the respondents were below 30 years and at that same time 65.6% were adults. The youths, especially those who are below 30

years of age shy away from participating in CDF projects. Indeed, most of the projects are monitored and controlled by adults who are 35 years and above.

Moreover, given that 96% of the respondents were below 55 years imply that majority of the respondents were productive employees and therefore in respect to CDF projects performance, age of the respondents would be an insignificant factor.

4.3.3 Distribution of Respondents by Level of Education

The study sought data on the level of education of the respondents. Therefore, the respondents were asked to indicate their highest level of education. Respondent’s level of education was considered important in this study in respect to responding to the research instruments as well understanding monitoring and control activities of the CDF projects. The options that were provided in this item were: high school; certificate; diploma; bachelor’s degree; post graduate degree; and others. The responses were as shown in Table 4.3.

Table 4.3: Distribution of Respondents by Level of Education

Highest education level	Frequency	Percentage
High School	9	7.2
Certificate	15	12
Diploma	46	36.8
Bachelor Degree	35	28
Post Graduate Degree	20	16
Other (specify)	0	0
Total	125	100

The results in Table 4.3 indicate that 8% of the respondents had certificate. The level of education for the respondents was considered important in this study because the respondents were required to fill in the questionnaire individually. Therefore the data collection procedures used in the study were based on the assumption that the respondents were literate and had basic understanding of the importance of research and therefore they would willingly act as the respondents in the study. Moreover, the study revealed that 100% of the respondents had relative understanding of the monitoring and control of CDF projects performance.

4.3.4 Distribution of Respondents by Duration of Service in the Organization

The study sought data on how long the respondent had work in the CDF committee. Therefore, respondents were asked to indicate how long they had worked in the CDF committee. This was considered important because the duration also determines the extent to which monitoring and control is used on the CDF projects. The data was clustered and categorized as shown in Table 4.4.

Table 4.4: Distribution of Respondents by Tenure of Service in the Organization

Duration of service	Frequency	Percentage
0 – 2 years	41	32.8
2 – 5 years	69	55.2
Over 5 years	15	12
Total	125	100

The results in Table 4.4 indicate that 32.8% of the respondents had worked in their current organization for at most two years; 55.2% had worked for a period between 2 and

5 years; while 12% had worked for over 5 years. Majority of the respondents (88%) had worked for below 5 years. Working in the CDF projects committees are highly influence by politics which changes every election. This reaffirms why only 12% had worked over 5 years. The CDF projects committee membership is highly determined by the politician in power.

4.4 Influence of time control on CDF projects performance

The study sought to determine the influence of the time control on CDF projects performance. The responses are presented in Table 4.5 to Table 4.7.

4.4.1 Gant Charts improve productivity

The study sought data on whether the use of Gant Charts improves productivity through tracking of results. The responses were as shown in Table 4.5.

Table 4.5: Use of Gant Charts improve productivity through tracking of results

Gant Charts	Frequency	percentage
1	65	52
2	40	32
3	3	2.4
4	11	8.8
5	6	4.8
Total	125	100

The results in Table 4.5 indicate that 52% strongly agreed, 32% agreed, 2.4% were neutral, 8.8% disagreed, while 4.8% strongly disagreed. The findings showed that

majority of the respondents (84%) acknowledged that that Gant Charts improves productivity through tracking of results. The Gant Charts help schedule the projects activities as well as the milestones at each stage. The Gant Charts show the project status at intermediate times, visible relationship of all the tasks and time deadlines. The respondents using Gant Charts are better placed to judge whether the project is achieving its objectives or not. Therefore, corrective actions can always be taken to improve productivity. However, 13.6% of the respondents differed that Gant Charts do not improve productivity. In most cases, the Gant Charts do not have explicit critical paths and dependencies. Only 2.4% of the respondents were not able to make a determination of whether Gant Charts improve productivity.

4.4.2 Task prioritization helps in identification of urgent needs

The study sought data on whether task prioritization helps in identification of urgent needs. The responses were as shown in Table 4.6.

Table 4.6: Task prioritization helps in identification of urgent needs

Task prioritization	Frequency	percentage
1	48	38.4
2	60	48
3	4	3.2
4	8	6.4
5	5	4
Total	125	100

The results in Table 4.6 indicate that 38.4% strongly agreed, 48% agreed, 3.2% were neutral, 6.4% disagreed, and 4% strongly disagreed. 86.4% of the respondents concurred that task prioritization helps in identification of urgent needs. When tasks are prioritized,

critical activities can easily be identified to make the project a success. 10.4% of the respondents did not see the need to prioritize the project tasks. Task prioritization is an activity that also takes time to accomplish just like other project activities. However, 3.2% of the respondents were unable to ascertain whether task prioritization helps in identification of urgent needs. Some of these committees do not undertake to prioritize the project tasks.

4.4.3 Work breakdown Structure creates accountability

The study sought data on whether work breakdown Structure creates accountability amongst the team members. The responses were as shown in Table 4.7.

Table 4.7: Work breakdown Structure creates accountability

Work breakdown Structure	Frequency	percentage
1	30	24
2	45	36
3	16	12.8
4	21	16.8
5	15	12
Total	125	100

The results in Table 4.7 indicate that 24% strongly agreed, 36% agreed, 12.8% were neutral, 16.8% disagreed, and 12% strongly disagreed. 60% of the respondents supported that work breakdown structure creates accountability amongst the team members. The work breakdown structure creates a detailed account of all the project activities. This

helps create a statement of work for the project. Therefore, it is hard to come up with other project activities outside the statement of work that can provide fodder for embezzlement of funds. However, 38.8% of the respondents refuted that work breakdown structure creates accountability. The work breakdown structure does show the costs of all the project activities. Hence, some members of the team can inflate the prices of some activities.

4.5 Influence of cost control on CDF projects performance

The study sought to determine the influence of the cost control on CDF projects performance. The responses are presented in Table 4.8 to Table 4.10.

4.5.1 Cost change control systems help in cutting down unnecessary expenses

The study sought data on whether cost change control systems help in cutting down unnecessary expenses. The responses were as shown in Table 4.8.

Table 4.8: Cost change control systems help in cutting down unnecessary expenses

Cost change control systems	Frequency	percentage
1	60	48
2	50	40
3	4	3.2
4	6	4.8
5	5	4
Total	125	100

The results in Table 4.8 indicated that 48% strongly agreed, 40% agreed, 3.2% were neutral, 4.8% disagreed, and 4% strongly disagreed. 88% of the respondents agreed that the cost change control systems help in cutting down unnecessary expenses. Cost control systems eliminate unnecessary activities and reduce the cost of the project activities efficiently. However, 8.8% of the respondents did not see the benefits of cost control systems in reducing unnecessary expenses.

4.5.2 Cost variance helps in reconciling incurred cost and expected cost

The study sought data on whether the cost variance helps in reconciling incurred cost and expected cost. The responses were as shown in Table 4.12.

Table 4.9: Cost variance helps in reconciling incurred cost and expected cost

Cost variance	Frequency	percentage
1	50	40
2	55	44
3	5	4
4	12	9.6
5	3	2.4
Total	125	100

The results in Table 4.9 indicate that 40% strongly agreed, 44% agreed, 4% were neutral, 9.6% disagreed, and 2.4% strongly disagreed. This shows that 84% of the respondents support that the cost variance helps in reconciling incurred cost and expected cost. The cost variance enables the CDF project committee to plan ahead and make the necessary adjustments to the project plan. The cost variances are also forecasted and estimated at

completion to determine whether the project will spend more money or less on a particular activity than what was budgeted. This helps the respondents predict how much more resources will be needed to complete the project.

4.5.3 Schedule variance compares scheduled work and work performed

Data was sought on whether schedule variance compares scheduled work and work performed. The responses were as shown in Table 4.10.

Table 4.10: Schedule variance compares scheduled work and work performed

Schedule variance	Frequency	percentage
1	46	36.8
2	62	49.6
3	2	1.6
4	10	8
5	5	4
Total	125	100

The results in Table 4.10 indicate that 36.8% strongly agreed, 49.6% agreed, 1.6% were neutral, 8% disagreed, and 4% strongly disagreed. Majority of the respondents (86.4%) agreed that schedule variance compares scheduled work and work performed. The respondents rely on schedule variance to determine whether the project is behind schedule, on schedule or ahead of the schedule. Therefore, the CDF project committee can plan ahead and make the necessary adjustments to the project plan to ensure the

project is completed within the time frame. However, 12% of the respondents disapprove the importance of schedule variance in comparing scheduled work and work performed.

4.6 Influence of quality control on CDF projects performance

The study sought to determine the influence of the quality control on CDF projects performance. The responses are presented in Table 4.11 to Table 4.13.

4.6.1 Quality training ensures good understanding of project procedures

The study sought data on whether quality training ensures good understanding of project procedures. The responses were as shown in Table 4.11.

Table 4.11: Quality training ensures good understanding of project procedures

Quality training	Frequency	percentage
1	60	48
2	53	42.4
3	2	1.6
4	7	5.6
5	3	2.4
Total	125	100

The results in Table 4.11 indicate that 48% strongly agreed, 42.4% agreed, 1.6% were neutral, 5.6% disagreed, and 2.4% strongly disagreed. 90.4% of the respondents averred that quality training ensures good understanding of project procedures. When the respondents are trained, they become more adept on project procedures which translate to

successful projects. The project performance relies on the quality of the deliverables obtained from the project. Trained respondents lead to quality deliverables that increase customers' satisfaction. However, 9% of the respondents did not see the need for quality training. What matters to these respondents is that there are deliverables obtained regardless of the quality of the outputs.

4.6.2 Use of charts helps in planning and scheduling of tasks

The study sought data on whether the use of charts helps in planning and scheduling of tasks. The responses were as shown in Table 4.12.

Table 4.12: Use of charts helps in planning and scheduling of tasks

Use of charts	Frequency	percentage
1	68	54.4
2	50	40
3	2	1.6
4	3	2.4
5	2	1.6
Total	125	100

The results in Table 4.12 indicate that 54.4% strongly agreed, 40% agreed, 1.6% were neutral, 2.4% disagreed, and 1.6% strongly disagreed. Majority of respondents (94.4%) agreed that the use of charts helps in planning and scheduling of tasks. The respondents who use charts can tell how much work has been done as well as how much work remains to be done. At the same time the respondents can tell whether they are behind schedule, on schedule or way ahead of the schedule. This helps make the necessary early

corrective actions to be taken when deviating from the plan during the project implementation phase.

4.6.3 Use of fish diagrams help understand and troubleshoot cause of problems in a project

The study sought data on whether the use of fish diagrams helps in quick understanding and troubleshooting cause of problems in a project. The responses were as shown in Table 4.13.

Table 4.13: Use of fish diagrams help understand and troubleshoot project problem cause

Use of fish diagrams	Frequency	percentage
1	54	43.2
2	47	37.6
3	4	3.2
4	16	12.8
5	4	3.2
Total	125	100

The results in Table 4.13 indicate that 43.2% strongly agreed, 37.6% agreed, 3.2% were neutral, 12.8% disagreed, and 3.2% strongly disagreed. A majority of the respondents (80.8%) confirmed that the use of fish diagrams helps in quick understanding and troubleshooting cause of problems in a project. The respondents who use fish diagrams easily find the root cause of the project problems. This makes it simply to solve the problems at the source rather than deal with the symptoms. However, 16% felt that the use of fish diagrams do not helps in understanding and troubleshooting cause of problems

in a project. Still 3.2% of the respondents did not ascertain the significance of the fish ponds given that they do not use them.

4.7 Influence of crisis management on CDF projects performance

The study sought to determine the influence of the crisis management on CDF projects performance. The responses are presented in Table 4.14 to Table 4.17.

4.7.1 Good communication plan is very vital for project performance

The study sought data on whether Good communication plan is very vital for CDF projects performance. The responses were as shown in Table 4.14.

Table 4.14: Good communication plan is very vital for project performance

Good communication plan	Frequency	percentage
1	56	44.8
2	60	48
3	2	1.6
4	5	4
5	2	1.6
Total	125	100

The results in Table 4.14 indicate that 44.8% strongly agreed, 48% agreed, 1.6% were neutral, 4% disagreed, and 1.6% strongly disagreed. A majority of respondents (92.8%) agreed that a good communication plan is very vital for CDF project performance. The respondents who use communication plan know what information to be passed to which

stakeholder and who to convey such information. This increases harmony in the project implementation and reduces instances of crises in the projects implementation. But 5.6% still felt good communication is unnecessary.

4.7.2 Maintaining good communication efforts helps in future references

The study sought data on whether maintaining a good communication efforts help in future references. The responses were as shown in Table 4.15.

Table 4.15: Maintaining good communication efforts helps in future references

Good communication efforts	Frequency	percentage
1	58	46.4
2	45	36
3	4	3.2
4	10	8
5	8	6.4
Total	125	100

The results in Table 4.15 indicate that 46.4% strongly agreed, 36% agreed, 3.2% were neutral, 8% disagreed, and 6.4% strongly disagreed. This reveal that 82.4% of the respondents affirmed that maintaining a good communication efforts help in future references. The respondents who maintain good communication efforts improve understanding among the committee members which can be a reference point in future endeavors. However, 14.4% find it unnecessary to maintain good communication efforts

while 3.2% remained lip-tight unable to determine the impact of maintaining good communication efforts on future references.

4.7.3 Simulation and scenarios necessary for project performance

The study sought data on whether simulation and scenarios help in imparting skills and knowledge necessary for project performance. The responses were as shown in Table 4.16.

Table 4.16: Simulation and scenarios necessary for project performance

Simulation and scenarios	Frequency	percentage
1	30	24
2	37	29.6
3	38	30.4
4	15	12
5	5	4
Total	125	100

The results in Table 4.16 indicate that 24% strongly agreed, 29.6% agreed, 30.4% were neutral, 12% disagreed, and 4% strongly disagreed. Only 53.6% of the respondents approved that simulation and scenarios help in imparting of skills and knowledge necessary for project performance. The CDF committee members are able to visualize the impact of the projects by moderating various factors affecting the project. This gives the respondents more insights, knowledge and skills on how to manage the projects. Most of the CDF projects committee members are not trained project managers; therefore they do

not have the necessary knowledge and skills to carry out simulation and scenario analysis explaining why 30.4% were unsure. 16% of the respondents disapproved that simulation and scenarios help in imparting skills and knowledge necessary for project performance.

4.7.4 Crisis control team helps in managing crisis during the project life cycle

The study sought data on whether creation of crisis control team helps in managing crisis during the project life cycle. The responses were as shown in Table 4.17.

Table 4.17: Crisis control team helps in managing crisis during the project life cycle

Crisis control team	Frequency	percentage
1	56	44.8
2	58	46.4
3	2	1.6
4	7	5.6
5	2	1.6
Total	125	100

The results in Table 4.17 indicate that 44.8% strongly agreed, 46.4% agreed, 1.6% were neutral, 5.6% disagreed, and 1.6% strongly disagreed. The findings show that 91.2% of the respondents believe that creation of crisis control team helps in managing crisis during the project life cycle. The projects are not carried out in a vacuum but in an ever changing environment which results in deviations. The crisis control team communicates and clarifies the changes during the project implementation which would otherwise provide fodder for crisis. However, 7.2% did not see the need for such teams while 1.6%

was not sure how effective such teams are managing crises during project implementation.

4.8 CDF projects performance analysis

The study sought data on the CDF projects performance. This was done so as to determine the influence of monitoring and control. The responses are presented in table 4.18.

Table 4.18: CDF projects performance analysis

Statements	SA	A	N	D	SD
A project is said to have performed well if it is completed within the time frame.	58	56	2	5	4
Performance of a project is measured by the customers' satisfaction	66	38	4	10	7
Desirable quality and safety is important in project performance	56	41	7	12	9
A good project is that which completed within budget/cost	62	57	2	2	2
Project performance is measured in terms of its scope and relevance	60	48	4	7	6
Total	302	240	17	36	28

The results in Table 4.18 show that 91.2% approved, 7.2% disapproved while 1.6% of the respondents were unsure that a project performed well if it is completed within the time

frame. This means that the program implementation was efficient. The study found out that 83.2% of the respondents approved, 13.6% disapproved while 3.2% were unsure that project performance is measured by the customers' satisfaction. The performance of the CDF projects were satisfactory given the low number of regularly received complaints from stakeholders especially the target group. Therefore, the CDF projects were effective why the outputs were satisfactory. The study also showed that 77.6% of the respondents approved, 16.8% disapproved while 5.6% were unsure that desirable quality and safety is important in project performance. The respondents felt the need that the CDF projects should deliver the desirable quality outputs to guarantee performance.

The study revealed that 95.2% of the respondents approved, 3.2% disapproved while 1.6% uncertain that a good project is that which is completed within budget/ cost. The CDF project completed within budget show that the program implementation was efficient. The study also found out that 86.4% of the respondents approved, 10.4% disapproved while 3.2% hesitant that project performance is measured in terms of its scope and relevance. Relevant projects address the needs and priorities of the target group. Thus, the outcomes achieved benefit the target group and the project impacts could easily be determined. This ensures sustainability of the project, promotes ownership of the project, and encourages stakeholders to be committed to provide continuing support.

4.9 Correlational Analysis

Correlational analysis using spearman rho was conducted to determine the influence of monitoring and control on the performance of CDF projects as shown in Table 4.19 to Table 4.22.

4.9.1 Time control

Correlation analysis was conducted to determine the relationship between time control and performance of CDF projects as presented in table 4.19.

Table 4.19: Correlational analysis for time control

Correlation		Time	Performance
Spearman' rho	Time Correlation Coefficient	1.000	0.874*
	Sig. (2-tailed)	.	.126
	N	125	125
Performance	Correlation Coefficient	0.874*	1.000
	Sig. (2-tailed)	.126	.
	N	125	125

*. Correlation is significant at the 95% level (2-tailed).

The analysis shows that time control has correlation coefficient of 0.874. This is a strong relationship that shows that time control determine the level of performance of CDF projects. Therefore, the null hypothesis is rejected and the alternative hypothesis accepted that application of time control influence performance of CDF projects. The CDF

committee should use time control tools to monitor and control the project during implementation phase.

4.9.2 Cost control

Correlation analysis was conducted to determine the relationship between cost control and performance of CDF projects as presented in table 4.20.

Table 4.20: Correlational analysis for cost control

Correlation	Cost	Performance
Spearman' rho	1.000	0.921 [*]
Sig. (2-tailed)	.	.079
N	125	125
Performance Correlation Coefficient	0.921 [*]	1.000
Sig. (2-tailed)	.079	.
N	125	125

*. Correlation is significant at the 0.05 level (2-tailed).

The analysis indicates that cost control has correlation coefficient of 0.921. This is a strong relationship that shows that cost control determines the level of performance of CDF projects. Therefore, the null hypothesis is rejected and the alternative hypothesis accepted that application of cost control influence performance of CDF projects. The CDF committee should use cost control tools to monitor and control the project during implementation phase.

4.9.3 Quality control

Correlation analysis was conducted to determine the relationship between quality control and performance of CDF projects as presented in table 4.21.

Table 4.21: Correlational analysis for quality control

Correlation		Quality	
Performance			
Spearman' rho	Quality Correlation Coefficient	1.000	0.785*
	Sig. (2-tailed)	.	.215
N		125	125
	Performance Correlation Coefficient	0.785*	1.000
	Sig. (2-tailed)	.215	.
N		125	125

*. Correlation is significant at the 0.05 level (2-tailed).

The analysis indicates that quality control has correlation coefficient of 0.785. This is a strong relationship that shows that quality control determines the level of performance of CDF projects. Therefore, the null hypothesis is rejected and the alternative hypothesis accepted that application of quality control influence performance of CDF projects. The CDF committee should use quality control tools to monitor and control the project during implementation phase.

4.9.4 Crisis management

Correlation analysis was conducted to determine the relationship between crisis management and performance of CDF projects as presented in table 4.30 below.

Table 4.22: Correlational analysis for Crisis management

Correlation	Management	
Performance		
Spearman' rho	Management Correlation Coefficient	1.000
	Sig. (2-tailed)	.252
	N	125
	Performance Correlation Coefficient	0.748*
	Sig. (2-tailed)	.252
	N	125

*. Correlation is significant at the 0.05 level (2-tailed).

The analysis indicates that crisis management has correlation coefficient of 0.748. This is a strong relationship that shows that crisis management determines the level of performance of CDF projects. Therefore, the null hypothesis is rejected and the alternative hypothesis accepted that application of crisis management influence performance of CDF projects. Crisis management teams should be formed during project implementation to enhance performance of CDF projects.

4.10 Discussions of the findings

The study found out that the use of Gant Charts improves productivity through tracking of results. This confirms the assertions of Clough et al (2000) that the time management

plan ensures that there is a schedule development framework for a project in an organization. The study also found out that tasks need to be tagged with the initials of the people responsible in the Gant Charts. The study revealed that task prioritization helps in identification of urgent needs within the project cycle. This affirms Taylor (2006) statement that prioritizing tasks will ensure that one has spent time and energy on those projects that are truly important. The identification of critical activities can be done using PERT so as to improve effectiveness and efficiency. The study further revealed that work breakdown Structure creates accountability amongst the team members by creating statement of work.

The study found that cost change control systems help in cutting down unnecessary expenses. In addition, the study showed cost variance helps in reconciling incurred cost and expected cost while schedule variance compares work scheduled and work performed. These findings are in agreement with Turner (1999) approaches that cost control improves efficiency and effectiveness of action.

The study found out that quality training ensures good understanding of project procedures. The study further revealed that the use of fish diagrams helps in quick understanding and troubleshooting cause of problems in a project. This avers Basu (2004) opinion that quality management can help improve the performance of a business enterprise. The findings also reinforce Cox et al (2009) opines that the use of visual methods in quality control during the implementation of projects is helpful. The use of fish diagrams helps identify the root cause of the project in the projects.

The study found out that good communication plan is very vital for project performance as well as maintaining good communication efforts helps in future references. The study further revealed that creation of crisis control team helps in management of crisis during the project life cycle. This supports Kerzner (2013) that team-oriented problem solving techniques are necessary to resolve issues that arise during project implementation phase. The study also showed that simulation and scenarios help in imparting of skills and knowledge necessary for project performance which concurs with Wilson (2015), that simulation and scenarios help broaden the understanding of the project environment.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter presents and discusses briefly the summary of findings, then offers a conclusion and recommendations from the findings, and finally gives suggestions for further research.

5.2 Summary of findings

The purpose of this study was to establish the relationship between project monitoring and control activities and the project performance in the CDF projects in Kisumu Town East and Kisumu Rural Constituencies. The research objectives were used to guide the collection of required data from the respondents. The study had four main objectives which were: to establish the influence of time control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies; to establish the influence of quality control on the performance of CDF projects in Kisumu Town East and Kisumu Rural constituencies; to determine the influence of cost control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies; and to evaluate the influence of crisis management on the performance of CDF projects in Kisumu town East and Kisumu Rural Constituencies.

The use of time control in CDF projects was found to have a correlation coefficient of 0.874. The findings showed that majority of the respondents (84%) acknowledged that

that Gant Charts improves productivity through tracking of results. However, 13.6% of the respondents differed that Gant Charts do not improve productivity. Only 2.4% of the respondents were not able to make a determination of whether Gant Charts improve productivity. 86.4% of the respondents concurred that task prioritization helps in identification of urgent needs. 10.4% of the respondents did not see the need to prioritize the project tasks. However, 3.2% of the respondents were unable to ascertain whether task prioritization helps in identification of urgent needs. 60% of the respondents supported that work breakdown structure creates accountability amongst the team members. However, 38.8% of the respondents refuted that work breakdown structure creates accountability. The work breakdown structure does show the costs of all the project activities.

The use of cost control tools in projects of CDF in Kisumu Town East and Kisumu Rural Constituencies influences their performance and was found to have a correlation coefficient of 0.921. 88% of the respondents agreed that the cost change control systems help in cutting down unnecessary expenses. However, 8.8% of the respondents did not see the benefits of cost control systems in reducing unnecessary expenses. The study also showed that 84% of the respondents support that the cost variance helps in reconciling incurred cost and expected cost. However, 12% of the respondents differed that cost variance helps in reconciling incurred cost and expected cost while 4% could not make a judgment. Majority of the respondents (86.4%) agreed that schedule variance compares scheduled work and work performed. However, 12% of the respondents disapprove the importance of schedule variance in comparing scheduled work and work performed.

The use of quality control in CDF projects in Kisumu Town East and Kisumu Rural Constituencies influences their performance with a correlation coefficient of 0.785. 90.4% of the respondents averred that quality training ensures good understanding of project procedures. However, 9% of the respondents did not see the need for quality training. What matters to these respondents is that there are deliverables obtained regardless of the quality of the outputs. Majority of respondents (94.4%) agreed that the use of charts helps in planning and scheduling of tasks. However, 4% disapproved that the use of charts helps in planning and scheduling of tasks. A majority of the respondents (80.8%) confirmed that the use of fish diagrams helps in quick understanding and troubleshooting cause of problems in a project. However, 16% felt that the use of fish diagrams do not helps in understanding and troubleshooting cause of problems in a project. Still 3.2% of the respondents did not ascertain the significance of the fish ponds given that they do not use them.

The use of crisis management tools in CDF projects in Kisumu Town East and Kisumu Rural Constituencies influences their performance and had a correlation coefficient of 0.748. A majority of respondents (92.8%) agreed that a good communication plan is very vital for CDF project performance. But 5.6% still felt good communication is unnecessary. 82.4% of the respondents affirmed that maintaining a good communication efforts help in future references. However, 14.4% find it unnecessary to maintain good communication efforts while 3.2% remained lip-tight unable to determine the impact of maintaining good communication efforts on future references. Only 53.6% of the respondents approved that simulation and scenarios help in imparting of skills and knowledge necessary for project performance. However, 30.4% were unsure given that

they did not carry out simulation and scenarios. 16% of the respondents disapproved that simulation and scenarios help in imparting skills and knowledge necessary for project performance. The findings also showed that 91.2% of the respondents believe that creation of crisis control team helps in managing crisis during the project life cycle. However, 7.2% did not see the need for such teams while 1.6% was not sure how effective such teams are managing crises during project implementation.

5.3 Conclusion

The purpose of this study was to establish the relationship between project monitoring and control activities and the project performance in the CDF projects in Kisumu Town East and Kisumu Rural Constituencies. The study examined four aspects of monitoring and control and was guided by four objectives. Research objective one in this study was to establish the influence of time control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies. The use of time control in CDF projects had a correlation coefficient of 0.874. The study found out that the use of Gant Charts improves productivity through tracking of results. The Gant Charts help schedule the projects activities as well as the milestones at each stage. They show the project status at intermediate times, visible relationship of all the tasks and time deadlines. The study also found out that tasks need to be tagged with the initials of the people responsible in the Gant Charts. The study revealed that task prioritization helps in identification of urgent needs within the project cycle. When tasks are prioritized, critical activities can easily be identified to make the project a success. The study further revealed that work breakdown Structure creates accountability amongst the team members by creating statement of

work. The work breakdown structure creates a detailed account of all the project activities. This helps create a statement of work for the project.

Research objective two in this study was to determine the influence of cost control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies. The use of cost control in CDF projects had a correlation coefficient of 0.921. The study found that cost change control systems help in cutting down unnecessary expenses. Cost control systems eliminate unnecessary activities and reduce the cost of the project activities efficiently. In addition, the study showed that cost variance helps in reconciling incurred cost and expected cost while schedule variance compares work scheduled and work performed. The schedule variance helps determine whether the project is behind schedule, on schedule or ahead of the schedule. The cost variance enables the CDF project committee to plan ahead and make the necessary adjustments to the project plan. The costs variances are also forecasted and estimated at completion help determine whether the project will spend more money or less on a particular activity than what was budgeted.

Research objective three in this study was to establish the influence of quality control on the performance of CDF projects in Kisumu Town East and Kisumu Rural constituencies. The use of quality control tools has a correlation coefficient of 0.785. The study found out that quality training ensures good understanding of project procedures. When the respondents are trained, they become more adept on project procedures which translate to successful projects. The study further revealed that the use of fish diagrams helps in quick understanding and troubleshooting cause of problems in a project. The fish

diagrams easily help find out the root cause of the project problems. This makes it simply to solve the problems at the source rather than deal with the symptoms.

Research objective four in this study was to evaluate the influence of crisis management on the performance of CDF projects in Kisumu town East and Kisumu Rural Constituencies. The use of crisis management tools had a correlation coefficient of 0.748. The study found out that good communication plan is very vital for project performance as well as maintaining good communication efforts for future references. The respondents who use communication plan know what information to be passed to which stakeholder and who to convey such information. The study further revealed that creation of crisis control team helps in management of crisis during the project life cycle. The study also showed that simulation and scenarios help in imparting of skills and knowledge necessary for project performance. The CDF committee members are able to visualize the impact of the projects by moderating various factors affecting the project. This gives the respondents more insights, knowledge and skills on how to manage the projects.

5.4 Recommendations of the study

Based on the findings of this study and the conclusion made, the study makes the following recommendations for policy action by CDF projects committees given that monitoring and control have a bearing on the projects performance:

The CDF projects committee should be trained on monitoring and control tools to enhance the success of the projects.

There is need to involve women in management if equity is to be achieved in CDF projects. Project management committee criteria of selection should be known and structured to suit everybody.

Clear rules should be enacted to specifically guide the project management committee on what is expected of them for better management practices and especially this of CDF projects.

The community public should be sensitized on the functions and operations of CDF, their role in project identification and forward management should be spelt out by government.

There should be better criteria of identifying projects as oppose to depending on scarcity of facility in a given area as a yardstick for initiating projects.

Projects should be funded in full not in bits. Funding in bits make a project very costly and even the intended purpose is realized after a very long time.

The monitoring and control team should be composed of all stakeholders directly and indirectly affected by the project.

5.5 Suggestions for further research

The empirical study has specified a number of relevant issues that the research project did not investigate, but which might be important for further research on the influencing monitoring and control on the performance of CDF projects. The following areas are suggested for further research:

The role of ICT on the CDF projects performance

The influence of women empowerment on CDF projects performance

The influence of other Monitoring and control tools and techniques used in project management on the CDF projects performance

The influence of politics on CDF projects performance

The influence of leadership skills on the CDF projects performance

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APPENDIX I:

TRANSMITTAL LETTER

University of Nairobi

College of Education and External Studies

School of Continuing and Distant Education

Department of Extra Mural Studies

TO WHOM IT MAY CONCERN

I hereby confirm that I am a Masters student at the University of Nairobi currently conducting a research on the topic “Influence of Monitoring and control on the performance of CDF projects in Kisumu Town East and Kisumu Rural Constituencies” as partial requirement for the award of the degree of Master of Arts in Project Planning and Management.

This letter humbly request for your participation as a respondent in completing the questionnaire provided. The information provided shall remain confidential and will only be used for academic purposes.

Thank you in advance

Yours faithfully,

Kerina Atieno Okongo

Reg no: L50/68828/2013

**APPENDIX II:
QUESTIONNAIRES ON MONITORING AND CONTROL ON PERFORMANCE
OF CDF PROJECTS**

This questionnaire has been designed collect information on the influence on monitoring and control on performance of CDF projects in Kisumu Town East and Kisumu Rural constituencies. The information collected shall remain confidential and will be handled with utmost academic professionalism.

Please tick (✓) in the appropriate space

PART 1

What is your gender?

Male Female

2).What is your age group? {Please tick one (✓)}

20-24years	25-29years	30-34years	
<input type="checkbox"/>		<input type="checkbox"/>	
35-39years		40-44years	45-49years
			<input type="checkbox"/>
50-54years		55 years and above	
<input type="checkbox"/>		<input type="checkbox"/>	

3).What is your highest level of education?

KSCE	Certificate	Diploma
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Bachelor degree

Post graduate degree

4).How long have you been a committee member of the CDF? {Please tick one (√)}

0-2years

3-5years

Over 5 years

PART 2

MONITORING AND CONTROL TOOLS

Please answer appropriately

SECTION A: TIME CONTROL

5 a) Rate with the following statements regarding time as a control tool in project performance .Use the criteria (Strongly Agree; Agree; Neutral; Disagree; and Strongly Disagree)

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Use of Gant Charts improve productivity through tracking of results					
Task prioritization helps in identification of urgent					

needs within the project cycle					
Work breakdown Structure creates accountability amongst the team members					

Suggest how personal time management would help in improvement of project performance

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How would PERT diagrams be useful in tracking and planning entire project so as to improve the performance of projects

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SECTION B: COST CONTROL

6 a) Rate the following with regard to cost control in project performance.

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Cost change control systems help in cutting down unnecessary expenses					
Cost variance helps in reconciling incurred cost and expected cost					
Schedule variance compares budgeted cost of work scheduled and cost of work performed					

In your opinion suggest ways in which performance measurement helps in improving project performance

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How do you think Earned Value can help improve project performance?

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Suggest how Cost control can be used improve on performance of projects

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SECTION C: QUALITY CONTROL

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Quality training ensures good understanding of project procedures					
Use of charts helps in planning and scheduling of tasks					
Use of fish diagrams helps in quick understanding and troubleshooting cause of problems in a project					

7 a) Rate the following on quality control in project performance.

In your opinion do you think customer's satisfaction depends on quality performance of a project? Suggest how this can be improved.

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.....
.....

Comment on the quality assurance process on the impact of quality of project performance

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.....

Suggest how quality control can help improve performance of a project.

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.....
.....

SECTION D: CRISIS MANAGEMENT

8 a) Rate crisis management on project performance using the parameters given.

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Good communication plan is very vital for project performance					
Maintaining good communication efforts helps in future references					
Simulation and scenarios help in imparting of skills and knowledge necessary for project performance					
Creation of crisis control team helps in management of crisis during the project life cycle					

Do you think good communication plan is vital in project performance? Suggest ways of ensuring good communication within the organization.

.....

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How can good communication efforts be used in future references to help improve project performance?

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SECTION E: PROJECT PERFORMANCE

9 a) Rate the statements below regarding project performance using the parameters given.

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A project is said to have performed well if it is completed within the time frame.					
Performance of a project is measured by the customers' satisfaction					
Desirable quality and safety is important in project performance					
A good project is that which completed within budget/cost					
Project performance is measured in terms of its scope and relevance					

b) In your opinion suggest other ways of improving overall performance of a project.

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.....

Thank you for creating time to complete the questionnaire.