

**FACTORS INFLUENCING COMPLETION OF CONSTITUENCY DEVELOPMENT
FUNDED PROJECTS. A CASE OF WATER PROJECTS IN NORTH IMENTI
CONSTITUENCY, MERU COUNTY, KENYA**

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

2016

DECLARATION

This research project is my original work and has not been presented for examination in any other university.

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DEDICATION

I dedicate this research project to my family, my beloved mother Janet Kaari, my wife Dorothy Mukiri and My lovely Daughter Joy Karimi for their understanding and support during my entire period of study.

ACKNOWLEDGEMENT

I would like to take this opportunity to sincerely thank all the people who have played the most crucial role in the conception and writing of this research Project. My special thanks go to my supervisors Prof. Charles Rambo, Chairman Department of Extra Mural Studies for his guidance, advice; encouragement and working tirelessly to mold this work. My immense thanks go to the Almighty God for giving me peace and grace to finish this Project. Special thanks also go to the CDF staff North Imenti office Meru County and especially MP North Imenti Constituency Abdul Rahim Dawood for their unwavering assistance and support. I am also highly indebted to my colleagues at the University of Nairobi, Meru Extra Mural Centre; I sincerely thank you for your understanding, support and prayers.

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LIST OF ABBREVIATIONS AND ACRONYMS

CDF	: Constituency Development Fund
CDTF	: Community Development Trust Fund
ERP	: Enterprise Resource Planning system
ERWEC	: Economic Recovery for Wealth and Employment Creation
ICDC	: Industrial and Commercial Development Corporation
KTDC	: Kenya Tourism Development Corporation
LATF	: Local Authority Transfer Fund
MDGs	: Millennium Development Goals
NTA	: National Taxpayers Association
OSHA	: Occupational Safety and Housing Administration
PMI	: Project management institute
USAID	: Agency for International development
WBS	: Work breakdown structure

ABSTRACT

Focus on marginalized regions that lag behind in development has increased tremendously in the last couple of decades with increased number of activities to promote regional development at the international, national and local levels. Regional development contributes to a wide variety of social issues and is increasingly being accepted and used as a tool for sustainable development. The formation of Constituency Development Fund was an attempt to balance development among the regions in the country by devolving funds proportionate to the poverty index in each constituency. This study dealt with factors influencing completion of CDF projects namely; community participation, planning, contractor competence and budgetary allocations. The essence of CDF was to spur regional developments in the constituencies, however it has been established that the funds from the CDF kitty are not objectively employed for successful completion of developmental projects. Many projects derail in completion while others are abandoned altogether according to National Taxpayers Association. CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete project, low quality, untimely and irrelevant project across the constituencies in the country. The purpose of this study sought to examine factors influencing completion of CDF project in North Imenti constituency. The study concentrated on CDF projects in North Imenti constituency and descriptive research design was adopted. The target population of this study was 1080 project stakeholders in North Imenti constituency and a sample size of 200 respondents were selected through stratified random sampling technique. Data was collected through the use of questionnaires and observation chart and analyzed through the use of statistical package for social sciences. The study concludes that concludes that project beneficiaries in North Imenti constituency, were fairly involved in day to day running of the community based projects in the area, project beneficiaries in North Imenti lacked basic knowledge on project management planning process provides direction for the team and its members implementing CBP in North Imenti, during the planning process, the project manager and the project team assign the responsibility for completing each task to specific stake holders in North Imenti. contractors working in North Imenti exhibited high levels of competence in implementing contracts awarded by the CDF committee, contractors' financial capability to meet obligations required by the work, budget allocation influenced timely completion of community based projects; CDF must have a financial system that facilitates accountability and cash flow projections., the study recommends that all the stakeholders and especially the local beneficiaries should be included in all assessment and pre-planning activities and implementation processes. External audit team should closely assess contractors work during the implementation to ensure that the quoted performance standards are maintained all through. Project management committee should carefully assess the interest of the stakeholders; this will help to eliminate intergroup conflicts thereby increasing the efficiency in the implementation process. The entire project must adherence to critical path scheduling. Capacity building to the local community members entrusted with daily management of project operations is necessary; Project implementation committee should pay greater attention on budgetary allocation process as this will ensure that those sufficient funds are allocated to every program.

CHAPTER ONE

INTRODUCTION

1.1. Background to the study

Parliamentary involvement in grassroots projects and in community development according to Baskin (2010) has been growing in many countries including Papua New Guinea, Bhutan, Jamaica, Pakistan, India, Uganda, Tanzania and Kenya. It is further asserted that one of the policy tools for this involvement is Constituency Development Funds (CDF), which commits public finances to benefit specific political sub-divisions through allocations and/or spending decisions influenced by their representatives in the National Parliament (Assembly)

Baskin (2010) notes that CDFs are akin to the venerable United States (US) congressional allocations generally referred to as “pork barrel”, “earmarks” or “member items” in national and state-level policy making. Operations of CDFs are said to have sometimes been controversial since they raise fundamental questions about the efficacy of government service delivery, the extent to which such service delivery can be made accountable, the role of legislators in selecting development priorities, and how public participation in policy making can be made more meaningful. Baskin further notes that a better understanding of this evolving policy tool should be developed alongside formulation of guidelines for the transparent and ethical use of such funds in a manner that is free of corruption. It is not clear whether or not the system of earmarks and pork barrel distribution that is practiced in the US national and state government is of a single type with CDFs. The long history of distributive allocations in the US permits a unique opportunity to explore the evolution of systems of politically determined resource allocation for local development. It is further posited that, on the other hand, there may be fundamental difference between US earmarks which are often informal mechanisms that are employed on a case-by-case basis and the institutionalization of distributive mechanisms that become part of the annual budget process as appears to be the case with CDFs. Zyl (2010) notes that in Philippines Members of Parliament (MPs) are allocated a substantially huge amount of finances each to cater for the development in their political jurisdiction.

CDFs are viewed by Baskin (2010) as politically-initiated projects. He argues that it appears that they are politically driven development initiatives. He further asserts that the African legislature's project has produced research that demonstrates the rationale of constituency-based politics in Africa in both the supply and demand for constituency service. Constituency-based initiatives are noted that they can protect communities from the impersonal administration of inflexible and centralized state organizations that often overlook individual communities in the name of administrative rationality. In Tanzania, CDF was fully endorsed by President Jakaya Kikwete in year 2008 in his address to Parliament. In Uganda, CDF was borne out of a series of meetings held between the President and members of parliament (MPs) of the 7th Parliament in order to relieve MPs of the pressure of their constituents in regard to the promises and other development projects.

According to Zyl (2010), there are open questions as to how large a role CDFs should play in development administration. The claims that CDFs have a negative impact on accountability and service delivery in comparison with other options for strengthening legislatures and improving local projects delivery should be addressed. Zyl further stresses that there are fundamental questions entailing the role CDFs are expected to play in development administration or in how the administration of CDFs affects the balance of power among different branches of Government. Some of these questions include: Will CDFs compete with ministries in service delivery? Will CDFs add to the burdens on ministries through „fiscal illusions“? or will CDFs ease the administrative burdens on ministries with well-placed implementation of projects that reflect the priorities of local communities? Do CDFs play a fundamental, distributive role that is perceived as more equitable than budgetary disbursements under the control of the executive, or how can a balance be struck between central-administrative and political-local means of identifying and implementing development projects?

Over the last two decades, and arising from a combination of factors and pressures, the government has increased the role of devolved funding and partial decentralization to initiate, implement, manage and finance community development projects. The last decade saw the rise of the Local Authority Transfer Fund (LATF), the Community Development Trust Fund (CDTF), the Rural Electrification Fund, the HIV/AIDS Fund and the Secondary School

Bursary Fund, among others. The last six years has seen the introduction of the Constituency Bursary Fund, Constituency Development Fund, the Youth Enterprise Fund and the Women's Enterprise Fund. The level and significance of devolved funding began to get critical attention in the media and local development community especially with the establishment of the Local Authority Transfer Fund and the Constituency Development Fund.

Devolved funds are significant for many reasons. They represent a departure from past practice of centralized planning, where the central government was the primary development agent, to a new regime where communities and stakeholders get to participate and determine their development priorities and allocate availed resources accordingly. Just as important is the rationale behind the new schemes such as Local Authority Transfer Fund and the Constituency Development Fund, which have introduced 'new' money at the community level and through need-based criteria that emphasizes allocation based on the prevalent poverty levels. This has seen poor and marginalized constituencies receive significant amount of amount of money injected directly into the local economy. There has been much praise for the new emphasis on devolved funding. There are many in government and parliament who view this as a solution to much of the demand for community development finance at the grassroots level. There are many also at the community level and the civil society who see in it the potential for new financing to address socio-economic

The Constituency Development Fund (CDF), which was established through the Constituency Development Fund Act of 2003, is one of the ingenious innovations of the National Rainbow Coalition (NARC) Government of Kenya. CDF is an annual budgetary allocation by the Central Government to each of the country's parliamentary jurisdictions-the constituencies. While there are several rules that govern the utilization of the Fund to ensure transparency and accountability, decisions over the utilization of the funds are supposed to be mainly by the constituents. CDF provides funds to constituencies through the respective members of the National Assembly. Awiti (2008) adds that the aim of the CDF is to combat poverty at the grassroots level through implementing community-based projects and to relieve the members of the National Assembly the burden of fundraising for development projects in their respective constituencies. Gikonyo (2008) observes that enhanced

transparency and oversight through report cards and social audits are increasingly being employed by both the government institutions and by those in the civil society. Enhance transparency appears to require a separation and balance of powers. It is further posited that a CDF that is centrally controlled by the executive and is strictly accountable to the head of state may leave little room for transparency in its operations. Nevertheless, it seems relatively easy to enhance transparency in CDF operations that would lead to more effective accountability of CDFs: either through legislation expanding freedom of information and/or enhancing the transparency and openness of government administration. (Nyaguthii and Oyugi, 2013).

The current popularity of CDFs seems to be pegged on the generally held political calculus in which centrally placed politicians bring home development resources to local communities and groups in exchange for political loyalty. It is noted that many Members of the National Assembly opine that CDFs have contributed to a system of political competition whereby political candidates are gauged partly on their effective employment of CDF allocations. Mwangi (2005) posits that a community development project commences with the identification of a need or the realization that there is a need. This is argued by Nyaguthii and Oyugi (2013) to be in tandem with the CDF policy on project identification as it is provided for by the CDF Act 2007's guidelines on project identification. However, as posited by Bagaka (2008), a look at the CDF implementation in the recent past brings to the fore a glaring mismatch between the local nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. Given the discretionally nature of capital spending and the intrinsic value attached to political symbolism in launching CDF projects, most of the times, new projects are initiated to the detriment of the existing ones which are either left to deteriorate or are insufficiently funded (Nyaguthii & Oyugi, 2013). As such, it is hypothesized that there is a number of challenges that affect the successful completion of CDF in Kenya.

1.2 Statement of the problem

It has been posited that parliamentary involvement in grassroots projects and in community development has been growing in many countries globally, regionally and indeed in Kenya. One of the major involvements of the members of the National Assembly is through the

CDF. The object of this fund is to alleviate poverty and also relieve the aforementioned members the burden of development projects in their respective political jurisdiction. However, more often than not, it has been established that the funds from the CDF kitty are not objectively employed for successful completion of developmental projects. Many projects derail in completion while others are abandoned altogether according to National Taxpayers Association (NTA, 2012). The incoming member usually comes up with his or her own development projects especially in regard to their campaign manifestos. This is to the detriment of the projects initially started by the receding member of the National Assembly. This scenario occasions misdirection of the CDF and also results in many stalled projects. This problem affects the constituents whose member of the National Assembly development policies are not in congruent with those of his or her predecessor. It is evident that CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete project, low quality, untimely and irrelevant project across the constituencies in the country (CEDGG, 2011). There have been delays in staff salaries, payment of suppliers and school activities have stalled because of lack of funds though these activities were budgeted for.

In North Imenti constituency from 2007-2012, out of 90 projects, only 30 projects were well built and completed; 10 projects were badly build, 43 were incomplete, 5 were abandoned and 2 had been delayed in implementation (NTA, 2012).

This study sought to unearth the factors influencing completion of the CDF projects in the constituency with the aim of coming up with feasible recommendations of mitigating the aforementioned challenges

1.3 Purpose of the study

The purpose of this study was to examine factors influencing completion of CDF project in North Imenti constituency

1.4 Objectives of the study

- i. To establish how community participation, influence the completion of CDF water projects in North Imenti constituency

- ii. To assess how project planning influence completion of CDF water projects in North Imenti constituency
- iii. To determine how contractor's competence influence completion of CDF water projects in North Imenti constituency
- iv. To establish how budget allocation influence completion of CDF water projects in North Imenti constituency

1.5 Research questions

- i. How does community participation influence completion of CDF water projects in North Imenti constituency?
- ii. How does project planning influence completion of CDF water projects in North Imenti constituency?
- iii. How does contractor competence influence completion of CDF water projects in North Imenti constituency?
- iv. How does budget allocation influence completion of CDF water projects in North Imenti constituency?

1.6 Significance of the study

It is expected that the study might contribute to existing literature in addressing future research problems. The study might add to the existing knowledge on devolved funds and their effect on development. Policy makers in the government are expected to use this study as an evaluation towards the effect of community participation on devolved funds. This would help improve on existing research policies. The study might provide an opportunity for beneficiaries of water projects in Imenti North constituency to present their opinion on effect of devolved funds. This might be used by managers of devolved funds in deciding what projects to do and what not to do in certain areas. In addition, this study builds a case of why the top-down approach to management of CDF projects has not been so successful, and why community participation and involvement is critical for successful implementation.

1.7 Limitation of the study

The researcher faced socio economic and environmental challenges like bad weather, distance and lack of receptiveness from the respondents because they could be wary of divulging their personal information. This was mitigated by visiting the respondents and create a rapport and also explain to the purpose of the exercise. Also use of research assistants selected from the area to avoid social, cultural and personal influence on the findings may be the alternative option.

1.8 De- limitation of the study

The study was carried out in Kenya, Imenti North Constituency which is in Meru County, Eastern Province. This study was on stakeholders involved in the constituency development fund both managers, implementers and project beneficiaries.

The study concentrated on few independent variables like community participation, project planning, budgetary allocations and contractor competence. This means that there are other variables that are influential to completion of CDF projects

1.9 Assumptions of the study

The basic assumption of this study was that community participation, Project planning, budgetary allocation and contractor competence influence completion of CDF projects. The instruments that will be used especially the questionnaire and the interview guide will be the most appropriate for the study.

The research assumed the respondents were cooperative and knowledgeable enough to provide complete, reliable and authentic information. The research also assumes that the selected sample would accurately infer about the population and provide answers to research question.

1.10 Definition of significant terms used in the study

Constituency Development Fund (CDF): The Constituency Development Fund (CDF) essentially provides additional resources for development at the local level by channeling money to constituencies under the management of Members of Parliament.

Community Participation: The process by which a wide cross section of people are involved in different aspects of an intervention

Project Planning : A basic management function involving formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources. The process, identifies the goals or objectives to be achieved and formulates strategies to achieve them.

Contractor competence: this is the aspect of ensuring the contractor has the necessary qualifications, experience, ability to perform the task with the resources available etc.

Budgetary allocation: Budgetary allocations are integral components to an annual financial plan, or budget, of all organizations. They indicate the level of resources an organization is committing to a department or program.

1.11 Organization of the study

This Project is organized into five chapters. Chapter one; introduction gives the background to the study, the statement of the problem and the purpose of the study. The other sections included in the chapter are the objectives of the study, the research questions, significance of the study and the limitations of the study. It also highlights the assumptions of the study and the definition of the significant terms in the context of the study. Chapter two is concerned with literature review on the earlier studies done on project completion and also involves the theoretical and conceptual framework. Chapter three deals with the methodology of the study where the research design is elucidated, target population given, sample size indicated and the procedure of arriving at the sample size given and lastly data collection methods and analysis. Chapter four will contain results of the study and the findings presented in form of charts and tables. Chapter five presents the results of the data analysis from data after analysis. The summary of findings, Answers to research questions, conclusion and recommendations provided together with room for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The study is an evaluation of the influence of community participation on successful completion of constituency development fund projects. This chapter provides reviews of the theoretical literature of the study, summary and gaps to be filled by the studies conducted in relation to the problem under investigation and finally the conceptual framework.

2.2 Community Participation and Completion of CDF Water Projects

Participatory development and decentralization have common intellectual origins. Deliberative decision making has been a central feature of most religious and cultural traditions. In Athenian democracy, for example, important decisions were made in public deliberative settings in which all citizens (a group that excluded all women, slaves, and children) were expected to participate. Modern notions of participation arguably derive from the 18th and 19th centuries, notably from the work of (Rousseau and Johnstuart Mill, 2005)

In the early postcolonial period, the 1950s and 1960s, the U.S.A Agency for International development (USAID) and other donors helped drive the first wave of interest in participatory development by funding and promoting cooperative institutions, community-based development, and decentralization. By the 1970s, however, interest in participatory development had waned with the realization that cooperatives had largely failed and government reform was difficult to implement or sustain. The focus of policy shifted to large-scale investments in agricultural and industrial growth. By the mid-1980s, however, activists and scholars attacked this approach, seeing it as “top-down” and inherently disempowering and biased against the interests of the poor. (World bank, 2001)

Economists such as Sen and Ostrom made a vigorous case for a more bottom-up and deliberative vision of development that allows the “common sense” and “social capital” of communities to play a central part in decisions that affect them. Their scholarship led to renewed interest in community-based development, decentralization, and participation by donors and governments, as the social costs of structural adjustment programs became

evident by the early 1990s, donors began to actively fund such participatory approaches, with the aim of ensuring minimal levels of investment in public services and infrastructure and in social programs to protect the most vulnerable, this renewed policy interest in participatory initiatives, along with the expansion in funding, has proceeded, in large part, with little systematic effort to understand the particular challenges entailed in inducing participation or to learn from the failures of past programs. As a result, the process is, arguably, still driven more by ideology and optimism than by systematic analysis, either theoretical or empirical. (World Bank, 2005)

Participation is a concept that occupies a central place in development. Not so many programs can succeed without applying the principles of participation. Today all government development programs in all ministries apply participatory approaches which have not only increased interdisciplinary interest but have also exerted influence in social development policy and planning circles, both at micro and macro levels (Mulwa, 2008).

Participatory development is the most important approach towards enabling communities to help themselves and sustain efforts in development work. Communities are no longer seen as recipients of development programs; rather, they have become critical stakeholders that have an important role to play in the management of programs and projects in their areas, it is therefore important to build their capacities to effectively participate in identifying and responding to community issues and problems in development projects. Community stakeholders are community-based mechanisms that can help support and sustain a program or project. For example, in implementing education projects, the mechanism can be the school governing council or the parents, teachers and community association (Ibid, 2004).

Cleland and Ireland, (2007) argues that in planning projects, governments and donors often tend to pre-empt the initiatives that beneficiaries might have taken. In such cases, the latter can play only a reactive role. Projects can, however, be designed to encourage beneficiaries to initiate action. There are also cases where beneficiary groups which seemingly failed in some projects went on to initiate other projects on their own and with greater success. The earlier projects obviously had strengthened their capacity for cooperative action and given them the confidence and skills to initiate action elsewhere. Projects also vary in their intensity of CP in different stages of the cycle. At the design stage, a project may rely on

information sharing and consultation, whereas during implementation, beneficiaries may be given a decision making and managerial role.

Besides participation occupying a central role in development thinking and practice, all major development organizations including multilateral agencies like the World Bank and the International Monetary Fund have arrived at a near consensus that development cannot be sustainable and long lasting unless people's participation is made central to the development process (Kumar, 2002,). Although this is a relatively new paradigm, its central motivation is people and their aspirations. It advocates that people's needs should be the primary purpose for any development planning and intervention, and that other developmental concerns should be secondary. Its emergence has changed and enriched people in development thinking by empowering them, strengthening and redefining their commitment to development. Almost any person or organization with an interest in a project can be termed a stakeholder. Each project has its own unique set of stakeholders. The type and interest of a stakeholder are of great interest to the project manager since they enable him to use these to the greatest benefit of the project. It is therefore important that he carries out a stakeholder analysis to list, classify and assess the influence of the stakeholders (Albert, 2007).

The view point of every stakeholder should be considered (Cleland and Ireland, 2007). Stakeholders such as opinion leaders, beneficiaries, women local leaders and the general local community all have a stake in whatever is invested in the locality. The previous development approach that excluded community members was responsible for the slow economic growth despite increased foreign aid which did not offer any solution to the deepening poverty within developing countries (Ibid, 2004). This was because local participation had been completely excluded and hence they did not invest their thinking in projects being put up.

Participation of community members in local projects therefore, has the potential to influence, challenge, and change and modify local village economy for the benefit of all. In particular, if projects targeting the local poor are appropriately planned and effectively managed, they are likely to benefit and move from a level of dependency to that of self-reliance with the resultant effect of scaling down poverty. For this to be achieved it requires participation of local people in needs identification; for instance, what are their most urgent

needs? Have they ranked those needs in order of priority? Have they participated in ranking them? It also includes the need to participate in planning, management and evaluation of their programs. One major limitation to this participation is political interference in the decision making process. This is always done at the local or community level in which case people's decision making is constrained. (Ibid, 2004).

The people have to be involved in the needs identification, they must be involved in prioritizing and ranking of the needs and building a consensus around what they believe amounts to the problems facing the community. They should not be influenced to accept a need as a problem affecting them because it amounts to imposing a priority from outside. Therefore, community participation is an active process by which beneficiaries or groups influence the direction and execution of a development project with a view to enhancing their wellbeing in terms of income, personal growth and self-reliance. Community members must own and control the process by making decisions as to its progress and design activities that will subsequently enable them achieve the desired goal. What gives real meaning to popular participation is the collective effort by the people concerned to pool their resources to attain their objectives. In this regard, participation is viewed as an active process in which the participants take initiatives and actions that are stimulated by their own thinking and by deliberations over which they exert effective control. (Albert, 2007).

Although participation focuses on the active involvement of all stakeholders in the content of the program, Bryant and White (1982) state that there are a number of levels of participation. They single out what they call “extractionist participation which emphasizes the role of the government in the planning and implementation of development projects and activities, often with involuntary contribution to the project. This kind of approach to development is likely to fail because as Bergdall (1993) states, it is supposed to contribute to the national development but people are not expected to take part in shaping it or criticizing its content but are treated as objects, stripped of decision making responsibilities regarding planning and their initiatives. This approach creates room for abuse of power. Authentic participation is the ideal model which seeks to empower the powerless towards assuming full responsibility over their destiny within their cultural and socio economic spheres.

Participation in projects by members of the community has major advantages. It allows people to build their capacities and identify and own the project. This leads to efficiency and sustainability. Kumar (2002,) has identified a number of factors which he considers as benefits that come with participation of people in a program. First, he states that participation ensures efficient utilization of resources. People work together towards achieving their objectives. If the objective is to construct a bridge of a health centre then they are likely to move together towards that direction. Second, people's participation increases effectiveness; projects can be finalized within the time schedule; they can also carry out monitoring and evaluation and draw a progress report. Participation also increases effectiveness by granting them a say in deciding the objectives and strategies in the project. Third, it reduces dependency and increases self-reliance. People would not always look at the government to solve all their problems. With active involvement and participation in the process of development, it is possible to break the mentality of dependency and utilize their own resources both human and material on the basis of the decision taken by the people themselves and from the realization that they have the solutions to their local problems. Third, people's participation can be a potent way of ensuring the flow of the benefits to the beneficiaries. Furthermore, the cost effective operations can ensure that resources are available for wider coverage of weaker sections of society. Generally, development interventions are funded either by the government or by external donor agencies. Experience has shown that development interventions from externally assisted projects fail to sustain the required level of development activity once funding has been withdrawn (Kumar, 2002). The involvement of the people and the utilization of local resources generate a sense of ownership over the development interventions by the local people (Ibid, 2008)

2.3 Project Planning and Completion of CDF Water Projects

Traditional wisdom is that planning and analysis are important and the more planning there is in a project, the more successful the project will be, Wang, and Gibson (2008) , Dvir, Raz and Shenhar (2003). Time spent on these activities will reduce risk and increase project success.

On the other hand, inadequate analysis and planning will lead to a failed project, Morris (1998), Thomas, Jacques, Adams and Kihneman-Woote (2008). If poor planning has led to

failed projects (from large to small), then perhaps billions of dollars have been lost, Sessions (2009). But how much is too much? “Light weight” project management techniques such as Agile are gaining popularity. Part of their ethos is that less initial planning is better and an evolutionary process is more efficient. Agile methodologies seem to imply that up front planning is not useful. There is also a phenomenon in business called analysis paralysis. This is when so much analysis takes place that no actual work is started or it is started much later than ideal.

The fact that a large fraction of the effort in each project is spent on research and analysis warrants investigation. According to the Project Management Book of Knowledge (PMBOK® Guide) Fourth Edition (PMI, 2008), a project manager is expected to perform 42 processes, including 20 planning processes. Therefore, planning processes consist of about 48% of all processes that should be performed by a project manager during the project life cycle.

However, practitioners of agile methods would probably disagree with the statement that more planning is always better, Boehm (1996), Collyer & Warren (2009). If 50% of a project’s time and budget is spent on planning and analysis, is this beneficial to the project or does it increase project costs and timelines without providing a corresponding benefit? Choma & Bhat (2010) note that too much time spent planning can be associated with poorly performing projects. In general the optimum amount of effort spent planning and its relationship to success is an area of interest to researchers and practitioners.

Before it is possible discuss the impact of the project planning phase on success, it is useful to define what a successful project is. Pinto and Slevin, (1988), stated “There are few topics in the field of project management that are so frequently discussed and yet so rarely agreed upon as the notion of project success. However it is worthwhile to select a reasonable definition from the literature for the purposes of comparing projects based on planning characteristics. Thomas, Jacques, Adams & Kihneman-Woote (2008) state that measuring project success is not straightforward: “Examples abound where the original objectives of the project are not met, but the client was highly satisfied. There are other examples where the initial project objectives were met, but the client was quite unhappy with the results.”

Collyer & Warren (2009) cite the movie, Titanic, which was originally touted as a late, over budget flop but eventually became very successful.

Project success has been measured in a variety of ways. While the measure of project success has focused on tangibles in the past, current thinking is that ultimately, project success can best be judged by the judgment of the primary sponsor. As Shenhar, Levy, and Dvir (1997) note, assessing success is time-dependent: “As time goes by, it matters less whether the project has met its resource constraints”. Shenhar, Dvir, Levy and Maltz (2001) define four levels of project success:

Also, Dvir, Raz & Shenhar (2003), state that “all four success-measures (Meeting planning goals; End-user benefits; Contractor benefits; and Overall project success) are highly inter correlated, implying that projects perceived to be successful are successful for all their stakeholders.” Cooke-Davies (2002) makes the point that there is a difference between project success and project management success. Meeting the cost, scope, timeline requirements may not mean the project is seen as successful in the long term by the organization. Current terminology uses project efficiency instead of project management success. Therefore we will refer to: Project efficiency – meeting cost, time and quality goals

We next need to define what is meant by project planning. The classic definition of planning is “working out in broad outline the things that need to be done and the methods for doing them to accomplish the purpose”, (Gulick, 1936). Goetz (1949) defines planning as “fundamentally choosing” and “Without plans, action must become merely random activity producing nothing but chaos”. Koontz (1958) defines planning as “the conscious determination of courses of action designed to accomplish purposes.”

Mintzberg (1994) describes planning as the effort to formalizing decision making activities through decomposition, articulation and rationalization. We may take a page from the terminology used in the construction industry. In construction, pre-project planning is defined as the phase after business planning where a deal is initiated and prior to project execution, Gibson and Gebken (2003). PMI, (2008) has a similar definition for the planning phase. “The Planning Process Group consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.”. The greatest difference between the definitions is that

construction project planning specifically includes analysis and evaluation steps. PMBOK (2008) does not specifically include analysis tasks: items such as technology assessment, high-level design, architecture and analyzing different vendors or options. However, it is implied.

Another definition of planning in projects suggested by Shenhar in reviewing early parts of this paper is “what comes before action”, Shenhar (personal communication, 2011). However, the simplest definition of the planning phase for the purposes of this paper will give the greatest flexibility and access to the widest range of literature. For the purpose of this review, we will define the planning phase as follows:

Planning Phase: The phases and associated effort that comes before execution in a project.
And Planning effort - the amount of effort in money or work hours expended in planning
Quality of planning - the quality or completeness of components of the planning phase or the phase overall

Anderson (1996) questions the assumption that project planning is beneficial. He wonders if its benefits are real and asks “How can it be that project planners are able to make a detailed project plan, when either activities cannot be foreseen or they depend on the outcomes of earlier activities?” and says “Planners are compelled to make decisions early in the project, when very little is known of the project's future.” He questions the value of detailed planning from a conceptual standpoint. Bart (1993) makes the point that in research and development (R&D) projects, too much planning can lead to failure as formal control limits creativity. However, he also finds that in some cases managers reduce control and planning too far to the point that it detrimental to the project.

Flyvbjerg, Holm, and Buhl (2002) investigated infrastructure projects and found overwhelming statistical significance that the cost estimates used to decide whether such projects should be built are misleading. This highlights that even if planning and analysis are undertaken, senior management can choose not to use the resultant information. However, van Marrewijk, Clegg, Pitsis and Veenswijk (2007) state that large infrastructure projects are more often impacted by political and structural problems than misleading estimates. They also state additional planning and control cannot resolve these issues.

Collyer, Warren, Hemsley and Stevens (2010) describe examples of projects such as the Australian submarine project and the Iridium satellite project. The technology and environment changed so much during the course of the projects that the originally planned project outputs could not be successful. They state that in dynamic environments projects need to cope with changes in technology during the course of the projects. “While useful as a guide, excessive detail in the early stages of a project may be problematic and misleading in a dynamic environment.” Poon, Young, Irandoos and Land (2011) in using fuzzy set analysis on five case studies, found that high-level planning was ranked second lowest in importance out of five critical success factors studied. Planning was ranked below top management support, user involvement and methodology.

Collyer and Warren (2009), state that in dynamic environments events arise faster than they can be accommodated by re-planning. Creating detailed long-term plans in the first place for these projects can waste time and resources and lead to false expectations. Aubrey, Hobbs and Thuillier (2008) in a study of project management offices (PMOs) note that for one organization studied, overly rigorous planning processes resulted in an impediment to the rapidity required to sustain successful projects.

Zwikael and Globerson (2006) note that even though there is a high quality of planning in software and communications organizations, these projects still have relatively low ratings on success. They note this effect may be due to riskier technologies and environments, control issues or overly ambitious commitments. Chatzoglou and Macaulay (1996) touch on why planning is sometimes shortened or eliminated in information technology (IT) projects because managers think “it is better to skip the planning and to start developing the requested system.”. Experience shows that this approach does not save time. Lack of planning is likely to lead to incorrect assumptions and poorly thought out execution; the rework required to fix these mistakes will usually use up significant portions of project time.

As well Chatzoglou and Macaulay (1996) make some points as to why it is rare that too much time is spent on requirements planning or as they term it, requirements capture and analysis (RCA). Deadlines need to be met; any delay in the planning phase will result not only in the increased cost of the planning stage but also in a chain reaction in the next phases of the project. Thomas et al. (2008) write “Project managers are constantly pressured to ‘get

started with work ‘or ’make progress‘by senior management who fail to recognize the value of planning in a project.”. In most projects there are pressures to reduce the time and effort spent on the planning phase. The literature does not support the conclusion that planning should not be done in projects although some caveats are highlighted.

Gibson, Wang, Cho and Pappas (2006) noted that research results show that effective pre project planning leads to improved performance in terms of cost, schedule, and operational characteristics. This study found that “the PDRI score and project success were statistically related; that is, a low PDRI score (representing a better-defined project scope definition package just prior to detailed design) correlates to an increased probability for project success.”

The reports of high failure rates for software projects and some well-known large failed projects have likely also driven the growth of project management in IT, Sessions (2009),

Standish Group (2011). A small number of studies in this area tried to quantify how much planning should be done for software projects. Poston (1985) states that in software development projects, testing costs 43% of overall project costs for the projects studied, whereas planning and requirements accounted for only 6% of effort.

Müller and Turner (2001) reported a correlation between post-contract planning (detailed planning after a contract had been signed) and project schedule variance. They report that a quality of post-contract planning that is at least good is required to meet schedule goals. Also, Tausworthe (1980) notes the impact of the work breakdown structure (WBS) as an important planning tool with demonstrated benefits on software project success. The WBS is a key deliverable of planning, PMI (2008). Catersels, Helms, and Batenburg (2010), in reviewing critical success factors identified by 129 Enterprise Resource Planning system (ERP) consultants, did not identify project planning in their top 22 critical success factors.

However clear goals and objectives were listed as number four in the list and these would be defined in a planning phase. Interestingly, poor project planning appears as number six in the list of critical failure factors. Weak definitions of requirements and scope was number four which again is defined in the planning phase. Umble, Haft, and Umble (2003) reported similar findings in ERP implementations: goals not being clearly defined and schedules not

being achievable (i.e. poor planning), would lead to project failure. Yeo (2002) in studying critical failure factors in information system projects notes “a significant proportion of problems information system projects faced are related to project planning issues.” .

Deephouse, Mukhopadhyay, Goldenson and Kellner (1996) assessed the effectiveness of software processes on project performance and showed that certain practices, such as project planning, were consistently associated with success, while other practices studied had little impact on the project outcomes. Though the study was to focus on process factors and their relationship to success, planning was found to be the leading predictor of meeting targets (efficiency) and quality. The dependency for successful planning was .791 for meeting targets and .228 for quality. Though they do note the following caveat about responses: “They may have allowed the outcome of the project to influence their response as to how well the project was planned. They could have reasoned. ‘The project was late, so clearly the plan was not realistic.’”. The responses of the survey participants does as a minimum highlight that they considered planning important.

Thomas (2008) state that the front-end of the project is at least as critical as the subsequent phases that deal with detailed planning and execution. “The most effective team cannot overcome a poor project plan” and projects started down the wrong path in the early stages can lead to the most spectacular project failures. Morris (1998) similarly argued that “The decisions made at the early definition stages set the strategic framework within which the project will subsequently develop. Get it wrong here, and the project will be wrong for a long time”. Munns and Bjeirmi (1996) make a similar point in stating that a project which is flawed from the early stages is unlikely to be saved by good execution. In fact successful execution may matter to only to the project team, while the wider organization will see the project as a failure. Besner and Hobbs (2011) similarly state “The most important analysis and initial plans are done during the front-end of the project. If the wrong direction or no clear direction is taken during the early definition phase, it is always difficult to get the project back on track.”

The literature studying CSFs does not usually address planning as a CSF although components of the planning phase are noted. But interestingly poor planning is often noted as a critical failure factor, Umble et al (2003), Catersels et al (2010), Yeo (2002). Ewusi-

Mensah (1997) noted that key factors in cancelled projects are poor project goals, poor technology infrastructure and escalating costs and timelines. These would normally be analyzed and addressed in a thorough planning phase. Yeo (2002) states that of the issues of influence noted in this study of critical failure factors, project planning was ranked as number one. This research again supports contention that planning is hygiene to project success, (Turner and Müller, 2003).

However, many critical success factors mentioned in this body of literature contain deliverables, which are created in the planning phase, often near the top of the lists. White and Fortune (2002) note that clear goals and objectives and realistic schedule were the two most mentioned critical success factors. Again these are factors defined in the planning phase. Pankratz and Loebbecke (2011) noted that all 11 participants in their interviews mentioned planning, monitoring and control as a project success factor, one of only two items to be mentioned by all participants. Blomquist, Hällgren, Nilsson and Söderholm (2010) state “Plans are a cornerstone of any project; consequently, planning is a dominant activity within a project context.”. This is a recurring theme: projects and project management are about planning and controlling to ensure successful project deliverables. Planning is inherently important to project success or one could argue project management would not exist

Besner and Hobbs (2006) in studying project management tools and success found that five of the eight “super tools” most clearly linked to project success are used or created during the planning phase: Software for task scheduling, Scope statement, Requirements analysis, Gantt chart and Kick-off meeting. Although planning typically is a fraction of overall project effort, it has a disproportionate impact on project success. In a paper published subsequently, Besner and Hobbs (2011) found that initial planning was the number one used toolset reported by the 744 respondents. Similarly, Zwikael (2009) studied the contribution of the PMBOK® Guide’s nine knowledge areas to project success. He reported that the knowledge areas related to the planning phase had the highest impact on project success “the more frequently planning processes - which are related to these Knowledge Areas—are performed, the better project success is.”. Conversely, “Cost and Procurement are the Knowledge Areas

that contribute least to project success, maybe because they are practiced mainly during project execution.

The main conclusions Dvir, (2003) reach is that “There is a significant positive relationship between the amount of effort invested in defining the goals of the project and the functional requirements and technical specifications of the product on one hand, and project success on the other”. They conclude by stating that no reasonable effort should be spared early stages of a project to properly define the project goals and requirements. Zwikael and Globerson (2006) noted the following “Construction and engineering organizations, which scored the highest on project success, also obtained the highest score on quality of planning. Production and maintenance organizations, which scored the lowest on project success, received the lowest quality score as well.” They also noted this is not the case for software and communications organizations that had a high degree of planning but still often delivered projects with poor results. They stated that this may be due to riskier technology and environment, control issues or overly ambitious projects.

2.4 Contractor Competence and Completion of CDF Water Projects

The failure and success of any project is influenced by numerous decisions made by, or on behalf of, the client. These decisions are taken at different stages of project development, from feasibility studies, planning, design, contractor selection and risk assessment to proper supervision and maintenance. One such decision concerns the prequalification of contractors and the evaluation of bids submitted by prequalified contractors. This is normally carried out by a client's representative and eventually leads to the selection of a contractor to construct the project. Contractor prequalification is a decision-making process involving a wide range of decision criteria as well as many decision-making parties and has received the attention of several researchers (Moselhi and Martinelli, 1993).

Construction project must be managed in an effective manner. The demands from clients and competition have been growing rapidly (Crowley and Hancher, 1995). These challenges present a paradox. Few of these demands directly contribute to the physical construction of the project, however, a failure to properly manage them can lead to problems for the entire project and construction team. The selection of a proper construction contractor increases

chances of successful completion of a construction project (Alhazmi and McCaffer, 2000). It can also fulfill the client goals, and keep the schedule of the cost, time and quality. So it is extremely critical to select an appropriate contractor in the process of construction management.

The prequalification and bid evaluation processes requires the development of necessary and sufficient criteria. The last two decades has witnessed a huge development in project complexity and client's needs and this has led to an increasing use of alternative forms of project delivery systems. In contrast, the prequalification and bid evaluation process, quantifying and the assessment of criteria is still in its original form.

Prequalification is a process used to investigate and assess the capabilities of the contractors to carry out a job if it is awarded to them. The process itself has been examined by many researchers (Zedan and Skitmore 1994). Prequalification provides a client with a list of contractors that are invited to tender on a regular basis. This is the approach most currently used by many countries and in which many and different types of criteria are considered to evaluate the overall suitability of contractors.

To gain entry to an approved standing list, a contractor applies initially to the client and is then assessed on grounds of financial stability, managerial capability, organizational structure, technical expertise and the previous record of comparable construction (Merna and Smith, 1990). According to Hunt (1966), it is necessary to consider technical, managerial and financial criteria in the prequalification process. These comprise the applicant's permanent place of business, adequacy of plant and equipment to do the work properly and expeditiously, suitability of financial capability to meet obligations required by the work, appropriateness of technical ability and experience, performance of work of the same general type and on a scale not less than 50% of the amount of the proposed contract, the frequency of previous failures to perform contracts properly or fail to complete them on time, the current position of the contractor to perform the contract well, and the contractor's relationship with subcontractors, or employees.

Moore (1985) proposed a quantitative system for fast track projects to select a contractor. Initially, an evaluation team should visit the contractor's home office to collect the required information and assign preliminary scores to each criteria listed assigning a maximum point

value for each aspect of construction project execution. These values are weighted with respect to their relative importance on the project. When a category is made up of subcategories, the weighted value scores of the subcategories are added to calculate the total value for the category. These scores should never be based on one person's analysis; a minimum of three evaluators is required for each scoring activity.

A study conducted by Severson (1993) investigating trends in contractor financial data to help predict their likelihood of experiencing a claim. The study covered different topics, regarding the assets portion of a contractor's balance sheet, the liabilities portion of a contractor's balance sheet, the stockholders' equity portion of a contractor's balance sheet; the study also covers the contractor's income statement.

Samelson (1982) has focused on construction cost reduction by means of accidents cost control through owner selection of safe contractors. Prequalification criteria are already required by many owners in both negotiated and competitively bid contracts. Including questions on experience modification rating (EMR) and the Occupational Safety and Housing Administration (OSHA) incidence rate, these two criteria would be a means to identify contractors with poor safety performance and to remove them from bid lists. The term "evaluation" describes the procedure for the assessment of tender bids submitted by prequalified contractors. The procedures in the UK broadly follow the concepts outlined in guidance notes of The Institution of Civil Engineers (1983), which are concerned with the justification of the lowest priced bid. Several clients however also emphasize the significance of timely completion in the selection of the successful tenderer.

Dennis (1993) suggests preparing a suitable bid list jointly between the engineer and the client. This should include contractors who have previously prequalified. A review of such prequalification records should satisfy both the engineer and the client in that each bidder should have: the financial strength to sustain the cash flows likely to arise during the project; experience of the similar nature of projects, competency and plant capacity to complete the project within the constraints of the likely contract; technical capability (including human resources) sufficient to satisfy the requirements of the contract; a complete understanding of similar project scopes and ability to absorb subsequent changes; the facilities (testing, quality

control, etc.) necessary to endorse assurance of quality; and comply in all respects with health and safety regulations.

In a contract auction for a multi-storey office building, estimated at \$10.4 million for construction and \$1.57 million per year for the operation, Moselhi (1993), in consultation with the industry experience, established the selection criteria to be considered for bid evaluation to be: bid amount; annual life cycle cost; number of years in business/bid amount; volume business/bid amount; financial credit/bid amount; previous performance; project management organization; technical expertise; time of execution; and relation with subcontractors.

Herbsman (1992), proposed a multi-parameter bidding system for bid evaluation. He suggested considering a major and secondary criteria, the major parameters being: the bid amount; time of execution; and quality of previous work. In addition to the major three parameters of cost, time and quality, there may be secondary criteria that can be incorporated in the evaluation. These criteria and their weights suggested by the client and would be specific to a particular project. Such additional criteria include safety, durability, security and maintenance.

Ellis (1991) proposed a new time/cost approach to determine the winning bidder in highway construction contracts. By this method a road user cost is applied to the contract time proposed by each bidder. Therefore in this case it is suggested that the criteria to be considered are bid prices and contract time (the road user cost is applied to the contract time). By converting the contract time to a cost to the client a straight forward comparison can be made on a single criterion.

A research study conducted by Merna and Smith (1987) for bid evaluation for the public sector in the UK found that clients who require a tender submission of only an initial lump sum price without qualifications would then request further information for a more detail evaluation of the three lowest bids. Clients who requested a complete package of information check initially for qualification, alternatives and errors before proceeding to a more detailed technical, financial or contractual evaluation to identify the winning bidder.

According to Hardy (1978), the criteria used for bid evaluation should reflect the client's objectives. These are that bids are fully responsive to the contract and bidders are sufficiently well qualified to undertake the contract. The criterion for selecting the successful bidder is then that bid which maximises the return on the client's investment. Thus he is proposed that bidders should submit a schedule of the payments they expect to fall due to them during the contract. Both the client and contractor may use this to determine the bid Present Value.

Failure of contractors to comply with the contracts conditions occur for different reasons. The authors have addressed these kind of problems and their causes elsewhere (Zedan and Skitmore, 1994). In fact there is no sharing of information between clients, specifically between those where a contractor is working for each at the same time. Each client treats and categorizes contractors differently.

The main cause of problems seems to be the existing workload of the contractor at the time he is awarded a new contract and this has to be checked carefully as it can lead to other problems. Existing workload, therefore, is one of the criteria to be considered during bid evaluation.

The new and fast developments and needs in different aspects of human life, has lead the professionals in construction industry to use alternative forms of project delivery systems, but the tendering and awarding systems are still largely in their original form. The insufficiency and inappropriateness of the awarded contractor has led to sub-standard work, delays, disputes, or even bankruptcy.

If a client wishes to cope with these new developments and invite acceptable bidders, it is necessary to clarify and develop pre-determined selection criteria and the objective of the prequalification and bid evaluation processes. The selection of construction contractors are very often conducted during tendering. Tendering definitely gives a client a choice in awarding contract a company which proposes the lowest price and short construction cycles, but usually they do not allow to precisely evaluate a tender. At the same time there are more and more procedures in which the decision criterion of choosing a tender is the price. In recent years, most clients made use of such a method. On the other hand, the research results show that the cheapest tenderers often have problems with completing the project. Accepting the lowest price is the basic cause of the project completion problems because very often

lowering the price means lowering the quality. It is true in some cases. The above conditions make that it is especially important to properly evaluate the contractor's capabilities. We analyzed in Selecting the most suitable contractor for a construction project is a crucial decision for owners and project managers.

Hatush and Skitmore (1997) pointed that the tender system of basing decisions on the minimum price has been used in New York since 1848 for highway and bridge tenders. The main idea of such a method was to save financial resources and create equal competition for all contractors by lowest bid. Hatush and Skitmore (1997) recognized five main elements that was common factors in the contractor selection process for each and every one types of procurement arrangements. These are project packaging, invitation, prequalification, short listing and bid evaluation. Hatush and Skitmore (1997) identified pre-qualification as a pre-tender process used to investigate and assess the capabilities of contractors, hence providing the client with a list of potential contractors to invite to tender. Bid evaluation despite involves similar process it is different in two aspects; it occurs at the post tender stage and it considers both bid amount and the contractors' capabilities. Russel and Skibiniewski (1988) defined bid evaluation as a decision-making process that involves the development and wide consideration of necessary and sufficient decision criteria used to assess the contractors' capabilities. It requires knowledge and experience from the project manager in order to use the appropriate criteria to insure the selection of the most suitable contractor technically and financially for the project (Hatush and Skitmore (1997)

2.5 Budgetary Allocations and Completion of CDF Water Projects

In the business world today, organizations have developed a variety of processes and techniques designed to contribute to the planning and control functions. One of the most important and widely used of these processes is budgeting. Budgeting involves the establishment of predetermined goals, the reporting of actual performance results and evaluation of performance in terms of the predetermined goals. Budgetary control systems are universal and have been considered an essential tool for financial planning. The purpose of budgetary control is to provide a forecast of revenues and expenditures this is achieved through constructing a model of how our business might perform financially speaking if certain strategies, events and plans are carried out (Churchill, 2001).

Therefore a budget is an integral part in the management of any organization; whether public or private. It forms the basis for planning and controlling the use of scarce financial resources in the accomplishment of organization goals and objectives, (Schick 1999). Budgets therefore occupy a leading place among the special tools of management employed to direct and control the affairs of large and small organizations. They are used by governments, industries and other private organizations as well as families.

Budgeting and financial management have been the core of economic reforms programs in most nations around the world, Shick (1999). They have been the principle instrument of transformation and restructuring of the public sector in several countries. With the growing challenges of budgetary crisis and fiscal shocks, the need for enhanced budgetary process and innovative financial management techniques are increasingly felt in developing countries and transition economies. Budgets could be used to allocate resources optimally by funding those projects promising the highest returns; Hongren (2003). Trentin, (2004) suggests that firms might have very good plans but fail to implement them fully. Effective implementation of budgets enables a firm effectively and efficiently utilize its resources. Budgeting systems are universal and have been considered an essential tool for financial planning. The Constituency Development Fund is currently experiencing an ever growing pressure to meet citizen's demands for more and better public services.

According to Drury (2000) a budget can assist managers in managing and controlling the activities for which they are responsible. By comparing the actual results with the budgeted amount for different categories of expenses, managers can ascertain which costs do not conform to original plan and thus require their attention. This process enables the management to exercise management by exception which means that a manager's attention and effort can be concentrated on significant deviations from the expected results. Batty (1975) States that, before a plan is adopted, a number of choices must be considered. The one selected must comply with two requirements; satisfactory profits and long term stability. Forecasts are statements used in the process of determining the plan to adopt. They show what is likely to happen in the future; that is, they relate to probabilities. The two requirements given above must be present and in addition, all statements have to be co-

ordinate and harmonized so that they become part of an overall plan; to be called budgets. Once the appropriate set of budgets has been chosen they will be used as a means of locating responsibilities and thereby through the use of statements and reports, will enhance control of performance and costs. This entire process is known as budgetary control.

CDF programs are said to allow for policy decisions to be made by individual legislators. The legislature approves the overall CDF budget and may set parameters for its expenditure, yet, within these broad constraints it is alleged that individual legislators or their committees have a free hand from a constitutional perspective, it is asserted that CDFs are the wrong answer to the very real problems of underfunding in areas that are in need of development, the national government's failure to address the needs on the ground, and the practice of withholding funds from areas controlled by opposition parties. The solution to this problem is not to give individual MPs money to spend in guise of CDFs; rather, it is to devise more effective ways of devolving resources to local areas and involving communities directly in decisions about how to spend these resources (Murray, 2011).

The amount allocated to the CDF projects was found to be insufficient according to the UDN study. In Kenya, the current allocation of CDF is 2.5% of the national budget which is felt by many people to be rather small and may need to be enhanced to at least 5%. In a survey by Ochanda (2010) it was noted that it is still clear that the cumulated amount of funds that go through the district treasuries are much higher than the overall CDF allocation. At the constituency level, the entire amount allocated to each constituency is to be spent based on functional criteria set in the law. One criterion emphasizes that not less than 73% of the CDF allocation should be spent on development projects. According to the statutes, for projects to qualify for CDF funding, they must satisfy three major criteria. First, they must be development-oriented and not recurrent; for instance, funds may be disbursed to build school classrooms but not payment of teachers. Second, projects must be community-based so as to spread the benefits to many constituents. Lastly, the funds can only be disbursed to a defined, auditable phase, unit or element of a given project. It is further noted that once funds are allocated to a given project, they cannot be reallocated or diverted to another project in the same year.

According to a report by NACCSC (2008), the CDF Act (2003) allocates some money for emergencies without specifying what constitutes an emergency. Furthermore, by setting aside money as CDF office running costs, the Act not only allows for taking away the needed development funds for higher priority projects but also makes the CDF office to be treated as development project itself. This reduces the amount of funds needed to be allocated to more deserving developmental projects. The report recommends that the current CDF kitty be doubled. In the light of some constituencies having more development needs than others and given that CDF allocations are almost equal in all constituencies, more funds are required to go into the CDF kitty. This is observed to not only avail more resources for local level development but also increase equity and/or inclusivity.

It is noted that the community is minimally involved in the allocation of CDF to selected projects; and that CDF structural weaknesses could possibly help to explain the existence or otherwise of transparency in allocation and utilization of CDF as well as accountability of committee members. Several weaknesses of the CDF as currently constituted were identified. The weaknesses appear to revolve around issues of CDF allocation, project identification, distribution, management, community participation in project design, prioritization, and monitoring and evaluation. A study by the NTA (2012) on citizen's CDF report card for Kibwezi constituency, Kenya" established that Kshs 19.7 million of taxpayers" money has been wasted on badly implemented projects. That is, 31% of the total CDF funds allocated to the monitored projects in the financial year 2009/10 were alleged to be on badly implemented projects. Moreover, Kshs 2.4 million of taxpayers" money which is equivalent to 4% of the total CDF funds allocated to the monitored projects in the same financial year was on abandoned projects. On the other hand, 8% (Kshs 5.15 million) of the allocated funds in the same year was unaccounted for.

Mulwa (2008) argues that community participation in projects instills a sense of responsibility and therefore ensure sustainability of projects. The development of infrastructure such as roads, electricity and water will attract business activities and therefore improve the standard of living of the locals through creation of employment. The CDF has to be budgeted to fit all the allocations mentioned above. Premchand, (2004) states that implementation of the budget requires an advance program of action evolved within

the parameters of the ends of the budget and the means available. It is important to note that CDF was introduced as a measure to remedy challenges encountered in the distribution of national resources. Various reforms have been put in place to improve the management of public organizations in Kenya in the past five years. The Kenyan government is pursuing a national development agenda that seeks to instill rapid and sustainable economic growth and reduce the high incidences of poverty through wealth and employment creation. This agenda is best articulated in the Economic Recovery for Wealth and Employment Creation (ERWEC). Under this programme, the government has put in place public financial management reform program which among its key elements, identified within the strategy include the strengthening of budget formulation, execution, accounting and reporting. Economic Stimulus Program (ESP) is also another enhancement of resource allocation at the grass root. Budgets should be prepared on a continuous regular basis to take into consideration the dynamic economic conditions.

According to the Constituencies Development Act (2003), at the Constituency Level, a maximum of 3% of each constituency's annual allocation may be used for administration, 15% for an education bursary scheme, and 2% for sports activities and 25% for environmental activities. Although CDF does not cover recurrent costs it allows 3% of the constituency's annual allocation to be used for recurrent expenses of vehicles, equipment and machinery since they constitute development projects under the CDF Act. It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Constituency like drought and famine. Imenti North constituency has allocated only 1.1% of its budget for capacity building; far below the 2% guideline (CDF Office, Imenti North).

Most firms use budget control as the primary means of corporate internal controls, it provides a comprehensive management platform for efficient and effective allocation of resources. Budgetary controls enable the management team to make plans for the future through implementing those plans and monitoring activities to see whether they conform to the plan, effective implementation of budgetary control is an important guarantee for the effective implementation of budget in the organization (Carr and Joseph, 2000).

Most organizations have adopted broad budgetary control that ensures that the entire budget system is a control system, which it is the formation of a prior, during and after the whole process of control system through the budget preparation, budget evaluation, reward and punishment by monitoring of budget execution. With a narrow budgetary control, an organization can prepare a good budget as a basis for performance management and standards on a regular basis in order to compare actual performance with the budget to analyze differences in the results and take corrective measures, which mainly involves the process of budget implementation, evaluation and control (Hokal and Shaw, 2002).

Budgetary control is the process of developing a spending plan and periodically comparing actual expenditures against that plan to determine if it or the spending patterns need adjustment to stay on track. This process is necessary to control spending and meet various financial goals. Organizations rely heavily on budgetary control to manage their spending activities, and this technique is also used by the public and the private sector as well as private individuals, such as heads of household who want to make sure they live within their means (Dunk, 2009).

Budgetary control is a system of management control in which the actual income and spending are compared with planned income and spending, so that the firm can make decisions if plans are being followed and if those plans need to be changed in order to make a profit. Budgetary control is the one of best technique of controlling, management and finance in which every department's budget is made with estimated data. Then, the management conducts a comparative study of the estimated data with original data and fix the responsibility of employee if variance will not be favorable. Organizations can use budgetary control in forecasting techniques in order to make plan and budget for the future (Epstein and McFarlan, 2011).

The management of the organizations implements budgetary control to prevent losses resulting from theft, fraud and technological malfunction. These instructions also help management to ensure that expenses remain within budgetary limits. The importance of budgetary control is that it can be implemented by three departments in an organization to enhance effectiveness. These departments are accounting department, statistical department and management department. Accounting department provides old data. Statistical

department provides the tools and techniques of forecasting like probability, time series other sampling methods. Management department uses both department services to estimate the expenditures and revenue of business under the normal conditions of business (Suberu, 2010).

2.6 Theoretical framework

This study will adopt the Theory of Constraints developed by Dr. Eliyahu M. Goldratt, the theory assists entities in achieving their goals by providing a mechanism to gain better control of their initiatives. The strength of any chain, either a process or a system, is only as good as its weakest link. TOC is a systemic way to identify constraints that hinder system's success and to effect the changes to remove them.

2.7 Conceptual Framework

This study is guided by the following conceptual framework

Independent variable

Dependent variable

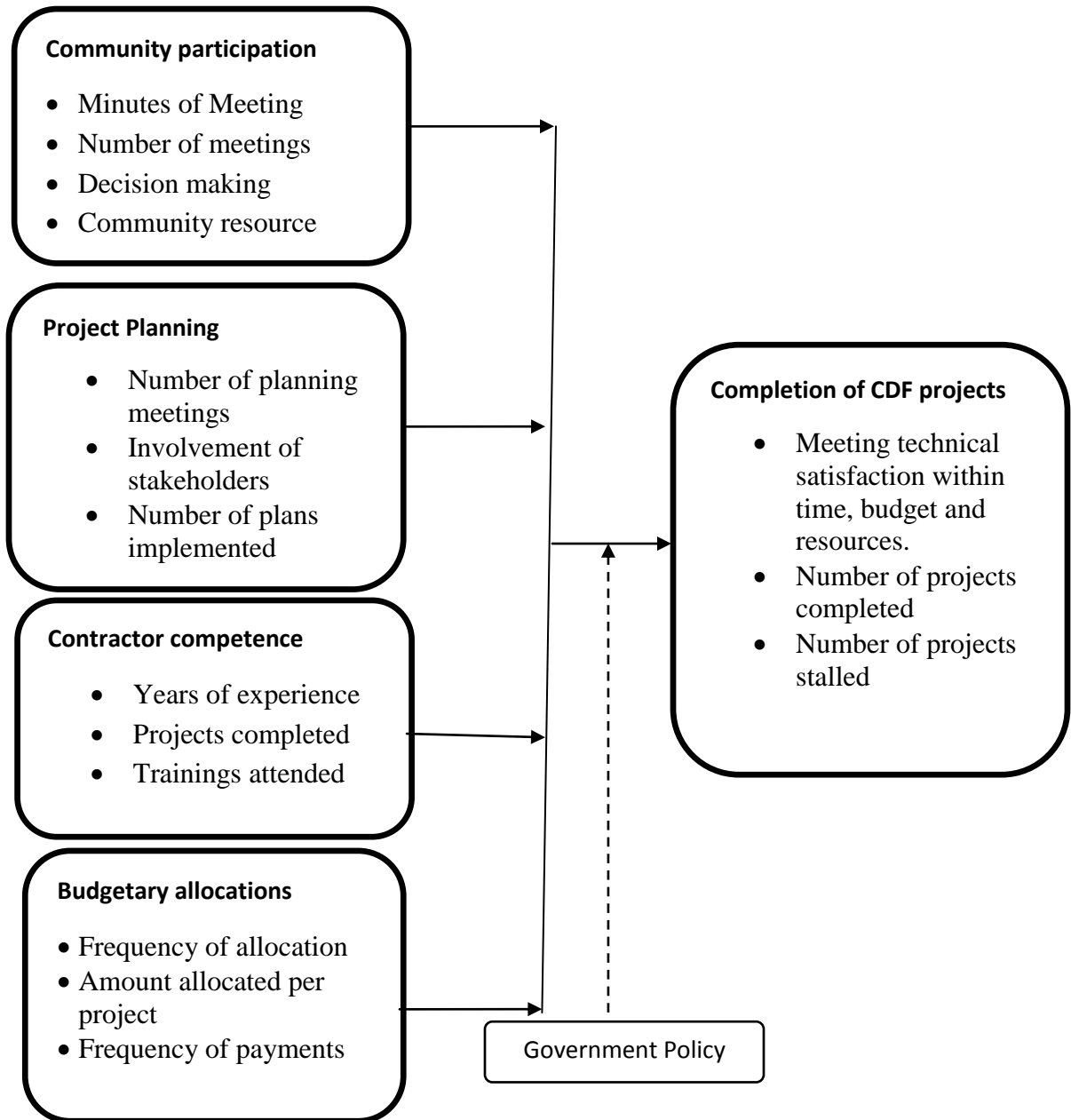


Figure 2.1 Conceptual Framework

2.8 Knowledge Gap

Most of the reviewed literature has concentrated on general utilization of devolved fund without much focus on completion of specific CDF projects, therefore this study will focus of factors influencing completion of CDF water project.

2.9 Summary

Independent Variables include; community participation, planning, contractor competence, and budgetary allocation determines the completion of projects. The dependent variable is completion of CDF projects. Community participation in the case of this study will be measured by number of meetings held, community involvement in decision making and community resource contribution. Planning will be measured by the number of planning meetings, involvement of stakeholders and number of plans implemented. Contractor competence will involve years of contractor experience, projects completed, and trainings attended. Lastly budgetary allocation will be measured by looking into the frequency of allocation, amount allocated per project and frequency of payments. The dependent variable will be measured number of projects completed or number of projects that have stalled.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter outlines the research design, target population, sampling size and sampling procedure, research instruments, data collection procedures, data analysis techniques, ethical issues and operationalization of variables.

3.2 Research Design

Parahoo (1997) describes a research design as a plan that describes how, when and where data are to be collected and analyzed. In this research project the researcher used descriptive research design. According to Burns and Grove (2001), descriptive research is designated to provide a picture of a situation as it naturally happens, justify current practice and make judgment and also develop theories. The Research design fits the study since it focuses on stakeholders and describe the performance of the ongoing project and their completion.

3.3 Target Population

This study targeted 1080 CDF stakeholders distributed as indicated in table 3.1 Target population consisted of CDF Contractors (47), Project implementers (72) and CDF project beneficiaries(961) from which the sample was drawn.

Table 3.1: Target population

Category of stakeholders	Target population
Contractors	47
Project implementers	72
CDF project beneficiaries	961
Total	1080

From Table 3.1 the percentages for each cohort of stakeholders is arrived at in respect to the cohort population in relation to the target population.

3.4 Sample Size & Sampling Procedure

Burns and Groove (2001) refer to sampling as a process of selecting a group of people, events or behavior with which to conduct a study. Polit and Hungler (1997) confirm that, in sampling a portion that represents the whole population is selected. According to Sekaran (2003), a sampling frame is a list of all population from which you draw your sample. In this project research a target population of 1080 project stakeholders was considered.

3.4.1 Sample size

This study focused on 200 respondents from the three categories of stakeholders. A sample size of 200 stakeholders was arrived at using the formula below adopted from Watson (2001).

$$.n = \left(\frac{\frac{p[1-p]}{A^2 + \frac{p[1-p]}{N}}}{\frac{Z^2}{R}} \right) \text{Where:}$$

n= Sample size required

N=Target population

P= Estimated variance in population as a decimal

A= Precision desired

Z= Confidence level

R= Estimated response rate as a decimal.

Thus:

N= 1080 project stakeholders

P= 30 percent variance in population

A= 95 percent precision

Z= 90 percent confidence level

R = 90 percent estimated response rate.

$$n = \left(\frac{0.3[1-0.3]}{\frac{0.05^2 + 0.3[1-0.3]}{1.645^2 + 1080}} \right)$$

n= 200

3.4.2 Sampling Procedure

Stratified random sampling was used to select a representative sample size of 200 respondents from the target population of 1080 stakeholders as shown in table 3.2. This sample size was used to ensure that the information is inclusive of all aspects in the constituency.

Table 3.2: Sample Size

The sample is based on Krejcie & Morgan (1970) theory and each sample is drawn according to proportionate model.

Category	Target population	Sample size	Percentage
Contactors	47	9	4
Project implementers	72	13	7
CDF project beneficiaries	961	178	89
Total	1080	200	100

3.5 Research instruments

The main data collection instrument was the questionnaire. The questionnaires have both open ended and closed ended questions that captured the relevant data for this research. Questionnaires were administered with the help of research assistants. The open ended questions were used to encourage the respondents to give an in-depth response without feeling held back in revealing any information. Also an interview guide was prepared to capture the information to supplement questionnaires. The research instrument was divided into three sections; Project Contractors, Project implementers, Project beneficiaries.

3.5.1 Pilot Testing

Pilot-testing was conducted in the neighboring Isiolo County with similar conditions. The pilot study utilized 10% of the instruments with 20 respondents selected randomly to test their accuracy, According to Mugenda and Mugenda (2003) pilot-test sample should be between 1%-10%. In this study, a pre-test sample of 10% was used in which the questionnaire items which were finally rephrased to eliminate any ambivalence.

3.5.2 Validity of Research Instruments

Validity is the accuracy and meaningfulness of inferences which are based on the research results. Validity is the degree which results obtained from the analysis of the data actually represent the phenomenon under study (Mugenda and Mugenda 2003). To enhance validity of the questionnaires, the instruments was reviewed under the supervision of the research supervisors in order to ensure they capture valid and reliable information. Also the questionnaires were pre-tested to ensure their validity. Also research assistants were trained by the researcher on how to administer the questionnaires.

3.5.3 Reliability of Research Instruments

According to Fraenkel et al (2008) instrument reliability refers to the consistency of the results obtained for each individual from one administration of the instrument to another and from one set of items to another. In this research the instruments reliability was ensured through subjecting them to split half method test to ensure the consistency of the information gotten.

3.6 Data Collection Procedures

After clearance by the supervisors the questionnaires were distributed by the research assistants to the sampled respondents. A copy of the transmittal letter and authority letter from the government to carry out research was attached to each questionnaire in order to create confidence in case the respondents doubt the intent for the study. The questionnaires were collected after one week in order to give the sampled individuals ample time to fill them. The collected questionnaires were then categorized as per the themes of the study in preparation for analysis.

3.7 Data Analysis Techniques

Data that was coded analyzed and categorized as per the research questions in order to simplify it for presentation. Data was analyzed and presented descriptively using statistical package for social science. The researcher used regression analysis and cross tabulation to show the link and relationship that exist between the variables and project completion. Qualitative data was checked for completeness and cleaned ready for data analysis. Content analysis was used in processing the data and results were presented in prose form. The independent variables of this study are community participation, planning, contractor competence and budgetary allocation. The multivariate regression model for this study is;

$$Y=A+B_1X_1+B_2X_2+B_3X_3+B_4X_4$$

Where Y is the dependent variable project completion, while the independent variables X₁ forms of community participation, X₂ planning, X₃ contractor competence and X₄ budgetary allocation.

3.8 Ethical considerations

For the purpose of this study, permission to carry out the study sought from respective project officials as well as the provincial administration in Imenti North constituency. The researcher also assured confidentiality to the respondents and affirmed that the study is made for purposes of accomplishing academic goals. The researcher acknowledged all sources of information from other scholars.

Table 3.3: Operationalization of variables

Objective	Variables	indicators	Measurement Scale	Type of analysis/Type of data	
To establish how community participation, influence the successful completion of CDF projects in North Imenti constituency	Independent variable	Number of meeting attended.	Interval Interval	Quantitative (regression)	
		Resources contributed.	Nominal	Quantitative	
		Number of community members attending meetings	interval interval	Quantitative	
		Number of community members involved in project decision making.	interval interval	Quantitative	
		Dependent variable Completion of water projects	Number of projects successfully completed		Regression
To identify how planning influence successful completion of CDF projects in North Imenti constituency	Independent variable	Number stakeholders involved in project initiation.	Interval Interval	Quantitative	
		Number of projects that achieve project timelines.	Interval	Quantitative	
		Efficiency in acquisition of project resources.	Nominal Interval	Quantitative	
		Competency of project team leaders		Quantitative	
		Dependent variable Completion of water projects	Number of projects completed		Regression

To determine how contractors competence influence successful completion of CDF projects in North Imenti constituency.	Independent variable	Number of projects completed by the contractor.	Interval	Quantitative
	Dependent variable Completion of water projects	Number of successful projects completed by the contractor.	Interval	Quantitative
		Numbers of projects stalled under the contractor	Interval	Quantitative
		Number of projects successfully completed	Interval	Quantitative (regression)
To establish how budget allocation influence successful completion of CDF projects in North Imenti constituency	Independent variable	Amount in kshs. Allocated for development projects by national government.	Nominal	Quantitative
		Amount in kshs. Allocated by cdf for the project.	Interval	Quantitative
	Dependent variable Completion of water projects	Frequency of payment to supplies of materials.	Interval	Quantitative
		Frequency of deliveries of project materials	Interval	Qualitative
		Number of projects successfully completed	Interval	Quantitative
			Interval	Quantitative regression/

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2. Questionnaire Return Rate

Table 4.1 shows the return rate as per every targeted group. The study targeted a sample size of 200 respondents from which 166 filled in and returned the questionnaires making a return rate of 83%.

Table 4.1: Response rate

Cluster	Targeted A Sample Size	Response	Percentage
Project Contractors	9	9	100.0
Project Managers	13	12	92.3
Project Beneficiaries	178	145	81.5
Total	200	166	83.0

This return rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (2003), a return rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

4.3 Response from Project Contractors

4.3.1 Period of Service in Construction Industry as Contractor/ Sub-Contractor

Respondents were requested to indicate the number of years/experience in construction work. Results are shown in the table 4.2

Table 4.2: Period of service in construction industry as contractor/ sub-contractor

Period	Frequency	Percent
Less than 3 years	1	11.1
4 to 6 years	2	22.2
7 to 10 years	2	22.2
More than 11 years	4	44.4
Total	9	100.0

From the research findings majority of the respondent as shown by 44.4% indicated that they had worked with the firm as general contractor/ sub-contractor for more than 11 years 22.2% of the contactors indicated that they had worked with the firm for a period of 7 to 10 years or 4 to 6 years, whereas 11.1% of the contactors indicated that they had worked with the firm for less than 3 years. This implies that majority of the respondents had worked in construction industry for a considerable period of time which implies that they were in a position to give credible information relating to this study.

4.3.2 Disqualification of the Firm

The research sought to establish whether the firm had ever been formally disqualified from performing work for any contracting entity. This was sought in view of establishing performance adherence to project performance standards. Results are shown in table 4.3

Table 4.4: Disqualification of the firm

Opinion	Frequency	Percent
Yes	3	33.3
No	6	66.7
Total	9	100.0

From the research findings majority of the contractors as shown by 66.7% indicated that firm had never been disqualified from contracting whereas 33.3% indicated that at certain point the firm had been disqualified from contracting due to poor performance in project implementation.

4.3.3 Sourcing of Capital for Project Construction

The research sought to establish whether the company was able to obtain required capital for project construction. Results are shown in table 4.4

Table 4.5: Position of the company in raising the required capital for project construction

Opinion	Frequency	Percent
Yes	6	66.7
No	3	33.3
Total	9	100.0

From the research findings, the study revealed that most of the contracting firms as shown by 66.7% were in a position to raise the required capital for construction projects effortlessly whereas 33.3% of the respondents indicated the firm had difficulties in raising capital for construction projects. This implies that most of the construction firms were in a position to independently raise the required capital for construction project.

4.3.4 Number of projects the firm had completed within last 5years

Contractors were requested to indicate the number of projects the company had successfully completed within the past five (5) years. This was sought to establish the quality and efficacy of the firm in project implementation process.

Table 4.6: Number of projects the firm had completed within last 5years

Number of projects	Frequency	Percent
5-10 projects	2	22.2
10-15 projects	4	44.4
15-20 projects	3	33.3
Total	9	100.0

From the research findings, the study revealed that most of the contracting firms as shown by 44.4% had successfully completed 10 to 15 projects within the past five years, 33.3% had successfully completed 15 to 20 projects within the past five years whereas 22.2 % had successfully completed between 5 to 10 projects within the past five years. This

implies that most of the contracting firms had successfully completed between 10-15 projects within the past five years, this which implies considerable number of contracting firms was in a position to give relevant information relating to the study objective based on their experience.

4.3.5 Completion of Project within Stipulated Time

The study sought to establish whether the construction of the project was begun and completed within the stipulated time frames including time extensions. Results are shown in table 4.6

Table 4.7: Completion of Project within Stipulated Time

Opinion	Frequency	Percent
Yes	3	33.3
No	6	66.7
Total	9	100.0

Results obtained showed that most of the construction projects as shown by 66.7% were not completed within the stipulated time frames including time extensions while 33.3% of the contractors indicated that completion of the projects took longer than expected. This implies that most of the construction projects were not completed within the stipulated time frames including time extensions.

4.3.6 Reasons why project were not completed on time

One major factor that has been identified as reasons for project time and cost overrun in was design errors. Design errors lead to wrong application of techniques in achieving result, the actual execution phase of the project unfolded these design errors and attempt to correct lead to delay and cost overrun. The second factor that was identified as reasons for project delay was change in the project scope. Change in the project scope during execution meant led to reviewing of the project plan, budget, schedule and quality this meant more time and resources needed against the initial baseline.

Another major reason for cost overrun and delay in project is inappropriate and inadequate procurement and faulty contractual management system. The complexity of project was also found to delay project completion. The post execution phase (closure) of a project contains potential factors that lead to delays. Slow closeout was seen in various handover activities characterized by unresolved disputes linked with client acceptance, contracts and procurement, change order issues not resolved, final change orders not issued, poor close out of final account, poor documentation of project success and lessons learnt, slow client acceptance and failing to close the work order can allow unexpected delay and stray charges to be made to the project. Delay in payment of contractors and suppliers after project completion in some cases lead to dispute and delay in signing the certificate of final completion of the project.

4.3.7 Adherence to critical path scheduling

The study sought to determine whether the project included adherence to critical path scheduling. Results are shown in table 4.7

Table 4.8: Adherence to critical path scheduling

Opinion	Frequency	Percent
Yes	6	66.7
No	3	33.3
Total	9	100.0

Results obtained showed that considerable number of the project as shown by 66.7% adherence to critical path scheduling whereas 33.3% of the respondents indicated that the project did not. This implies that considerable number of the project adherence to critical path scheduling.

4.3.8 Whether the completed within budget

The study sought to determine whether the project were completed within estimated budget, results are shown in table 4.8

Table 4.9: Whether the project were completed within estimated budget

Opinion	Frequency	Percent
Yes	2	22.2
No	7	77.8
Total	9	100.0

Results obtained showed that most of the projects as show by 77.8% exceeded the estimated budgets whereas only 22.2% which were completed with the estimated budgets. That implies that most of the project lacked clear budgetary projection or underestimated the project vulnerability to unforeseen risks.

4.4 Response from Project Managers

4.4.1 Job position

Project managers were requested to indicate positions which they held in the company. This was sought in view of ensuring that various key managers were equitably engaged in this research. The findings showed that respondents held various positions including; project management officers, monitoring and evaluation officers, assistant project engineers, finance officers, civil engineers, procurement officers,

4.4.2 Department

The study sought to determine the respondents work department. This was sought in view of ensuring that all the organizational departments were fairly engaged in this research. From the research findings, the study noted that respondents help various departments including.

4.4.3 Gender Distribution

The study sought to determine the gender distribution amongst the respondents. This was vital in ensuring fair engagement of male and female participants. Results are shown in table 4.9

Table 4.10: Gender category

Gender category	Frequency	Percent
Male	8	66.7
Female	4	33.3
Total	12	100.0

Results obtained from gender distribution showed that majority of the respondents as show by 66.7% was males whereas 33.3% of the respondents were females. This implies that both genders were fairly engaged in this research and thus the findings did not suffer from gender biasness.

4.4.4 Whether Overall project organization structure work

The study sought to determine whether the overall project organization structure worked successfully. Results are shown in table 4.10

Table 4.11: Whether overall project organization structure worked successfully

Opinion	Frequency	Percent
Yes	10	83.3
No	2	16.7
Total	12	100.0

From the research findings, majority of the respondents as shown by 83.3% indicated that project organization structure worked successfully whereas 16.7% indicated that the project organization structure did not perform well ,this implies that most of the project organization structure worked in most of the CDF water projects in North Imenti constituency.

4.4.5 Balance of project resources

Table 4.12: The balance of project resources from key areas

Aspect	Poor	Fair	Good	Very Good	Excellent	Mean	Std deviation
	Human resources	0%	16.7%	58.3%	8.3%	16.7%	3.25
Financial resources	8.3%	16.7%	58.3%	16.7%	0%	2.83	0.83
Materials and equipment	0%	16.7%	50.0%	33.3%	0%	3.17	0.72

From the research findings, the average mean for the balance of project resources under the above sub measures was 3.25, 2.83 and 3.17 which translated to which translates to “good” as per the measurement scale. In clear language this implies that the utilization of human resources, utilization of financial resources and utilization of Materials and equipment in implementation of CDF water projects in North Imenti constituency was generally good.

4.4.6 Communication Process

Table 4.13: Measures relating to communication process

Aspect	Poor	Fair	Good	Very Good	Excellent	Mean	Std deviation
	Internal communication within the project team	0%	8.3%	33.3%	41.7%	16.1%	3.67
External communication with other projects, suppliers and support groups	0%	25%	58.3%	16.7%	0%	2.92	0.67

From the research findings, the average mean for internal communication and external communication was 3.7 and 2.92 which translates to “good” as per the measurement scale. In clear words, this implies that the quality of internal communication within the project team and external communication with other projects, suppliers and support groups in North Imenti constituency was good.

Table 4.14: Project implementation process

Aspects of Project implementation process	Opinion	Frequency	Percent
Were key decision makers easily accessible?	Yes	10	83.3
	No	2	16.7
	Total	12	100.0
Was information exchanged between different areas (i.e problem shared)	Yes	9	75.0
	No	3	25.0
	Total	12	100.0
Was project terms of reference agreed and signed off?	Yes	11	91.7
	No	1	8.3
	Total	12	100.0
Were the objectives of the project & were they clearly stated?	Yes	10	83.3
	No	2	16.7
	Total	12	100.0
Were the key stake holders involved in the startup process?	Yes	8	66.7
	No	4	33.3
	Total	12	100.0
Where the benefits of completing the project identified?	Yes	12	100.0
	No	0	0
	Total	12	100

The study sought to establish the clarity of the above processes rating to project implementation process. from the research findings, the study revealed that the key decision makers were always easily accessible as shown by 83.3%, information was

continuously exchanged between different areas to enhance problem detection and solving as shown by 75%, project terms of reference were well agreed and signed off as shown by 91.7%, the objectives of the project & were clearly stated as shown by 83.3%, the key stake holders involved in the startup process as shown by 66.7%, and that the benefits of completing the project identified as shown by 100percent response rate.

4.4.7 Project Planning

4.4.7.1 Managing the changes to the project scope

The study noted that, while managing changes to the scope, meetings were called to solicit potential scope change requests from any project stakeholder, including the project team, clients, sponsors, changes to the scope were entered into the scope change log for tracking purposes. The project managers then assigned the scope change request to a team member for further investigation, documenting of the resolution or course of action was done, the current project definition (charter) should was updated if an approved scope change results in a substantial change to the project

Table 4.15: Aspects of Project implementation process

Aspects of Project implementation process	Opinion	Frequency	Percent
Were project responsibilities - were they clearly defined	Yes	8	66.7
	No	4	33.3
	Total	12	100.0
On project planning - did the schedules include activities for all areas	Yes	10	83.3
	No	2	16.7
	Total	12	100.0
Were key project deliverables/milestones clearly defined	Yes	8	66.7
	No	4	33.3
	Total	12	100.0
On project control - was there sufficient control/tracking information? How was progress monitored / communicated	Yes	5	41.7
	No	7	58.3
	Total	12	100.0
Was project Risk/Issue Management process applied	Yes	4	33.3

adequately	No	8	66.7
	Total	12	100.0
<hr/>			
Dependencies with other projects/areas	Yes	9	75.0
	No	3	25.0
	Total	12	100.0
<hr/>			
Was an implementation plan produced and communicated to all relevant parties	Yes	9	75.0
	No	3	25.0
	Total	12	100.0
<hr/>			
Was there any project external support during this period	Yes	5	41.7
	No	7	58.3
	Total	12	100.0
<hr/>			
Do you get enough funds for the projects	Yes	4	33.3
	No	8	66.7
	Total	12	100.0
<hr/>			
Are the project funds released on timely basis to sustain project progress	Yes	3	25.0
	No	9	75.0
	Total	12	100.0
<hr/>			
Do you prioritize on funds allocation as per project type	Yes	9	75.0
	No	3	25.0
	Total	12	100.0

The study sought to establish the extent to which the above aspects of project planning had been affected. From the research finding, majority of the respondents agreed that project responsibilities were they clearly defined as shown by 66.7%, schedules of project planning include activities for all areas as shown by 83.3%, key project deliverables/milestones clearly defined as shown by 66.7%, most of the projects lacked effective project control measures, there lacked sufficient control/tracking of information and monitoring of project progress as shown by 58.3% project risk management was not properly and adequately process applied as shown by 66.7%, most of the project in North Imenti constituency has dependencies with other projects/areas as

shown by 75.0%, most water projects in North Imenti constituency lacked external support during this period as shown by 58.3%, most water projects in North Imenti constituency lacked enough funds for the projects as shown by 66.7%, project funds were not released on timely basis to sustain project progress as shown by 75% and that most of the project managers prioritized on funds allocation as per project type as shown by 75percent.

4.5 Response from Project Beneficiaries

4.5.1 Age group

Various age groups are perceived to hold deferent opinion on deferent matters. To ensure that various opinions were captured in this research, the study requested the respondents to indicate their age group. Results are shown in table 4.15

Table 4.16: Age group.

Age	Frequency	Percent
Below 24 yrs	11	7.6
25 – 29 yrs	16	11.0
30 – 34 yrs	29	20.0
40 – 44 yrs	34	23.4
45 – 49 yrs	28	19.3
50 – 54 yrs	12	8.3
55 – 59 yrs	15	10.3
Total	145	100.0

Results obtained from age group distribution reveled that most of the respondents as shown by 23.4% were aged between 40 to 44 years, 20.0% of the respondents were aged between 30 to 34 years, 19.3% of the respondents were aged between 45 to 49 years, 11.0% of the respondents were aged between 25 to 29 years, 10.3% of the respondents were aged between 55 to 59 years, 8.3% of the respondents were aged 50 to 54 years, whereas 7.6% of the respondents were aged below 24 years. This implies that respondents were fairly distributed across age groups

4.5.2 Gender distribution

Responder was requested to indicate their gender category. This was done in view of establishing the level of fairness in terms of gender engagement. Table 4.16 shows the distribution of respondents in terms of their gender.

Table 4.17: Gender distribution

Gender	Frequency	Percentage
Male	94	64.8
Female	51	35.2
Total	145	100.0

From the research findings, the research revealed that, majority of the respondents as shown by 64.8% were males whereas 35.2% of the respondents was females. This implies both genders were fairly engaged in this research and therefore the findings of this research did not suffer from gender biasness.

4.5.3 Marital Status

Respondents were requested to indicate their marital status. Results are shown in table 4.17

Table 4.18: Marital Status

	Frequency	Percentage
Married	89	61.4
Single	44	30.3
Divorced/ separated	12	8.3
Total	145	100.0

From the research findings, the study revealed that 61.4% of the respondents indicated that they were married, 30.3% of the respondents indicated that they were single, while 8.3% of the respondents indicated that they were divorced/ separated. This implies that majority of the respondents engaged in this study were family men and women.

4.5.4 Level of education

The level of education determines ones' perception, understanding and uptake of deferent issues. In this line of understand respondents were requested to indicated their highest

level of understanding. Table 4.18 show results on the respondent's highest level of education achieved.

Table 4.19: Level of education

Level of education	Frequency	Percentage
Primary level	8	5.5
Secondary school level	63	43.4
Diploma Holder	54	37.2
University	20	13.8
Total	145	100.0

From the research findings, the study revealed that most of the respondents as shown by 43.4% held secondary school level, 37.2% of the respondents held college diploma certificates, 13.8% of the respondents indicated university degrees whereas 5.5% of the respondents indicated primary level, this implies that majority of respondents were well educated which implies that they were in a position to comprehend the research question and attend to them with easy.

4.5.5 Position held by the in project beneficiary

Respondents were requested to indicate the position each held in the project. Results are shown in table 4.19

Table 4.20: Position held by respondent in the project

	Frequency	Percentage
Chairman	28	19.3
Secretary	24	16.6
Treasurer	15	10.3
Committee member	78	53.8
Total	145	100.0

Results obtained showed that 53.8% of the respondents were ordinary committee members, 19.3% of the respondents acted as project chairman, 16.6% of the respondents held the position of project secretary, while 10.3% of the respondents held the position of the treasure. This shows that various participants in project management at local level

were fairly involved in this study and among the position held by the local beneficiaries included the position of Treasurer, secretary, position of chairmanship and committee member.

4.5.6 Project management skills

The study sought to establish whether local community members the formal training in project management. Results are shown in table 4.20

Table 4.21: Project management skills

Opinion	Frequency	Percentage
Yes	43	29.7
No	102	70.3
Total	145	100.0

From the results, the study noted that majority of the local community members as shown by 70.3% had no formal training in project management, whereas only 29.7% who had formal training on project management. This implies that majority of the local community members had no formal training in project management.

4.5.7 Community involvement in decision making

The study sought to establish whether local community members were involved in decision making on project implementation. Results are shown in table. 4.21

Table 4.22: Community involvement in decision making

Opinion	Frequency	Percentage
Yes	117	80.7
No	28	19.3
Total	145	100.0

From the research findings, the study noted that majority of the local community members as shown by 80.7% indicated that local community members were involved in decision making on project implementation, whereas 19.3% of the respondent indicated that local community members were not involved in decision making on project implementation at all. This implies that local community members involved in decision making on project implementation process.

4.5.7 Level of Project Success

Respondents were requested to rate the overall project success. Results are shown in table 4.22

Table 4.23: Level of project success

Level of project success	Frequency	Percentage
Excellent	28	19.3
Good	22	15.2
Fair	57	39.3
Outstanding	24	16.6
Poor	14	9.7
Total	145	100.0

From the research findings, most of the respondents as shown by 39.3% of the respondents indicated that the overall project success was fair, 19.3% of the respondents indicated that the overall project success was excellent, 16.6% of the respondents indicated that the overall project success was outstanding, while 9.7% of the respondents that the overall project success was poor. This implies that the performance of most of the project was generally fair.

4.5.8 Why most of the project deemed unsuccessful

On reasons as to why project failed, majority of the local beneficiaries indicated that most of the projects failed because they didn't include vital elements that the key stakeholders needed, failure by communities and other stakeholders to take up ownership of projects, lack of clear, consistent and measurable goal, poor management skills, and Lack of clarity in stake holder engagement policy leading to conflicts in implementation process.

4.5.9 Area which that required much attention in project implementation

The study also noted that there existed proper forecast on goals in each project to be implemented; policies governing the project were fairly outlined. However the management needed to improve on consistency in realising of management funds, measures placed on risk assessment needed to be improved, the communication channels needed to be enhanced, it is also important for project managers to improve on conflict resolution procedures and other external funding mechanisms needed to be sourced, capacity building especially to the local communities needed to be enhanced and that the local beneficiaries needed to be engaged though out project planning and implementation process.

4.5.10 Utilization of project resources

Utilization of project resources is highly associated in project outcome. In view of ascertaining this relationship, respondents were requested to give their views on how project resources were utilized. Results are shown in table 4.23

Table 4.24: Utilization of project resources

	Frequency	Percentage
Excellent	16	11.0
Very good	15	10.3
Good	78	53.8
Fairly	20	13.8
Poorly	16	11.0
Total	145	100.0

From the research findings, majority of the respondents as shown by 53.8% indicated that project resources were well utilized, 13.8% of the respondents indicated that project resources were fairly utilized 11.0% of the respondents indicated project that resources were excellently or poorly utilized, whereas 10.3% of the respondents indicated that project resources were very well utilized. This implies that in most projects executed, resources were fairly utilized

4.5.11 Factors that contribute to stalling of projects

The study sought to establish the factors that contribute to stalling of projects. Results are shown in table 4.24

Table 4.25: Factors that contribute to stalling of projects

	Percentage
Project management	75.2
Lack of funds	75.9
The contractor	80.7
Community	39.3

From the research findings, majority of the respondents as shown by 75.2% indicated most of the project stalled due to poor project management, 80.7% of the respondents indicated that project would stall due to contractor in-performance. 75.9 % of the respondents indicated that projects would stall due to the contractor in performance while

39.3% of the respondents indicated that projects would stall due to community related factors.

4.6 Regression Analysis

4.6.1 Model Summary

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. The model summary are presented in the table 4.25

Table 4.25: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.652	.37290

The study used coefficient of determination to evaluate the model fit. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (R²) of 0.652 and which implied that 65.2% of the variations in project completion are explained by the independent variables understudy (community participation, Project planning, contractor competence and budgetary allocation).

4.6.2 ANOVA

The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in table 4.26

Table 4.26: Summary of One-Way ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	16.720	4	4.180	12.905	.000 ^b
1	Residual	52.164	161	.324		
	Total	68.884	165			

Critical value =2.50

From the ANOVA statics, the study established the regression model had a significance level of 0.00% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (12.905>2.50) an indication that community participation, project planning, contractor competence and budgetary allocation all have a significant effects on project completion. The significance value was less than 0.05 indicating that the model was significant.

4.6.3 Coefficients of Determination

In addition, the study used the coefficient table to determine the study model. The findings are presented in the table 4.27

Table 4.26: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.176	.317		-0.555	0.592
Community Participation	.417	.096	.397	4.344	.000
1 Planning	.596	.143	.670	4.168	.001
Contractor Competence	.569	.118	.394	4.822	.000
Budgetary Allocation	.492	.122	.413	4.033	.003

As per the SPSS generated output as presented in table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes:

$$Y = -0.176 + 0.417X_1 + 0.596X_2 + 0.569X_3 + 0.492X_4$$

From the regression model obtained above, a unit change in community participation holding the other factors constant would change project completion by a factor of 0.417; a unit change in planning while holding the other factors constant would change project completion by a factor of 0.596, a unit change in contractor competence while holding the other factors constant would change project completion by a factor of 0.569. While a unit change in budgetary allocation while holding the other factors constant would change project completion by a factor of 0.492.

The analysis was undertaken at 5% significance level. The criteria for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and $\alpha=0.05$. If the probability value was less than α , then the predictor variable was significant otherwise it wasn't. All the predictor variables were significant in the model as their probability values were less than $\alpha=0.05$.

The findings above conform to findings by March (2011), that contractor competence is directly related to project completion. The findings concur with Franks and Curswoth, (2003) who found out that project planning is positive relationship with project completion. The findings further agree with Ayodele (2011) that availability of funds was key to achieving timely Project completion.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Findings

5.1.1 Community participation

The first objective sought to establish how community participation, influence the completion of CDF water projects in North Imenti constituency. Results obtained showed that the study also established that all the project beneficiaries should be involved in the various stages of the performance contract process, if projects are to be completed on time and yield long-term benefits, all local community must be involved in design and implementation and in defining their own contribution, Involving and attending to the concerns of local community/ project beneficiaries the organization image as fair, ethical, and transparent, and increases the likelihood that in future will cooperate with the organization in implementation process The findings are in line with the research by Aspen Institute, (2006), Community participation in project planning and management is essential in enhancing development at the basic community level, a critical for timely completion CDF.

5.1.2 Contractor's competence

The second objective was to determine how contractor's competence influence completion of CDF water projects in North Imenti constituency, the study revealed that to ensure timely completion of community based projects, contractors must have a good technical understanding of the project and its objectives, conceptually-skilled competent contractors can keep the firm on the right track and make minor tweaks in strategy and tasks as needed. And that the successful completion of project relies on the ability of the contractor's ability to successfully lead different teams and help them buy-in into a common goal of completing the objectives of the project. The finding concurs with the research by Hunt(1966), that it is necessary to consider technical, managerial and financial criteria in the prequalification process.

5.1.3 Project Planning

The third object was to establish how project planning influence completion of CDF water projects in North Imenti constituency. The findings obtained showed that having a project plan helped in explaining the needed goals, scheduling, staff and resources to all

the stake holders concerned in the implementation process. Further the study revealed that project plan clearly lays out what is expected from all participants before actual work begins, this enabled stake holders to either modify their methods to complete the project, or negotiate changes that more realistically reflect their capabilities. The finding concurs with the research by Lewis (2007) that Project Planning allows the project leader to work out a schedule which maximizes the employee's available time.

5.1.4 Budget allocation

The last objective of the research was to establish how allocation influences completion of CDF water projects budget in North Imenti constituency. The findings showed that to ensure timely completion of community based projects; CBP must have a financial system that facilitates accountability and cash flow projections. The study also noted that timely completion of community based projects relies on a sound financial base arising from reliable sources of funding. The findings conform to the findings by Ayodele (2011) that most community development projects have failed to continue running after funding organizations withdraw their support.

5.2 Discussions

5.2.1 Community participation

In line with the first objective, the study noted that project beneficiaries in North Imenti constituency, were fairly involved in day to day running of the community based projects in the area. The study noted that project beneficiaries in North Imenti lacked basic knowledge on project management; the study noted that most community development projects were experiencing tension among members when implementing any kind of change and that community participation enhances project effectiveness through community ownership of development efforts and aids decision-making. The findings are in line with the research by Rousseau and Johnstuart Mill, (2005) Community involvement is crucial in awareness-raising, monitoring and problem-solving.

Further the study noted that if projects are to be completed on time and yield long-term benefits, all local community must be involved in design and implementation and in defining their own contribution, Involving and attending to the concerns of local community/ project beneficiaries the organization image as fair, ethical, and transparent, and increases the likelihood that in future will cooperate with the organization in implementation process. The findings are in line with the research by Aspen Institute,

(2006), Community participation in project planning and management is essential in enhancing development at the basic community level, a critical for timely completion CDF.

The study noted that, leaders were educating community members, holding consultations amongst the stakeholders and holding grassroots consultation through community leaders. Project leaders held meetings with the members of the community continuously. On problems associated with communication and work environment, included lack level of feedback associated with communication and work environment. The findings are in line with the research by Randl, (2008) participatory development by the community in terms of project planning, management and evaluation; helps to evaluate its potential to achieve better management practices which are achievement via higher project completion rates and better prospects of ownership.

5.2.2 Contractor's Competence

The study established that considerable number of contractors working in North Imenti exhibited high levels of competence in implementing contracts awarded by the CDF committee. The contractor's financial capability to meet obligations required by the work, appropriateness of technical ability and experience, and exhibition of quality in performance of work awarded promoted the timely completion of community based projects in North Imenti County. The finding concurs with the research by Hunt et al (1966), that it is necessary to consider technical, managerial and financial criteria in the prequalification process. That contractors must prove their permanent place of business, adequacy of plant and equipment to do the work properly and expeditionary, suitability of financial capability to meet obligations required by the work, appropriateness of technical ability and experience.

The research noted that to ensure timely completion of community based projects, contractors must have a good technical understanding of the project and its objectives, conceptually-skilled competent contractors can keep the firm on the right track and make minor tweaks in strategy and tasks as needed. And that the successful completion of project relies on the ability of the contractor's ability to successfully lead different teams and help them buy-in into a common goal of completing the objectives of the project. The finding concurs with the research by Hunt et al (1966), it is necessary to consider technical, managerial and financial criteria in the prequalification process.

5.3.3 Project Planning

The noted that the planning process provides direction for the team and its members implementing CDF in North Imenti constituency, during the planning process, the project manager and the project team assign the responsibility for completing each task to specific stake holders in North Imenti. Planning helped the team implementing CDF in North Imenti to consider what resources were to finish the project and helped to eliminate the potentiality of discontinuing the project due to lack of resources. The finding concurs with the research by Lewis (2007) that Project Planning allows the project leader to work out a schedule which maximizes the employee's available time.

The study also revealed that many projects North Imenti constituency experience problems at different times before the project completes. These include losing confidence and trust from stake holders, missing deadlines or running out of funds. By planning the project, were in a position to proactively address problems, reducing their impact on the project. The findings concurs with the research by Ahmed & Palermo, (2010) that project planning allows contracting firms to base decisions on the assumption that a specific project will be completed on time or within its financial budget, this promoted the reliably to predict cost in time or money to complete.

The study also noted that without planning, project team members pursue their own ideas and forget about the project. Planning of CDF in North Imenti ensured that the team members know their role and that the project will be completed. findings concurs with the research by Williams (2003) Planning, helped to reviews the results of past projects, this process of evaluates on successes and failures from past projects, allows the stake to keep the successful processes and eliminate the failures.

5.3.3 Budget Allocation

The study revealed that resource allocation influenced completion of CDF water projects budget in North Imenti constituency, to ensure timely completion of community based projects, CDF must have a financial system that facilitates accountability and cash flow projections. The study also noted that timely completion of community based projects relies on a sound financial base arising from reliable sources of funding. The findings conform to the findings by Ayodele (2011) that most community development projects have failed to continue running after funding organizations withdraw their support.

The study also noted that it is necessary to formulate a fully coordinated detailed plan in both financial and quantitative terms for likely to be encountered in projects implementation process. Further the study noted that a well outlined budget limits the amount of time the contracting firm spend in implementation process therefore promoting effective management of capital resources, the findings are in support of the research by Churchill, (2001) that budget allocation enables the organization to plan and manage its financial resources to supports and implement various sub programs in community projects for development.

5.4 Conclusions

The study concludes that project beneficiaries in North Imenti constituency, were fairly involved in day to day running of the community based projects in the area, project beneficiaries in North Imenti lacked basic knowledge on project management and that most community development projects were experiencing tension among members when implementing any kind of change which interfered with timely completion of CDF in North Imenti county.

The research concludes that planning process provides direction for the team and its members implementing CDF in North Imenti, during the planning process, the project manager and the project team assign the responsibility for completing each task to specific stake holders in North Imenti. Planning helped the team implementing CBP in North Imenti to consider what resources were to finish the project and helped to eliminate the potentiality of discontinuing the project due to lack of resources.

The study concludes that contractors working in North Imenti exhibited high levels of competence in implementing contracts awarded by the CDF committee, contractors' financial capability to meet obligations required by the work, appropriateness of technical ability and experience, and exhibition of quality in performance of work awarded by CDF committee were essential in ensuring timely completion of community based projects

The research concludes that concludes that budget allocation influenced timely completion of community based projects; CDF must have a financial system that facilitates accountability and cash flow projections. Further the study concludes that a well outlined budget limits the amount of time the contracting firm spend in

implementation of CBP and that that budget allocation enables the contracting firm to plan and manage its financial resources to supports and implement various sub programs in community projects for development.

5.5 Recommendations

1. In order to promote timely completion of project, the study recommends that all the stakeholders and especially the local beneficiaries should be included in all assessment and pre-planning activities and implementation processes. This will help to increase the chances for the project completion and sustainability, increase the credibility of the organization, and create a bridging social capital for the community, thus enriching the project with more ideas.
2. Although most of the contractors were found to exhibit the required competences required during bidding process, the study the study recommends that external audit team should closely assess contractors work during the implementation to ensure that the quoted performance standards are maintained all through. This will encourage more long-range and detailed planning of projects, Enable all the project personnel get a complete overview of the total project, CPM will provides a standard method of documenting, communicating project plans and overall completion of project in an economical and meet desirable project completion dates
3. The study noted low levels of project management skills with local community members, therefore the study advocates for capacity building to the local community members entrusted with daily management of project operations.
4. Project implementation committee should pay greater attention on budgetary allocation process as this will ensure that those sufficient funds are allocated to every program thus avoiding project deadlocks, efficient and proper system of accounting should be established so that the information required for the proper implementation for the budgetary control can be available on time.

5.6 Suggestion for further studies

The focus of this study aimed to investigate factors influencing successful completion of CDF project in North Imenti constituency where variables studied were only limited to

community participation Project planning, contractor competence and budgetary allocation. The study variables only accounted for certain percent changes on successful completion of CDF project in North Imenti constituency. The study recommends that other factors accounting for the remaining percentage need to be identified and their effects assessed as well.

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APPENDICES

Appendix I: Introduction Letter

ELIAS MUREGA JULIUS
P.O.BOX 3161- 60200
MERU.

Date 17 July 2016

Dear Sir/ Madam,

RE: TRANSMITTAL LETTER FOR RESEARCH INSTRUMENTS.

My name is *Elias Murega* a student at the University of Nairobi carrying out a research study for the award of a Master of Arts degree in project planning and management. The research study focuses on factors influencing successful completion of CDF projects Meru County.

In this regard therefore I would kindly request you to avail your support by responding to the attached questionnaires. Your accuracy and candid response will be critical in ensuring objective research.

The information that you will provide will be treated with uttermost confidentiality and the findings of this research will solely be used for academic research purposes and to enhance knowledge in the area of urban planning and regional development.

Thank you for your support.

Yours faithfully

ELIAS MUREGA JULIUS
L50/71796/2014

Appendix II: Questionnaire For Project Contractors

- 1) Name of the company _____
- 2) How many years' experience in construction work has your company had as a General Contractor/ sub-contractor? _____
- 3) Has your firm ever been formally disqualified from performing work for any contracting Entity,
 Yes No
- 4) Is your company able to obtain required capital for project construction?
 Yes No
- 5) How many projects has your company has completed within the past five (5) years.
 - i. 1-5 projects
 - ii. 5-10 projects
 - iii. 10-15 projects
 - iv. 15-20 projects
 - v. Over 20 projects
- 6) Was construction of the project begun and completed within the stipulated time frames including time extensions?
YES NO
- 7) If completion did not occur within the Contract Time at bid date or within the formally adjusted Contract Time, then explain the reason or reasons for the delay:

- 8) Did the project include adherence to critical path scheduling? YES NO
- 9) Was the project completed within budget? YES NO

Thank you for your cooperation

Appendix III: Questionnaire For Project Managers

- 1) Please indicate your position
- 2) Please indicate your department.....
- 3) Please indicate your gender

Male

Female

- 4) Did the overall project organization structure work

Yes No

- 5) Please rate at the scale of 1-5(1- poor,2- fair, 3- good,4-very good and 5- excellent the balance of project resources from key areas

Human resources –

Rating	1	2	3	4	5

Financial resources -

Rating	1	2	3	4	5

Materials and equipment-

Rating	1	2	3	4	5

- 6) Please rate at the scale of 1-5(1- poor,2- fair, 3- good,4-very good and 5- excellent internal communication within the project team

Rating	1	2	3	4	5

- 7) Please rate at the scale of 1-5(1- poor,2- fair, 3- good,4-very good and 5- excellent external communication with other projects, suppliers and support groups

Rating	1	2	3	4	5

- 8) Were key decision makers easily accessible?

Yes No

- 9) Was information exchanged between different areas (i.e problem shared)

Yes No

- 10) Was project terms of reference agreed and signed off?

Yes No

- 11) Were the objectives of the project & were they clearly stated ?

Yes No

- 12) Were the key stake holders involved in the start up process?

Yes No

- 13) Where the benefits of completing the project identified?

Yes No

Planning

- 14) How was the changes to the scope - how were they controlled and communicated?

.....

15) On project requirements - were any dates or methods imposed? What was the impact?

.....
.....

16) Were project responsibilities - were they clearly defined?

Yes No

17) On project planning - did the schedules include activities for all areas?

Yes No

18) Were key project deliverables/milestones clearly defined?

Yes No

19) On project control - was there sufficient control/tracking information? How was progress monitored / communicated?

Yes No

20) Was project Risk/Issue Management process applied adequately?

Yes No

21) Dependencies with other projects/areas?

Yes No

22) Was an implementation plan produced and communicated to all relevant parties?

Yes No

23) Was there any project external support during this period?

Yes No

24) Do you get enough funds for the projects

Yes No

25) Are the project funds released on timely basis to sustain project progress?

Yes No

26) Do you prioritize on funds allocation as per project type?

Yes No

Thank you for your cooperation

Appendix IV: Questionnaire For Project Beneficiaries

Instructions

Kindly respond by ticking or writing briefly where applicable

- 1) Please indicate your name.....

Section A: Demographic Information

1. Please indicate your age group:

Below 24 yrs		35 – 39 yrs		50 – 54 yrs	
25 – 29 yrs		40 – 44 yrs		55 – 59 yrs	
30 – 34 yrs		45 – 49 yrs		Above 59	

2. Please indicate your gender: Male Female
3. Marital Status: Married Single Divorced
4. What is your highest level of education?
- i. Primary level
 - ii. Secondary schooling level
 - iii. Diploma Holder
 - iv. University
 - v. Others(specify)
5. Do you hold any position in project
- Chairman Secretary Treasurer Any other
6. Have you had any formal training in project management?
- Yes No
7. Are you involved in decision making on project implementation?
- Yes No

8. Overall, how successful was the project? (Rated 1-5 from complete failure to outstanding success).

- 1- Poor
- 2- Fair
- 3- Good
- 4- Outstanding
- 5- Excellent

9. Brief description of why the project was / was not successful

.....
.....
.....

10. Please describe what was done well and what could have been done better

.....
.....
.....

11. On your own opinion how were the project resources utilized

- Poorly
- Fairly
- Good
- Very good
- Excellent

12. If the project stalled what could be the contributing factors

- a. Project management
- b. Lack of funds
- c. The contractor
- d. Community
- e. Others.....

Thank you for your cooperation