

**CHALLENGES AFFECTING IMPLEMENTATION OF CONSTITUENCY  
DEVELOPMENT FUND PROJECTS IN KENYA: CASE OF KINANGOP  
CONSTITUENCY IN NYANDARUA COUNTY**

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**DECLARATION**

The project is my work and has not been presented to any institution for academic examination purposes.

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The research project has been submitted with my approval as the university appointed supervisor.

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## **DEDICATION**

For their support and encouragement, I dedicate this research project to my wife Lucy, my three children, Linet, Ramsey, and Bianca Joy, as well as friends and colleagues.

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## **ABBREVIATIONS/ACRONYMS**

<b>AIDS</b>	Acquired Immunodeficiency Syndrome
<b>CDC</b>	Constituency Development Committee
<b>CDFC</b>	Constituency Development Fund Committee
<b>DCs</b>	Developed Countries
<b>DDO</b>	District Development Office
<b>DGSP</b>	Democratic Governance Support Programme
<b>DIDC</b>	District Information and Documentation Centre
<b>DWO</b>	District Water Officer
<b>FAM</b>	Fund Account Manager
<b>FY</b>	Financial Year
<b>Gok</b>	Government of Kenya
<b>HIV</b>	Human Immunodeficiency Virus
<b>LDCs</b>	less Developed Countries
<b>MNA</b>	Members of National Assembly
<b>NTA</b>	National Taxpayers Association
<b>NCCK</b>	National Christian Council of Kenya
<b>PM</b>	Project manager
<b>PMCs</b>	Project Management Committees
<b>RBT</b>	Result Based Theory
<b>TOC</b>	Theory of Constraints
<b>WBS</b>	Work Break down Structure

## OPERATIONAL DEFINITION OF TERMS

<b>Funding</b>	Money provided, especially by an organization or government, for a particular purpose
<b>Implementation of projects</b>	Consists of carrying out the activities with the aim of delivering the outputs and monitoring progress compared to the work plan
<b>Constituency</b>	An area whose voters elect a representative to a legislative body
<b>Stakeholders Involvement</b>	It is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions
<b>Project Identification</b>	It is a process in the initiating phase of project life cycle for identifying a need, problem, or opportunity. Once identified, a project is initially documented objectively defining what was identified
<b>Implementation of Projects</b>	Consists of carrying out the activities with the aim of delivering the outputs and monitoring progress compared to the work plan.
<b>Project Supervision</b>	It is the process of ensuring that the project is built in accordance with the requirements of the contract documents, approved plans, specifications, building codes, building code standards and applicable local codes and ordinances.
<b>Government Policies</b>	It is an institutionalized proposal to solve relevant and real-world problems, guided by a conception and implemented by programs as a course of action created and/or enacted, typically by a government, in response to social issues.
<b>Regulations</b>	A rule or directive made and maintained by an authority
<b>Legislation</b>	laws, considered collectively.

## ABSTRACT

Kenya, a developing economy like most of Latin American countries, has had a number of decentralized programmes most of which have been geared towards fighting rampant poverty, diseases and illiteracy among its citizens. Of all the decentralized programmes initiated in Kenya, Constituency Development Fund (CDF) is among the recent most popular with the largest participation of the citizens at the grassroots. The justification of this study is based on the premise that, decentralized programmes initiated in Kenya have had short comings in their implementation. This research aimed to investigate the challenges that affect implementation of projects in a decentralized system of governance. The overall objective was to find out the problems ailing project implementation in such a set up and more specifically the area of funding, beneficiaries' involvement, project supervision and political interference. The researcher used descriptive survey design. The sampling technique used was stratified random sampling. A sample of 164 respondents from a population of 545 drawn from 109 CDF funded projects in Kinangop were used. Data was collected from the chairman, secretary and treasurer of PMCs and the Fund Account Manager (Kinangop constituency) and District Work Officer (Kinangop constituency) through open and close ended questionnaires. The data collected was both qualitative and quantitative. The qualitative data was analyzed using content analysis while quantitative data was analyzed using descriptive and inferential statistics. Quantitative data was presented in the form of percentages of graphs, pie charts and tables while the qualitative data was presented using narratives. The study findings indicates that level of funding, frequency of funding, allocation of funds and adequacy of funding greatly affected implementation of projects in Kinangop constituency. The study results presented that stakeholders were involved to a great extent in project identification, project implementation, monitoring and evaluation and project closure. The results indicates that approved plans and BOQ, inspection reports, completion certificate, consultation with technical staff and technical staff availability greatly affected the implementation of CDF projects in Kinangop constituency. The study results indicated that to a great extent government policies, regulations and legislation affected implementation of CDF projects. These was evidenced by the fact that changes in policy, changes in Regulations, changes in legislations, unclear policies and procedures and communicating the regulations prior to project implementations greatly affected implementation of projects. The study concludes that funding and project implementation have a positive and significant relationship. The study concludes that project supervision and project implementation have a positive and meaningful relationship. According to the findings, a positive unit increase in project supervision leads to positive unit improvements in project implementation. The findings show that government regulations and project implementation have a positive and significant relationship.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

According to Andhoga *et al.*, (2018) it is the responsibility of every government to enhance welfare of its citizens since the government enters into a contract with the public once elected into power. Every government in the world has a social contract with its citizens. Decentralization policies have been adopted by countries for political and developmental purposes. The first wave of decentralization began in the late 1950s and early 1960s, when newly independent states desired indigenous local governments to replace the colonial structures in place (Shah & Thompson, 2015). Individual politicians and ministers saw decentralization as a way to develop themselves and their ministries, as well as a political tool for the state to gain popular support (Hermansson, 2019). From the mid-1970s to the 1980s, the second wave of decentralization was focused on the belief that decentralized planning and engagement is a more successful and productive way to execute development projects that focus on meeting basic needs, such as health and education programs (Nudzor, 2017; Tausz, 2015). The new decentralization rationale is focused on the concept of economic (allocative) performance parameters (Zain & Appalanaidu, 2020).

In 1980's Brazil, decentralized their system introducing governors thus increasing their political power. Years of rapid economic growth have fueled the urgent need to enhance all aspects of project management operations in Asia Pacific developing countries whose economies have been transformed into market driven environments (Das & Ngacho, 2017). This is because project management has played a critical role in driving their

industrialization, modernization, and globalization strategies through the implementation of a wide range of projects of growing diversity and complexity in a variety of industries (Malala *et al.*, 2015).

Since the project team has no sense for a time schedule without supervision, routine inspections and tests should be carried out to detect anomalies as quickly as possible. According to Shah & Thompson, (2015), decentralization is a way of increasing economic growth as well as increase political stability. Kenya has, since independence, had many decentralized programs that are mostly aimed at combating rampant poverty, illness and analphabetism (G. Jawuor, 2017; Mwangi *et al.*, 2015; Oyalo, 2015). The most notable programmes are District Focus for Rural Development (DFRD) and Constituency Development Fund (CDF) (Andhoga *et al.*, 2018). DFRD was a top down development strategy which gave room to pilferages and lack of ownership. This is because, the beneficiaries of development programmes were involved only at implementation stage if at all they were involved (Jawuor, 2017; Nankoris & Gakuo, 2018). The system appreciated the bureaucrats at the expense of owners of the projects. On the other hand, CDF adopts a bottom up development strategy with the largest participation of the citizens at the grassroots. The beneficiaries of any projects are involved right from the conceptualization stage to completion (Brownley, 2015). Karia's (2015) study showed that corruption, political interference, improper project management skills, and a lack of participation and responsibilities in the group considerably impede project execution.

According to Malala et al., (2015) , poor procurement, entrepreneurial attitude, governance and political interference, monitoring and evaluation and capacity constraints directly affect CDF project performance projects. Furthermore, if successful project management principles and methodologies are not provided for their implementation, they will inevitably fail. There is ample evidence of these failures all over the world, but they are especially serious in developing countries where required skills in project management-related work force have not been successfully developed (Karia, 2015).

According to Mburu, (2015), challenges are an ever present fact of life of project managers. It's by adjusting to these challenges that provide the possibility of making them less daunting. The majority of the issues we encounter are unexpected and only become apparent as the project progresses (Karia, 2015). The challenges facing today's project managers, according to (Oyalo, 2015), are bound to be formidable. Quality, expense, and schedule are three of the most difficult aspects of project management. There are a number of other forces over which project managers have little control (Hermansson, 2019). External factors can also have just as much of an effect on project management as factors that the project manager can influence (Psiwa et al., 2017).

### **1.1.1 The Concept of Project and Project management**

The management of projects is the discipline in which resources are carefully planned, organized, motivated and controlled to meet particular objectives and benchmarks of performance (Ndirangu & Gichui , 2019; Waribu, 2016). A project is a temporary effort aimed at producing or achieving a specific product, service or end in a given way (usually time consuming, and often limited by financing or deliverables, which achieve unique aims,



typically lead to beneficial changes and added value) (Ngiri & Nyaribo, 2016). The transient existence of projects contrasts with the normally operating operations, which are repeated, permanent or semi-permanent to deliver goods or services. In practice these two processes are most often managed differently and thus different techniques and management methods need to be developed (Kimani & Kamaara, 2019). The main task of project management is to accomplish all project objectives and goals while fulfilling the preconceived constraints. Scope, time, quality and budget are the main constraints. The more ambitious secondary task is optimizing and integrating the distribution of needed inputs in order to achieve pre-defined objectives (Malala *et al.*, 2015).

All projects are risky, according to Kimani & Kamaara (2019). Projects have specific goods and services that differ from routine activities by definition. This is particularly complex since unique outputs require unique inputs and processes (Andhoga *et al.*, 2018). Each project explores new fields and insecurity and risks are a part of the project conceptualization environment. Government project managers should expect additional circumstances that add to their task difficulty and challenge (Karia, 2015).

The Said & Gakuu (2020) project management process is the application of expertise, competency, resources and techniques to project activities, to meet the needs and aspirations of stakeholders or to surpass them. It employs the management functions of planning, coordinating, hiring, directing, and regulating resources (people, equipment, and materials) in order to meet a project's technological, financial, and time constraints (Esposito 2015). It is the objective of every project to be complete within a specified timeline and a specific budget. Therefore to deliver the final services of a project to the end users it must be done in a way that minimizes cost while meeting the set budget (Jawuor, 2017). Different

approaches and techniques have been used to ensure that parameters of success are achieved during project implementation. For instance the schedule scheduling and use of Gantt chart requires a clear understanding of the projects and needs (Malala et al., 2015). Although the approach used in different projects varies, the use of various methods in project monitoring and assessment has been shown in various literatures to have a major effect on project performance. As a result, project management tends to use these methodologies in order to achieve project goals and objectives (Malala et al., 2015). Procedures such as initiation, planning execution, monitoring and evaluation are used in accomplishing the project objectives (Brownley, 2015). The risk involved in project management is that the expected constraints must be overcome during project implementation period. A project therefore becomes successful only when it has accomplished its goals (Eboreime et al., 2018a).

Decentralization as a system for development can be traced back in 1950s when the Developing Countries started serious economic planning for development (Frumence et al., 2013). The Developed countries also roped in assisting the developing countries in this endeavor (Juma, 2015). The General Resolution 1710 (XVI) of the United Nations of 1960 led to a 'development decade' which was aimed at a minimum annual rate of growth in total or most developing countries of national revenue of 5 percent. It was learnt that poverty of nations is not mutable but achievable (Nudzor, 2017).. The development planning in Kenya took shape in earnest after the independence of 1963 (B. Tsofa, Goodman, et al., 2017a).

While it is necessary to expand the public sector, over the decades since the seventies, the productivity of public companies has become more and more deceptive (Waribu, 2016). Public ownership and infrastructure provision have succeeded in meeting public needs, at least in urban areas, in Kenya as in many other developing countries (Shah & Thompson,

2015). The explosion of urban populations and their subsequent decline in resources following economic crisis after the mid-1980s has resulted in a major decrease in public infrastructure service provision and in the allocation of resources and enterprise mana, as stated in the African Development Report of 1999 (Kipkoech, 2019), in particular (Theesfeld et al., 2017; Zalengera et al., 2020). Because of the combination of inadequate management, insufficient capital structures, bad investment decision-making and bureaucratization, public companies have been ill prepared for the rapidly changing circumstances of African economies (Mundia, 2013).

Decentralization is one of the most important structural reforms that developing countries are pursuing. Decentralization is meant to bring a variety of benefits, and it is thought that it will help with more democratization, more efficient public government, more sustainable growth, and good governance (Das & Ngacho, 2017). Decentralization is viewed as a way of getting government closer to the people, with the aim of improving access to sufficient and appropriate services delivered efficiently by a unit/institution that recognizes the needs of those served and effectively leverages local expertise and resources (Juma, 2015). Not only does decentralization move more resources from the Center to organisations, but more citizens now have a part to play in determining how they are used (Rondinelli et al., 2013) and so, with decentralization of development initiatives through CDF programme, it is expected that more people are involved in decision making pertaining to their development needs at the local level (Mburu, 2015).

The key goal of decentralization, according to Eboreime et al. (2018a), is to establish the most powerful and transparent form of government possible. Decentralization is often used to address an issue with a centralized structure that has created discontent. Decentralization is

often advocated as a mechanism to create or restore an effective government and ensure the efficient distribution of resources following a national crisis, such as a war or natural disaster (Kimani & Kamaara, 2019). Decentralization is also seen as an essential component of long-term development efforts, especially those aimed at reducing poverty (Mundia, 2013). In these cases, the operating theory is that local government, since it is closer to the people, has greater knowledge about local needs and can be more targeted and fair in allocating public goods and services (Miano & Nairobi, 2016).

Many arguments can be made in favor of decentralization. These include the assumption that, in order for initiatives to be realistic and gain local support, public involvement is needed (Mwangi et al., 2015). There is also the perception that centralized decision making and controls are inherently inefficient, particularly in situations where communications and transportation networks are insufficient, poverty and illiteracy are high and the linguistic, ethnic and cultural divisions of citizens are significant. Kenya has been deeply divided along political and ethnic lines in recent years, and the CDF model of decentralization is expected to ensure fairness in the distribution of development initiatives across the country through constituencies (Bahl & Bird, 2014). This is particularly true since there is a straightforward guide and formulation for allocating CDF to the various constituencies (Malala *et al.*, 2015).

The economic case for decentralized planning, according to Zain & Appalanaidu (2020), is based on four objectives: One, macro-level planning struggles to efficiently cover local-level resources and spatially scattered small-scale economic operations at the household and village levels (Food and Agriculture Organization of the United Nations, 2006). Second, integrating the poor and vulnerable into mainstream economic systems necessitates

grassroots programs, staff, and organizational frameworks for identification, implementation, initial assistance, and guidance toward viability (Shah & Thompson, 2015). Third, given the likely slow and halting speed of recovery for these classes, as well as the regular periods of stress and discomfort they experience, reliable and dependable arrangements for providing relief and meeting their basic needs on a large scale are needed (Andhoga et al., 2018). Fourth, it is critical to provide a participatory process in resource and need planning in order to promote self-help encouragement, local level leadership, and an active role in strategic and planning decisions among the citizens (Brownley, 2015).

The design of the CDF programme is such that it should rely heavily on; the utilization of locally available resources, participation at the grassroots in project identification, project implementation, planning for resources and needs and local level leadership. Once the CDF projects are put into use, they are to provide easy access of services to the locals (Das & Ngacho, 2017).

Kenya's government has formulated a number of decentralization programs on the policy front (Kimani & Kamaara, 2019). The majimbo scheme (1963), District Development Grant Programme (1966), Special Rural Development Programme (1969/70), the Rural Development Fund, District Development Planning (1971), the District Focus for Rural Development (1983/84), and the Rural Trade and Production Center are among the most prominent decentralization programs that have been attempted in the past (1988-89). Despite their ingenuity, these programs met the same fate as the others: a shortage of resources and undue bureaucratic capture (Oyalo, 2015) by the central government (Nudzor, 2017). The Youth Enterprise Development Fund (2003-2010), Constituencies Development Fund (2003-2010), Constituency Bursary Fund (2003-2010), Local Authority Transfer Fund (1998-2010),

The Poverty Eradication Fund (1999-2010), Road Maintenance Levy Fund (Fuel Levy) (1993-2010), Constituency HIV and Aids Fund (2003-2010) are among the most recent (Youth Enterprise Development Fund Board, 2009; NCCCK, 2005) Uwezo Women's Development Fund (2012-2015) (2015) and so, the implementation of the current decentralized programmes needs to be well thought of so as to avoid the shortcomings witnessed in implementation of the previous models (Sugal, 2017).

### **1.1.2 Constituencies Development Fund (CDF) in Kenya**

CDF funds are directly directed to local levels, unlike other development funds filtering from the central government through more and more layers of administrative bodies and bureaucracy (Said & Gakuu, 2020). This allows local citizens to make spending decisions in accordance with the theoretical projections of decentralization theory, to maximize their health (Andhoga et al., 2018). Essentially, the CDF offers people in the community the ability to decide on spending that maximizes their wellbeing according to their needs and desires (A. Malala et al., 2015). The decisions taken can be more closely aligned to the issues and situations of the local community so that they are better informed about their goals (B. Tsofa, Goodman, et al., 2017b). This argument is also supported by (Kimáni & Kamaara, 2019) who has stated that given the mosaic of spend decisions on a myriad of local projects and due to the relaxed rule on how and where expenditure is made CDF can thus be regarded as a decentralizing regime that allows communities to make spending decisions which maximize social well-bearing (Jawuor, 2017), The CDF can be seen as a delegated type of fiscal decentralization, since the program enables local people to make their own decisions on spending that represent their interests and tastes and optimize their welfare (Sugal, 2017). The CDF program is designed to use local resources, including labor for the development of

community-based projects (Kimani & Kamaara, 2019). This is a source of income for project suppliers that in turn provide them with some buying power (Nankorisi & Gakuo, 2018). The transfer of buying power into remote rural areas will revitalize local economies and the CDF is expected to revitalize the economy at the national level too (Karia, 2015).

According to the legal provisions governing the CDF's establishment and activity, the fund is basically a model for decentralizing development planning and implementation (G. Jawuor, 2017). The fund's structure and service falls firmly within the administrative decentralization domain in this case. The CDF software was developed as a result of a combination of continued confidence in decentralization and dissatisfaction with the weak – even fatal – performance of all previous decentralization models (Juma, 2015). In the case of the CDF program, decision-making functions for project planning and execution were redistributed from central government ministries and departments to constituencies (A. Malala et al., 2015). This is to allow for public involvement in local decision-making, as stipulated in the CDF implementation guidelines (Psiwa et al., 2017).

### **1.1.3 Constituency Development Fund; Kinangop Constituency in Nyandarua County**

Constituency Development Fund was established by the Act of parliament in 2003. This was the time the economy of the country was on its knees (Kimani & Kamaara, 2019). The primary goal of this law was to combat poverty and foster equitable growth and development throughout the world. As a result, the CDF was created to ensure that a portion of the annual government revenue is devoted to constituencies for the purpose of growth, especially the creation of wealth at the grassroots, by ensuring that public resources are used effectively (Ngiri & Nyaribo, 2016). This model bears many similarities with Rural Development Fund

in Solomon Islands and Member of Parliament constituency development Fund of India (Chweya 2006).

As the percentage of annual ordinary governmental income obtained mainly by taxation, the Constituencies Development Fund's funding is collected. The CDF Act provides for the allotment of at least 2.5% of the government's ordinary revenue to CDF (Nankorisi & Gakuo, 2018). The Constituencies Development Fund is allocated each of the two hundred and ten (210) districts of Kenya, with 75% of the money allocated to CDF each year divided evenly amongst two hundred and ten (210) constituencies, and the other 25% to electoral districts depending on the poverty index level and the population of the electoral district (Said & Gakuo, 2020). The CDF Act provides that, projects must emanate from the community through a well-structured manner to enable the community order of priority is clear. Such projects should have a wide trickle effect to enable a widespread cross section of people to benefit (A. Malala et al., 2015). The projects should be developmental in nature in such a way that they must be seen to improve the lives and living standards of the people but excluding any recurrent expenditure. The Act allows for costs related to studies, planning and design or other technical input for the project (Das & Ngacho, 2017).

Since the inception of CDF in 2003/2004, many development projects have been initiated through the programme with the largest beneficiary being the education sector, followed by Health sector (Brownley, 2015). Other sectors that have benefitted from CDF are in water and sanitation, roads, Markets and agriculture. According to Oyalo, (2015), implementation of the government formulated decentralization programmes have in all cases fallen far short of expectation. Many CDF-initiated projects have been completed and are in use since 2003/04, while others have stalled or are still underway many years after their inception;



others are underutilized or not used at all, indicating that there are barriers to the effective implementation of the CDF software (Eboreime et al., 2018a).

Studies conducted on implementation of decentralized programme suggest that; inadequate funding, lack of technically qualified personnel to guide the implementation of projects and lack of appropriate skills in management have been among the major setbacks (Abimbola et al., 2019; Andhoga et al., 2018; Eboreime et al., 2018b). This study will narrow down to examining the challenges affecting the implementation of CDF funded projects in Kinangop Constituency. Kinangop CDF has funded slightly over one hundred projects in five distinct sectors namely education, health, water, security and roads (Hermansson, 2019).

## **1.2 Statement of the Problem**

Despite availability of good project plans; implementation of those plans is challenging since every project presents new setbacks. (Brownley, 2015). Since independence Kenya has had an array of decentralized programmes whose implementation has been marred with shortcomings. The implementation of CDF projects has been deemed poor since most project are incomplete despite large sums of funds being invested in them.

If project implementation is not well addressed Kenya would be losing close to Sh41.7 billion of tax payer's money. Many CDF funded projects are not yet complete despite of large sums of money being sunk into them. Others have been poorly implemented as far as workmanship is concerned. Many more are yet to offer tangible benefits to the target population. The study by (Das & Ngacho, 2017; G. Jawuor, 2017; Kimani & Kamaara, 2019; A. J. Malala et al., 2015; Said & Gakuu, 2020) the following respectively. That direct and indirect stakeholder involvement is key to project management, financial challenges and

political interference hindered project completion; that training audit, monitoring and supplier vetting were strongly associated with implementation; that governance and political interference plays a big role in management of funds and that community empowerment by building capacity was important for project completion. Kinangop CDF has initiated more than one hundred projects in five major sectors namely education, health, roads, water and security. Out of those projects initiated, only a handful of them are complete and in use. The aimed to examine the challenges that come with implementing projects in a decentralized framework, using a case of Kinangop Constituency Development Fund.

### **1.3 Objectives of the Study**

The general objective of this study was to investigate the challenges affecting implementation of CDF projects in Kinangop Constituency of Nyandarua County.

#### **1.3.1 Specific Objectives.**

- i). To analyze effect of funding on implementation of projects in Kinangop Constituency of Nyandarua County.
- ii). To determine if stakeholders involvement in project identification is a challenge in implementation of projects in Kinangop Constituency of Nyandarua County.
- iii). To examine whether project supervision is a challenge in implementation of projects in Kinangop Constituency of Nyandarua County.
- iv). To find out the effect of government policies, regulations and legislation in implementation of projects in in Kinangop Constituency of Nyandarua County.

#### **1.4 Research Questions**

- i). Is funding a challenge affecting project implementation in Kinangop Constituency of Nyandarua County?
- ii). Does the stakeholders' involvement in project identification pose a challenge in project implementation in Kinangop Constituency of Nyandarua County?
- iii). Is supervision of projects a challenge in implementation of projects in Kinangop Constituency of Nyandarua County?
- iv). Does government policies, regulations and legislation affect implementation of projects in Kinangop Constituency of Nyandarua County?

#### **1.5 Significance of Study**

To start with, this study acts as a guide to the Government of Kenya in efficient implementation of projects in a decentralized system and the recommendations of the study will help it to adequately plan prior to implementation of projects so as to ensure that it meets the objectives for which they were initiated.

Secondly, this study offers a good reference to constituents of Kinangop in implementation of projects. The conclusion adduced will present vital lessons for implementers of projects. This therefore, helps in enhancing effectiveness and efficiency in projects implementation.

Thirdly, this study report serves as a scholarly reference material for future studies and research work in decentralized programmes as well as other development programmes.

## **1.6 Scope of the Study**

This study involved a population of 545 respondents, being the chairman, treasurer, secretary, FAM and DWO, drawn from 109 projects in Kinangop Constituency in Nyandarua County. A sample of 164 respondents was selected from the said population using stratified random sampling method.

## **1.7 Limitations of the Study**

It was highly probable that some respondents held back information fearing reprisals especially from political quarters. This fear was addressed by reassuring them that the information needed was for academic purposes and was treated with utmost confidence.

## **1.8 Organization of research study**

The project has five chapters; chapter one describes the study, its background and tries to show the relevance of the study and why it should be conducted. It also gives a brief idea of things that might happen. Chapter two then tries to analyze some literature relating to study that already exists. It covered both theories and literature. It also identifies gaps in the study and gives a conceptual framework. Chapter three identifies the method used to execute the study by discussing the design, target population, instruments used, procedure and method used to analyze and present data. This chapter also displays some of the ethical considerations that the researcher took into consideration. Chapter four presents the study results and interpretation. Chapter five presents the summary of findings, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter explores the related theoretical and empirical literature suitable to answer the research questions for this study. The chapter begins by discussing the main theories the study has relied on to build the framework for the research. The chapter then discusses the specific literature for the study with a focus on the main variables whose relationships are being investigated

#### **2.2 Theoretical Review**

There are a large number of theoretical underpinnings relating projects and performance. These include theory of constraints, resource based theory and work break down structure. The basic tenets of each theory are reviewed below:

##### **2.2.1 Theory of Constraints (TOC)**

The theory of constraints (TOC) is an overall management philosophy, introduced by Eliyahu M. Goldratt in his 1984 book titled *The Goal* that is geared to help organizations continually achieve their goals. Goldratt adapted the concept to project management with his book *Critical Chain*, published in 1997. This theory is based on the idea that constraints dictate organizational efficiency. These are limitations that prevent an organization from achieving its objectives and optimizing its efficiency (Trojanowska & Dostatni, 2017). People, services, documents, facilities, and even policies can all be subject to constraints, which can be internal or external to an organization. According to the theory, every system has at least one constraint that limits its efficiency, regardless of how well it performs

(Cyplik et al., 2009). This is the weakest link in the scheme. Additional weaknesses are not restrictions until they become the weakest link, and only one limitation can exist at a time in the system. It is therefore vital in every area of operation to establish the weakest link, seek remedy, in order to boost overall performance (Bart, 2020). The activities preparation, execution, and monitoring should be performed using the constraint management paradigm and a quality improvement technique, according to TOC thinking (Kimani & Kamaara, 2019). The aim is to address the identified restriction that is preventing the system from achieving its primary goal, which is benefit maximization and system profitability (Wolniak et al., 2018). Managers may use TOC to find and implement win-win solutions among the system's entities (Reinaldo et al 2010).

According to Zeynep et al (2014), there are five steps proposed in dealing with the organization weakest link. The first step is to determine the system's constraint, after which you must decide how to exploit it (Trojanowska & Dostatni, 2017). After that, everything else should be subordinated to the above decisions, with the systems constraints being prioritized. Finally, if a restriction is violated in either of the previous steps, return to the beginning. This theory advocates for continuous improvement at work place (Bart, 2020). This theory will be applicable in this study since the challenges faced in projects implementation in a decentralized system of governance will be the constraints that will be used to develop strategies to continuously improve the performance (Tsofa, Goodman, et al., 2017b).

### **2.2.2 Resource Based View Theory**

The resource-based theory of the firm propounded by Wernerfelt, (1984) is regarded as one of the theories of strategic management that is widely referenced particularly because of its practical relevance to contemporary management practices. The Resource Based Theory (RBV) suggests that companies have maintained competitive advantage by adopting internal strengths policies, addressing environmental challenges and neutralizing external threats and preventing internal vulnerability (Collins, 2020). This model assumes that, first, the company is heterogeneous in terms of the strategic resources it manages, and that, second, resources are not perfectly mobile across organizations, implying that heterogeneity will persist for a long time (Kraaijenbrink et al., 2019).

According to Kamboj et al., (2015), RBV creates the notion that competitive advantage is linked inexorably to performance. It states that firms are endowed with heterogeneous bundles of resources and that a resource or combination of resources is important, rare, and imperfectly imitable to gain a competitive advantage (Kraaijenbrink et al., 2019). RBV implies that sources of more enduring competitive advantages are often related to intangible resources such as organization reputation, employees know how, culture and customer loyalty since such resources are difficult to imitate and are imperfectly mobile (Ngiri & Nyaribo, 2016). In turn, intangible resources may facilitate the acquisition of the more tangible resources that enable institutions to more effectively compete in a given environment (Brownley, 2015). From the foregoing, an organization should find out the resource(s) that give it sustainable competitive advantage over others. In corporate sector,

evidence of a competitive advantage is associated with normal economic performance (Collins, 2020).

This study will bring out the intrinsic competitive advantage of project implementation in decentralized system by exploring the areas of beneficiaries involvement in project implementation, the corporate culture of project supervision and inherent discipline in funding.

### **2.2.3 Theory of Work Breakdown Structure**

Work Breakdown Structure (WBS) is a deliverable-oriented grouping of the work involved in a project that determines the overall scope of the project, according to Cerezo-Narváez et al., (2020). It's a hierarchical structure that's usually depicted graphically or in tabular form (Burke, 2010). The graphical form is useful for communicating job activities to top management and clients, while the tabular form is useful for developing cost and schedule estimates (Siami-Irdemoosa et al., 2011). A work breakdown structure (WBS) is a method of breaking down a project's reach into smaller, more manageable chunks. Decomposition can continue until the desired level of detail (lowest level discrete deliverable) is achieved (Globerson, 2020).

WBS decomposes a project into stages, deliverables, and job packages in a hierarchical and gradual manner. It's a tree structure that depicts the division of effort needed to accomplish a goal; for example, program, project, and contract (Siami-Irdemoosa et al., 2011). In a project or contract, the WBS is generated by starting with the end goal and breaking it down into manageable components based on size, duration, and responsibility, which include all steps necessary to achieve the goal (Cerezo-Narváez et al., 2020).



WBS is an important tool in verifying the scope of the work so as to enable proper allocation of duties and responsibilities in a bid to improve performance (Siami-Irdemoosa et al., 2011). Scope checks to user specifications are significant, and should also be performed in detail to mitigate the effect of finished product checks on the scope of the project and end product checks on user needs (Globerson, 2020). The other two verifications could result in project rework, which would be expensive because the final product had already been created at that point (Robert, 2013).

According to Wang et al. (2015), the work breakdown structure (WBS) is an important method for estimating project costs. The top levels of the WBS can be allocated a project budget, and department budgets can be easily calculated using the WBS for each project. A project schedule and budget can be easily established by allocating time and cost estimates to various parts of the WBS. WBS may also be used to classify possible project risks (Njau, 2017). A scope specification risk exists when a WBS has a branch that is not well specified. These dangers should be recorded in a project log and evaluated as the project progresses. Referring the WBS when a project is behind schedule will easily classify the main deliverables affected by failed job packages or late sub deliverables (Siami-Irdemoosa et al., 2011). The WBS may also be color-coded to indicate the status of sub-deliverables. For example, using the colors red for late, yellow for at risk, green for on track, and blue for completed deliverables to create a heat map of project progress and draw management attention to key WBS areas (Cerezo-Narváez et al., 2020) is an efficient way to generate a heat map of project progress and draw management attention to key areas of WBS.

In this study WBS will be an important tool to for understand the working of a decentralized system of governance (Njau, 2017). Disintegrating all functions and attaching those units to particular level of management is key in knowing how work flow from top to bottom. In this way, accountability and responsibility in project implementation will be known. It will therefore enable the researcher to assign tasks to the FAM, DWO, PMC and beneficiaries.

### **2.3 Empirical literature Review**

The following are some of the empirical studies done in the devolved funds projects implementation including CDF and the various areas suggested for further research.

#### **2.3.1 Funding and Project Implementation**

Key aspect of decentralization is financial responsibility. To carry out decentralized tasks efficiently, local governments and private companies must have a sufficient amount of revenue – either collected locally or transferred from the central government – and the power to decide spending. According to KIPPRA under the DGSP, in Kenya, allocations from the various funds are inadequate. For example, a lack of fund to meet the high demand and demands of young people is a challenge of the Youth Enterprise Development fund (Youth Enterprise Development Fund Board, 2009).

The project mandate and charter, according to Liz Cook (2015), identify priorities. A criteria statement, which states what the project must provide, is at the heart of these documents. This involves defining what is and is not within the project's reach (San Cristóbal et al., 2018). It also determines the project's budget and deadline. The 'iron triangle' refers to the distance, budget, and schedule constraints (Das & Ngacho, 2017). Since it's rare to alter one constraint without affecting the others, these constraints are referred to as an iron triangle. The consistency of the project's result is influenced by how you execute it under these

constraints either positively or negatively (Trojanowska & Dostatni, 2017). It is imperative therefore that there must be a perfect mix between the scope, schedule and budgetary allocation in order to achieve efficiency, effectiveness and the right quality in the results envisaged in a project (Andhoga *et al.*, 2018).

Looking at how CDF has been implemented in recent years shows a discrepancy between the local design of capital spending decisions and funding for operations and maintenance of such projects with local benefits (Kimani & Kamaara, 2019). Due to the discretionary nature of capital expenditure and the inherent importance attached to political significance, new programs are often undertaken while existing ones are either neglected or underfunded (G. Jawuor, 2017). Furthermore, when local officials are voted out and new ones are elected, the new leaders will refuse to fund new capital projects or maintain projects started by their opponents for two reasons (Collins, 2020). To begin, they should use their power to make a political statement by launching new initiatives that demonstrate their skills (Biggins *et al.*, 2016). Second, the newly elected politicians should use their power to launch projects that reward their supporters while avoiding projects launched by their opponents that are equal to the political disappearance of their opponents (Obuya, 2008).

The CDF social audit Guide reveals that, some Constituency Development Fund Committees (CDFCs) try to avoid lengthy procurement regulations by funding smaller projects with smaller amounts over several financial years (Abimbola *et al.*, 2019). As such, the PMC cannot meaningfully make good use of the money and the project cannot be completed within the year of funding (Globerson, 2020). If funds run out before a project is completed, it will have to be scrapped entirely, in which case the money and effort already spent are forfeited and must be written off. Any project that continues to use resources after its

expected termination may have an impact and disturb other projects that are either underway or are waiting to be implemented (Das & Ngacho, 2017). Failure to start work on time is a common project risk. Procrastination, legal or planning problems, a lack of details, a lack of funds or other resources may all trigger long delays (Chesiyna & Wanyoike, 2017). To achieve its intended objectives, the funding of projects in the CDF programme should be objectively done so as to assure of their continuity and sustainability over time(Karia, 2015).

Decentralization efforts acknowledge the value of providing autonomous institutions with financial tools that allow and motivate them to carry out their responsibilities (Abimbola *et al.*, 2019). Low level unit support was the only major factor undermining much of the decentralization efforts in the 1970s and 1980s. Thus decentralized units would need a suitable level of fiscal support to fulfill their responsibilities (Kamboj *et al.*, 2015). If the financial obstacles can be overcome, there is considerable scope for improving the quality of local service provision through decentralization (Nudzor, 2017) and so the success of CDF as a decentralized fund will to a greater extent depend on an adequate allocation of funds to projects as well as prudent financial management practices.

### **2.3.2 Stakeholder Involvement in Projects and Project Implementation**

Nankoris & Gakuo (2018) said that International, government, and NGOs have realized increasingly that a lack of active, efficient and enduring involvement by the intended beneficiaries has been and still is the key reason for many unsuccessful development projects. Thus numerous organizations have been encouraged by different programs, often pilot-based, to facilitate the participation of individuals, including vulnerable women and men (Miano & Nairobi, 2016).

There are a large number of meanings and interpretations of involvement in the first instance. It means, for instance, raising awareness about developing programs and encouraging local projects and self-help (Biggins et al., 2016). It also means including people in the decision-making process that concerns their growth as much as possible (B. Tsofa, Molyneux, et al., 2017). The organizing group action in other contexts is represented to provide controls over resources, access to services and/or negotiating power to previously excluded disadvantaged persons or to encourage their participation in the development planning and implementation and the sharing of their advantages; (Karia, 2015). More broadly, descriptive terms; "a large number of individuals involved in circumstances or acts that will improve their well-being, such as their jobs, protection or self-esteem" (Kipkoech, 2019).

In many countries, decentralization is ongoing, or just starting. Training is needed to facilitate the re-orientation to community-based approaches (Theesfeld et al., 2017). Transferring the means of control to communities such as rule-making and implementation leads local citizens to participate in management of and usage of resources along with their expertise and skills (Tausz, 2015). It is important to identify the type of people and the combination of skills to achieve the desired changes (Anderson, 2008) and this applies to CDF too. The competences related include expertise levels, skills and employee creativity, skills upgrade mechanisms, IT, human capital efficiency, and investment in education and training in the country (Sugal, 2017). The CDF regulations, 2004 section 13 (1) (c) stipulates that, in the nomination of CDC the elected Members of Parliament shall have regard to the knowledge and experience of persons nominated (Das & Ngacho, 2017).

Implementation of CDF projects is designed such that it should be participatory with the beneficiaries taking part in it (Ndirangu & Gichui, 2019). According to Theesfeld et al., (2017) the absence of incentives and skills among project workers to enable them to adopt participatory methods is one of the main barriers to successful participation processes. The social and economic features of a constituency influence the participation of the community. The factors that influence social capital are a key factor (Collins, 2020). The average level of education in an electoral area can affect the community's participation and how much they can track the use of funds (Karuti, 2016). We expect the CDF companies to be more priority in places where the average level of education is higher (Brownley, 2015).

The scarcity of well-trained, experienced, and open-minded managers capable of leading effective institutions in rural Kenya is one of the major roadblocks to decentralization's progress (Hermansson, 2019). Low community and committee member knowledge of CDF regulations can explain cases of mismanagement and disregard for district project committees in project submission, as well as non-compliance with the CDF Act (Kimani & Kamaara, 2019). Due to a lack of understanding of the CDF regulations, funds have been re-allocated from one project to another, as there have been instances where the proposals on the ground vary from those sent to the headquarters (Andhoga et al., 2018). As a result, there has been a lack of cooperation or consultation between the projects committee and the government's technical arm, resulting in low quality work or rejection by district line ministry departmental heads. The project planning process has been hampered by a lack of awareness of project planning among community and committee members, as well as a general lack of training and capacity building (Eboreime et al., 2018b). CDC members'

illiteracy has also limited their ability to execute projects and formulate work plans, causing project delays (Das & Ngacho, 2017).

Low recognition of community members' and fund managers' positions and obligations in fund governance has led to poor performance and, in some cases, total failure of funds, according to KIPPRA's Democratic Governance Support Programme (DGSP) (A. J. Malala et al., 2015). We expect the priority of CDF projects in areas that are higher in the average education (Brownley, 2015). Training and guidance on how to use the different forms and other documentation should be included. Participants' participation is much more likely to be forthcoming and successful if they understand the protocols and the explanations for them (Das & Ngacho, 2017). As a result, there is a pressing need for comprehensive training of Constituency Development Fund Committees and Project Management Committees in project preparation and management in order to improve CDF project execution (G. Jawuor, 2017).

### **2.3.3 Projects Supervision and Projects Implementation**

Karia, (2015) defined supervision as providing strategic leadership and guidance in projects. Supervision leads to timely completion and less costly projects of high quality. The proper execution and control of a project makes the undertaking a success or failure (Archibald et al., 2012). The complexity and size of the project can require different types of experience and abilities. When problems arise, the process will not always provide the solution. The human factor can increase the scale to success or failure (B. Tsofa, Goodman, et al., 2017a). Supervision can greatly enhance the project performance by ensuring adherence to the contract agreements, control and feedback systems, managing relationships through team building, enhancing accountability, consistency in ensuring compliance to standards and

practices, responsiveness through management of work schedule and flexibility in advising on suitable changes as necessary in the course of project implementation (Cerezo-Narváez et al., 2020).

According to Malala et al., (2015), project supervision is the least glamorous aspect of project work, but it is the most critical in many ways. It is mainly a problem-solving activity for a community, and it is one of the most efficient ways to provide technical assistance in a project (Njau, 2017). Planning is wide spread in both the DCs and LDCs. The scope of planning however varies (Mwangi et al., 2015) prices into the economic calculus by which scarce resources are allocated among competing uses (Nankor & Gakuo, 2018). The free market has been shown to provide for an optimal allocation of resources at a particular time under the conditions that technical and price efficiency prevails among other (San Cristóbal et al., 2018). Proper planning requires heavy doses of the very inputs that are generally scarce in LDCs- such as information and skilled practitioners who are able to process and analyze it (Juliah, 2016). A continuous study of technological and engineering aspects is performed while a proposal is analyzed and formulated. Technical analysis is closely linked to other forms of analysis (Tsofa, Goodman, et al., 2017a). The broad goal of technical analysis is to ensure that the project is technically feasible, in the sense that all of the necessary inputs are available, and to promote the most efficient project formulation in terms of technology, scale, location, and so on. This is essentially a technical expert's domain (Cerezo-Narváez et al., 2020). The financial analyst involved in the project evaluation process should be able to raise simple technical analysis issues using logic and common sense (Tsofa, 2017).



When responsibilities are allocated to provinces and districts, whether political or administrative or both, the number of tasks to be performed in the centre will be reduced. These roles concern policymaking and general supervision and control (Brownley, 2015). This will require the redeployment of qualified personnel and sufficient financial resources to ensure the proper performance of transferred positions at local and regional level (Söderlund 2005). The lack of competent and technical monitoring has led to poor project quality (Oyalo, 2015). Unable to reach its potential has in the past been inadequate technical and professional support, particularly from governmental ministries; therefore, an assessment of the availability of professional and technical personnel before implementing the CDF projects is important (Biggins et al., 2016). A number of studies reviewed did not clearly bring the effect of supervision on implementation.

### **2.3.6 Government policies, regulations and legislation**

According to theesfeld et al., (2017) political decisions significantly affect the development project and implementation. The study indicated the need for incorporating policies and regulations in project management through series of trainings to the stakeholders especially the community where the projects are being implemented. Participation of local policy and regulations in developments project increases the chances of timely achievement of project objectives (Nudzor, 2017). Success of the development project is dependent on the policy decisions. This because participation of the communities involved in making those regulations and policies increases ownership (Miano & Nairobi, 2016). Therefore political decisions and policies enhance efficiency and sustainability of different government projects.

According to (Tsofa, Goodman, et al., 2017b) rules and regulations set in the constitution of Kenya and regulatory bodies mandated to deal with CDF may be marred by political interference. Politicians may be interested in using the development projects to garner popularity and numbers thus causing disruptions in the way the projects are run (Hermansson, 2019). For instance healthcare projects which play an important role in the national and county governments have witnessed a number of strikes. Policies and regulations made at the county level may be in conflict with national governments expectation and the well-being of the citizens (A. J. Malala et al., 2015). Therefore it implies that the policies and regulations that are in place might significantly affect the delivery of projects that improve the livelihood of citizens. It is therefore important to ensure that roles and responsibilities must be clarified so that the autonomy of the county government may be responsible for their actions (G. Jawuor, 2017).

According to Kimani and Kamaara (2019), the government policy significantly affect the procurement of public goods and implementation of projects. They further noted that this in a big way affect CDF project negatively. With capacity building the policies and regulations can be followed to the letter and thus ensuring that projects and services are delivered effectively (Nankoris & Gakuo, 2018). Therefore there is need for partnerships between all actors including suppliers, county government, national government and the beneficiaries in order to ensure CDF projects are achieved in time (San Cristóbal et al., 2018). Further they noted the need for accountability, honesty and conscious decision making in bind to reduce conflict of interest that largely affect adherence to the rules and policies of public finance management.

According to Ndirangu & Gichui, (2019) the role of the national government is to ensure that the policies made at the parliament ensure equity and equitable distribution of resources with fairness. How taxpayers money is allocated to the different constituency projects is an indicator of how well the policies and regulations are applied (Biggins et al., 2016). The national parliament of Kenya allocates funds during the financial presentations based on participation of the policy recommendations (Andhoga et al., 2018). However, selecting development priorities and enhancing accountability is largely dependent on their political affiliations and political interest (Frumence et al., 2013). This therefore affects the role of rules and regulations and thus largely affecting implementation of projects and their performance. It is therefore imperative that the project be implemented in the most ethical transparent manner in order to ensure good governance and management of public funds (Brownley, 2015).

The study by Malala *et al.*,(2015) noted that CDF has increased corruption instead of reducing it as earlier intended. Lack of accountability structures, poor governance has led to increased malpractices and embezzlement of public funds. Specifically members of parliament make rules and regulations that favour their own political interest (Cerezo-Narváez et al., 2020). An example of increased powers to the MPS is the CDF act of 2003 and CDF amendment bill of 2007 which so multiplication of roles of an MP reduced accountability and thus undermining democracy (Nudzor, 2017). The MP makes laws on the CDF kitty and also appoints the members of CCFC who are involved in oversight of CDF funds and thus this may booster manipulation of the National management committee (NMC)(G. Jawuor, 2017). This therefore affects which project will be implemented and which ones will not dependent on the MP's willpower. Further the study noted the lack of

clarity on the functions of the government institutions in implementation of the projects. Lack of supervisory body that has powers on accountability of the CDF expenditure manipulates compliance with rules and policies (Malala *et al.*, 2015).

Further, lack of effective monitoring and evaluation of the projects may affect how the projects activities are achieved within the timelines and the budget. Despite disbursement of 2% CDF funds meant for monitoring and evaluation it is noted that, most actors lack monitoring and evaluation skills and technical competence thus causing many flaws (Mwangi *et al.*, 2015). This therefore call for capacity building among the CDF players in order to ensure that project are implemented within the set timelines and budget (Said & Gakuu, 2020). According to Psiwa *et al.*, (2017) it has been noted a lot of leadership a challenged that directly affect interpretation of policy and procedures and thus affecting how project are implemented. The study concluded that the national government legislations and policies significantly affected the implementation of CDF project in Narok County. Further, Shah & Thompson, (2015) decentralization as a policy and regulations may be influenced by political interests rather than perceived benefits of decentralization. In contrary the study by Frumence *et al.*, (2013) notes that the need to increased accountability and observance of the policy recommendations in implementation of the health services project at the county level Central government needs to adhere to the principles that established.

## 2.4 Summary of Literature Research Gap

**Table 2.1: Summary of Literature Research Gap**

Studies	Focus	Results	Gaps	Focus
Kinanu, (2017)	Factors affecting the execution of projects funded for the creation of constituencies in Kenya:	The study concluded that the monitoring and assessment of development projects in Juja constituency had an important effect.	The research was confined to monitoring & assessment	Current study focused on four factors namely, supervision, Beneficiary involvement & Political interference
Wanderi, 2010	Challenges to implementing electoral development projects funded: the case of the town of Nyeri, Kenya	challenges in the implementation of CDF programme were associated with project funding, project management skills as well as availability of technical personnel required to guide in the implementation of the CDF programme	The rate of involvement of beneficiaries in the delivery of electoral projects funded by Constituency Development	This study got the beneficiaries point of view and understanding of decentralization.
Gichui, 2019	Factors influencing the progress of the Laikipia County, Kenya national electoral district development project	The results have shown that the effective execution of CDF projects has been stepped up with all other relevant targets, increased timing of the units, stakeholders' engagement, project management skills and monitoring.	The effects of project training on the progress of CDF projects should be explored by researchers and academics.	This study focused on funding in CDF, political interference in project implementation and technical supervision of projects specifically in Kinangop Constituency in Kenya

Andhoga, (2019)	Efficient management determinants for electoral development projects funded in Kasipul, Homabay District, Kenya	Project funding and stakeholder involvement had major impacts on the efficient management of projects financed by the CDF, while political and technological capability had no significant influence	The study did not focus on project rules and policies on supervision effect on implementation	This study went ahead and verify the effect of supervision and rules & regulations on implementation
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## 2.5 Conceptual Framework

### Independent Variables

### Dependent Variable

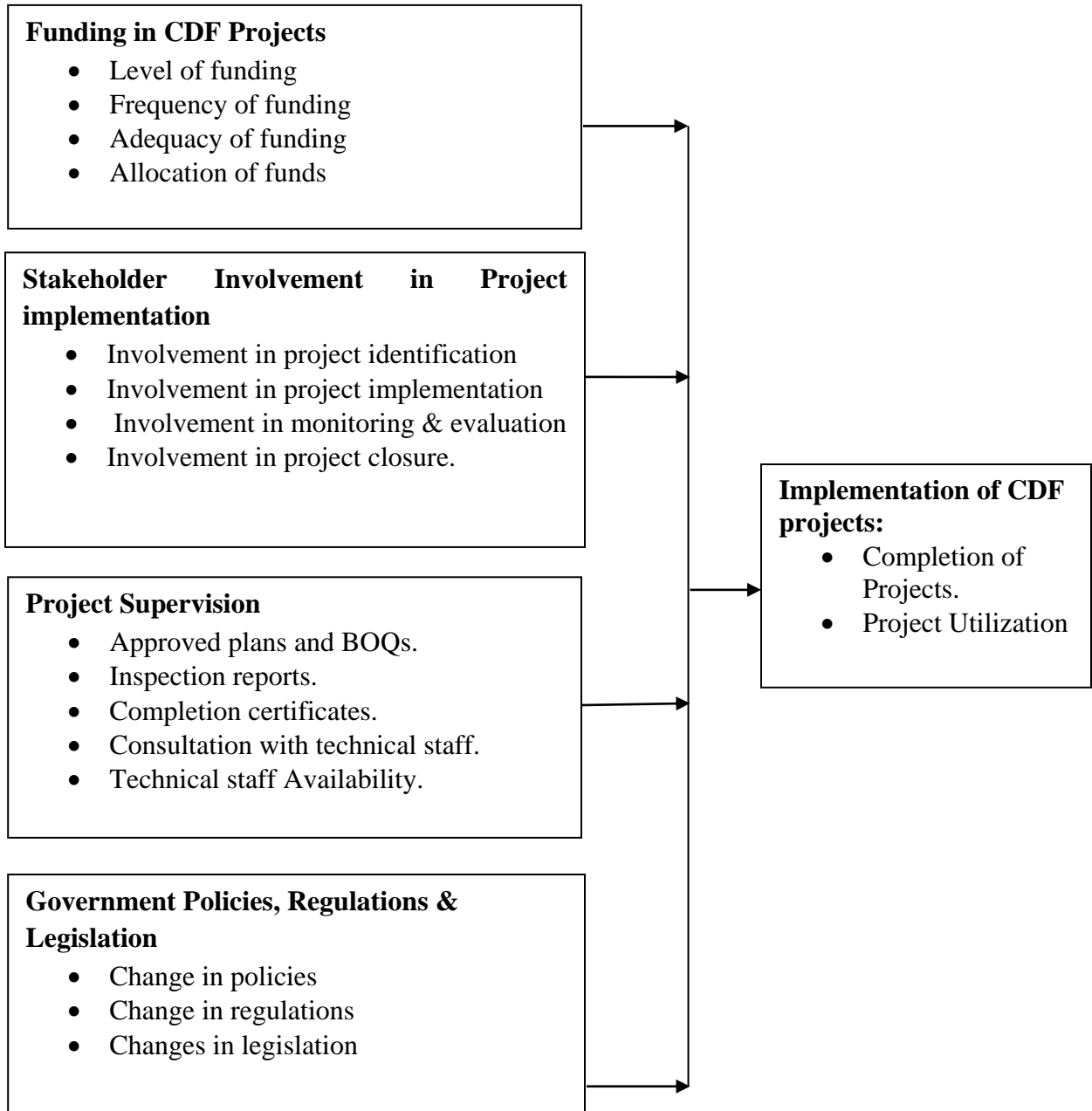


Figure 2.1: Conceptual Framework

Source: Researcher, (2021)

In this study, the independent variables were funding in CDF projects, beneficiaries involvement in project implementation, project supervision and political involvement in project implementation. The dependent variable was implementation of projects.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines in depth the conduct of the report. It describes the study design, population targets, design of samples and samples, research instruments, instrument validity and reliability, operationalization of parameters, collection of information and process of data analysis.

#### **3.2 Research Design**

The study was carried out using a descriptive survey research design. The term descriptive research refers to the type of research query, design, and data analysis used to investigate a particular subject. The descriptive survey design was used to gather information about the current state of the phenomenon and to explain what happens in terms of variables or circumstances in a situation, allowing for observation of life experiences. It therefore allow in obtaining information and describing the challenges affecting the implementation of CDF projects in the constituency. This allowed generation of both qualitative and quantitative data to be used in measuring the relation between the dependent variable against the independent variables. Descriptive survey was the best suited for this study since data was collected from a large number of respondents spread across the constituency.

#### **3.3 Target Population**

The chairman, secretary, treasurer, FAM, and DWO 109 projects in Kinangop Constituency funded between 2007 and 2015 were the study's target population.

**Table 3.1: Distribution of CDF projects in Kinangop Constituency by Sector**

<b>Sector</b>	<b>Frequency</b>	<b>Target population</b>	<b>Percentage</b>
Education	76	380	70
Health	8	40	7
Water	7	35	6
Security	10	50	10
Bridges	8	40	7
<b>Total</b>	<b>109</b>	<b>545</b>	<b>100</b>

### **3.4 Sample and Sampling Design**

This study used stratified random sampling. There are several sectors under which projects are funded by CDF in Kinangop Constituency. These sectors form the strata from which stratified random sampling was used to select a sample of 109 projects from the entire constituency. Stratified random sampling was used to ensure that, the sample is representative of all the CDF funded projects as well as of all the sectors.

According to Mugenda & Mugenda (2009), a sample of 10% of total population is a representative sample of the entire populations. This study used a sample of 20% of all potential respondents.

**Table 3.2: Sampling Procedure**

<b>Sector</b>	<b>Target population</b>	<b>Sampling ratio</b>	<b>Sample size</b>
Education	380	0.2	76
Health	40	0.2	08
Water	35	0.2	07
Security	50	0.2	10
Bridges	40	0.2	08
<b>Total</b>	<b>545</b>		<b>109</b>

### **3.5 Data Collection Procedures**

Primary sources were used to gather information. This data was collected mainly by administration of a questionnaire to the respondents. A questionnaire was used for data collection from chairman, secretary and treasurer of PMCs as well as from the FAM and DWO. A research assistant was engaged and trained so as to work with the researcher in the administration of the questionnaire

### **3.6 Validity and Reliability**

Validity and reliability refer to how accurately instruments calculate the variables that the researcher is interested in. Researchers infer how much of the variable being evaluated is present based on measurement performance.

#### **3.6.1 Validity**

Validity, according to Key (2017), refers to the appropriateness, meaningfulness, and utility of a researcher's inferences. It refers to the degree to which evidence backs up any conclusions a researcher draws from data collected with a specific instrument. It refers to whether the test actually tests what it appears to.

The validity of face, content and validity of constructs are three kinds considered important for this study. Face Validity refers to the subjective appraisal by the researcher of the validity of the instrument, and thus the degree to which the researcher considers it suitable. The quality of the content was assured by double inspection of the questionnaire. The questionnaire also covered all four key areas of the study including financing for CDF programs, participation of recipients in project execution, project supervision and political impairment. Finally, expert judgment was used to see if the theoretical dimensions manifested as anticipated. The operationalization of words was used to ensure construct validity.

This study employed the services of three experts on matters regarding CDF management to authenticate the data collected and validity thereof. These experts were drawn from a pool of highly experienced CDF managers who were employed in 2007 and DDOs who were managing CDF between 2007 and 2015.

### **3.6.2 Reliability**

The accuracy of scores or answers from one administration of an instrument to the next, as well as from one collection of items to the next, is referred to as reliability. The consistency with which a research instrument produces the same findings over time is referred to as its reliability. Reliability refers to the inclination toward accuracy observed in repeated measurements (Key, 2017).

Cronbach Alpha was used in this analysis to assess the data's reliability. Cronbach's alpha is a measure of the degree to which the true score of the "underlying construct" accounts for variance. The construct is the fictitious variable that is being assessed (Hatcher, 1994). The

reliability of factors derived from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = bad, 5 = excellent) questionnaires or scales can be defined using the alpha coefficient, which ranges from 0 to 1. The higher the ranking, the more trustworthy the scale produced is. Nunnally (2018) recommended a reliability coefficient of 0.7, but lower thresholds have been used in the literature.

In order to ascertain whether the questions in this chart measurable the predicted theoretical variables in the conceptual context, the survey was piloted to 10 PMCs from the neighboring constituency (Kipipiri). The answering parties were asked to comment on the clarity of the questionnaire and how long it took to complete it. The questionnaire was then updated on the basis of the pilot test results and produced the final version.

### **3.7 Data Analysis and Presentation**

The information gathered was quantitative as well as qualitative. Descriptive statistics such as mean, mode, and inferential statistics were used to interpret quantitative data. The following is a multiple regression model that will be discussed.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y= Project implementation

X<sub>1</sub>=Funding in CDF projects

X<sub>2</sub>=Beneficiaries Involvement in projects implementation

X<sub>3</sub>=Project supervision

X<sub>4</sub>=Political interference

$\beta_0$  = constant

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$

$\epsilon$  =error term.

Content analysis was used to examine qualitative results. Graphs, pie charts, and tables were used to show quantitative data, while narratives were used to present qualitative data.

### **3.8 Ethical Issues**

The participants obtained consent and clarified the intent of the study. The collected data has only been used for analysis and kept private.

## CHAPTER FOUR:

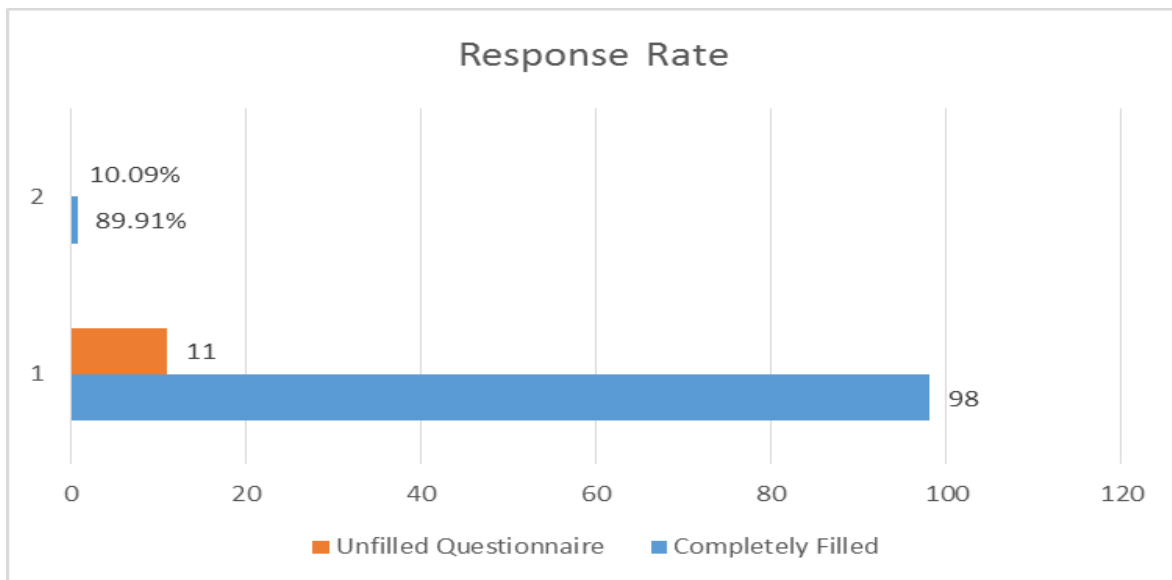
### DATA ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

The chapter presented the study results guided by study objectives; analyze effect of funding on implementation of projects, determine stakeholders' involvement in project implementation, examine whether project supervision is a challenge in implementation of projects and find out the effect of government policies, regulations and legislation in implementation of projects in Kinangop Constituency of Nyandarua County. The results were presented in the subsequent subsections.

##### 4.1.1 Response Rate

The study focused 109 participants from 545 participants. Out of 109 respondents, 98 completely filled and returned the questionnaire for data analysis. This represented 89.91 percent response rate. The response, according to Mugenda and Mugenda (2010) was an excellent response rate and therefore enabled the researcher to carry out data analysis and make inferences on the study findings.



## 4.2 Demographic-Characteristics

The aim of the study was to determine the respondents' age, gender, and work experience.

### 4.2.1 Gender of the Respondents

The gender of the respondents results were presented in table 4.1.

**Table 4.1 Gender of the Respondents**

	Frequency	Percent
Male	57	58.2
Valid Female	41	41.8
Total	98	100.0

**Source: Survey Data (2021)**

The results indicates that 58.2 percent of the respondents were male while 41.8 percent were female. According to the results, the number of workers opinion were evenly from men and women. The majority of women and men working in CDF in Kinangop Constituency gave their opinion expressed in this study.

### 4.2.2 Age of the Respondents

The age of the respondents is presented in this portion of the study results. The findings in table 4.2 were used to analyze the age distribution.

**Table 4.2 Age of the Respondents**

	Frequency	Percent
Below 25 Years	19	19.4
26 - 35 Years	21	21.4
Valid 36 - 45 Years	24	24.5
More than 45 Years	34	34.7
Total	98	100.0

**Source: Survey Data (2021)**

The findings in table 4.2 presents that majority 34.7 (34 respondents) had more than 45 years. 24.5 Per cent had between 36 to 45 years, 21.4 percent had 26 to 35 years old and 19.4



percent had below 25 years old. This shows that the majority of the participants have worked in the CDF for a long time and have acquired some information about funding, supervision, guidelines, legislation, and project execution.

#### 4.2.3 Education Level

The educational levels of the study participants are presented in this section. Education level helped to establish the degree with which respondents perceived the questions related to factors and challenges related to project implementations in CDF in Kinangop constituency.

**Table 4.3 Education Level**

		Frequency	Percent
	Postgraduate	13	13.3
	Undergraduate	53	54.1
Valid	Diploma	19	19.4
	Certificate	13	13.3
	Total	98	100.0

**Source: Survey Data (2021)**

The results indicates that 54.1 per cent of the respondents were undergraduate (53), 19.4 per cent had a diploma as the highest level of education, 13.3 per cent had a certificate and 13.3 percent had a postgraduate masters as the highest level of education. This indicates that the employees were well-educated and knowledgeable about project implementation and challenges affecting implementation of projects. Education, according to Hezlett and Ones (2014), enhances core task productivity by providing people with more declarative and procedural knowledge that aids them in effectively completing their tasks.

#### 4.2.4 Working Experience

The aim of the study was to find out how long respondents had worked in CDF projects in Kinangop constituency. The results are shown in Table 4.4.

**Table4.4 Working Experience**

	Frequency	Percent
Less than 1 years	9	9.18
1 years to 3 Years	13	13.27
Valid 5 years to 8 Years	37	37.76
More than 8 Years	39	39.79
Total	98	100.0

Table 4.4 shows that 37.76 percent of workers have worked for 5 to 8 years and 39.79 percent had worked for more than 8 years, respectively. 13.27 per cent of the respondents had worked in the CDF for 1 to 3 years and 9.18 per cent had worked for less than 1 year. The findings revealed that the respondents knew enough about the topic at hand, as the targeted workers had information that was useful in achieving the study's goals. The analysis goal was reached because the number of employees used in this study had unique skills and knowledge of the information sought.

#### 4.2.5 Project Sector

The study sought to determine the number of projects supported and the sector of the project respondents managed in Kinangop Constituency. The results are shown in table 4.5.

**Table4.5 Project Sector**

	Freq	%	%	Cum %
Education	14	14.3	14.3	14.3
Health	20	20.4	20.4	34.7
Valid Water	18	18.4	18.4	53.1
Security	30	30.6	30.6	83.7
Roads	16	16.3	16.3	100.0
Total	98	100.0	100.0	

**Source: Survey Data (2021)**

The results indicates that majority of the projects sponsored by CDF and managed by the respondents were in security 30.6 per cent, health 20.4 per cent and water 18.4 Per cent. This indicates that there were more ongoing security projects in Kinangop constituency than road, water and sewerage, health, and education projects. This may be attributable to a rise in the number of cases of insecurity in the area as people seek jobs and urbanize, resulting in a higher demand for protection.

### 4.3 Descriptive Analysis

The results in this section presents the descriptive results based on the level with which the respondents agreed with the statements presented to them. Mean and standard deviation were used for analysis. High mean indicates strong agreement with the statements presented to them and low standard deviation indicates low dispersion rate on the level of agreement.

#### 4.3.1 Funding in CDF Projects

The findings of the study are presented in this section, along with the challenges of funding CDF projects. The aim of the analysis was to see how the following variables influenced project execution. The results are shown in table 4.6.

**Table 4.6 Funding in CDF Projects**

	N	Minimum	Maximum	Mean	Std. Deviation
Level of funding	98	1	4	4.61	1.273
Frequency of funding	98	1	5	4.78	1.206
Allocation of funds	98	1	5	4.77	.426
Adequacy of funding	98	1	5	4.57	.658
<b>Average</b>				<b>4.6825</b>	<b>.8707</b>

Source: Survey Data (2021)

The study findings indicates that level of funding (Mean=4.61), frequency of funding (Mean=4.78), allocation of funds (Mean=4.77) and adequacy of funding (Mean=4.57) were the main affecting implementation of projects in Kinangop constituency. The study results indicated that level of funding, frequency of funding, allocation of funds and adequacy of funding greatly affected the implementation of projects in a decentralized system of constituency developed fund projects in Kinangop Constituency, Kenya. Some of the funding issues included project completion and stall rates, the project manager's inability to measure expenses, the project budget not being properly planned (Combining the cost of individual activities or job packages for the calculation of an agreed base of costs), and the budgets are not sufficient to finalize the project on schedule. If local governments and private entities are to effectively carry out autonomous functions, they must have sufficient revenues – either generated locally or transferred from the federal government – as well as the authority to make spending decisions. According to KIPPRA under the DGSP, in Kenya, allocations from the various funds are inadequate. One of the problems facing the Youth Enterprise Development Fund, for example, is a lack of funding to meet the high demand and demands of the youth (Youth Enterprise Development Fund Board, 2019).

The findings were supported by Cook (2015) that the constraints of scope, budget and schedule of projects affects the implementation level of projects. These limitations are called an iron triangle since one restriction can rarely be changed without affecting the other. Trojanowska and Dostatni (2017) have supported the findings that either positively or negatively affect the way you perform the project under these constraints. It is imperative therefore that there must be a perfect mix between the scope, schedule and budgetary allocation in order to achieve efficiency, effectiveness and the right quality in the results

envisaged in a project (Andhoga *et al.*, 2018). The study findings were also supported by Das and Ngacho (2017) that any project that continues to use resources beyond its planned finish date can have a knock-on effect and disrupt other projects that are either in progress or waiting to follow. A common risk to projects is failure to start work on time due to problem with funding. Procrastination, legal or planning problems, a lack of details, a lack of funds or other resources may all trigger long delays. The financing of CDF programs should be objectively undertaken in order to ensure their longevity and viability over time in order to achieve the program's intended objectives.

### 4.3.2 Stakeholders Involvement

The aim of the study was to see how much stakeholder participation influenced project execution in Kenya's Kinangop constituency. The results are shown in table4.7.

**Table4.7 Stakeholders Involvement**

	N	Minimum	Maximum	Mean	Std.Dev
Project identification	98	1	5	4.03	.913
Project implementation	98	1	5	4.68	1.265
Monitoring & evaluation	98	1	5	4.79	1.379
Project closure	98	1	3	4.46	.540
<b>Average</b>				<b>4.49</b>	<b>1.0242</b>

**Source: Survey Data (2021)**

The study results presented that stakeholders were involved to a great extent in project identification (mean=4.03), project implementation (Mean=4.68), monitoring and evaluation (Mean=4.79) and project closure (Mean=4.46). It is clear that the stakeholders' participation element is considered vital in project implementation in Kinangop Constituency. Low stakeholder engagement in project execution is a significant risk, and stakeholders play a

critical role in CDF project decision-making. Owing to a lack of stakeholder interest in ventures, the project's performance is jeopardized. Since the average mean was above 4.49 (Mean=4.49, standard deviation=1.0242), it was decided that stakeholders were strongly consulted on matters relevant to CDF project implementation.

The findings of the study agree with Nankor & Gakuo (2018) that project execution fails due to a lack of active, reliable, and long-term involvement of the intended beneficiaries. According to Biggins et al., sensitizing people to make them more receptive to development programs and encouraging local projects and self-help is crucial in project implementation (2016). The implementation of CDF projects is planned to be participatory, with beneficiaries taking part in the process (Ndirangu & Gichui, 2019). One of the biggest challenges to address for effective participatory processes, according to Theesfeld et al., (2017), is a lack of incentives and skills among project workers to enable them to follow participatory approaches. The average level of education in a constituency is projected to affect political participation as well as the community's ability to control the use of funds.

### **4.3.3 Supervision of Projects**

The analysis aimed at seeing if project supervision had an impact on CDF projects implemented in the Kinangop district. The results are shown in table 4.8.

**Table 4.8 Supervision of Projects**

	N	Minimum	Maximum	Mean	Std. Deviation
Approved plans and BOQ	98	1	3	4.34	.517
Inspection reports	98	1	5	4.83	.381
Completion certificate	98	1	5	4.82	.389
Consultation with technical staff	98	1	2	4.68	.467
Technical staff availability	98	2	5	4.63	.545
<b>Average</b>				<b>4.66</b>	<b>0.4598</b>

**Source: Survey Data (2021)**

The results in table 4.8 indicates that approved plans and BOQ (mean=4.34), inspection reports (Mean=4.83), completion certificate (mean=4.82), consultation with technical staff (mean=4.68) and technical staff availability (mean=4.63) greatly affected the implementation of CDF projects in Kinangop constituency. The study found that supervision of projects leads to timely completion and less cost in projects of high quality. Lack of proper supervision and control of a project makes the undertaking a failure. The complexity and size of the project can require different types of experience and abilities of manager's supervision. By ensuring adherence to contract agreements, monitoring and feedback systems, managing relationships through team building, improving transparency, continuity in ensuring conformity to standards and procedures, responsiveness through work schedule management, and flexibility in advising on appropriate changes as required during the course of a project, supervision will significantly improve project performance.

The findings supports a study by Juliah (2016) that supervision of projects requires information and skilled practitioners who are able to process and analyze the project success rate. Cerezo-Narváez et al., (2020) argued that supervision ensures that the project is technically viable as all the necessary inputs for setting up a project are available in order to promote the most technologically, size and locally optimized formulation of the project.

#### 4.3.4 Government Policies, Regulations and Legislation

The findings in this section show how government rules, policies, and legislation influence CDF project implementation in Kinangop constituency. The results are shown in table 4.9.

**Table 4.9 Government Policies, Regulations and Legislation**

	N	Minimum	Maximum	Mean	Std. Deviation
Changes in policies	98	1	5	4.37	.901
Changes in regulations	98	1	5	3.96	1.619
Changes in legislations	98	1	5	3.79	1.105
Unclear policies and procedures	98	1	5	4.29	1.436
Communicating the regulations prior to project implementation	98	1	5	4.74	.693
<b>Average</b>				<b>4.23</b>	<b>1.1508</b>

**Source: Survey Data (2021)**

The study results indicated that to a great extent government policies, regulations and legislation affected implementation of CDF projects. These was evidenced by the fact that changes in policy (mean=4.37), changes in Regulations (mean=3.96), changes in legislations (Mean=3.79), unclear policies and procedures (mean=4.29) and communicating the regulations prior to project implementations (Mean=4.74). Legal practices and policy decisions significantly affect the development project and implementation. The study found



that policies and regulations should be integrated into project management through a series of trainings for stakeholders, especially the community where the projects are being implemented. The findings were supported by Nudzor (2017) that participation of local policy and regulations in developments project increases the chances of timely achievement of project objectives. It was clearly depicted that success of the development project is dependent on the policy decisions. Miano and Nairobi (2016) supported the study that because of participation of the communities involved in making those regulations and policies increases ownership. Therefore political decisions and policies enhance efficiency and sustainability of different government projects. Therefore there is need for partnerships between all actors including suppliers, county government, national government and the beneficiaries in order to ensure CDF projects are achieved in time.

#### **4.3.5 Implementation of Projects**

The analysis determined the extent to which CDF projects were implemented in Kinangop County. Table 4.10 shows a summary of the findings.

**Table 4.10 Implementation of Projects**

	N	Minimum	Maximum	Mean	Std. Deviation
The cost incurred in majority of the projects surpasses the benefits	98	1	3	4.34	.517
There is increase in the number of projects not completed on time	98	4	5	3.83	.381
Majority of the projects are sustainable	98	1	5	4.74	.693
The projects mentioned were completely implemented	98	1	3	2.67	.757
The right human resources was deployed	98	1	5	3.68	1.265
efficient financial resources were used to each of the project	98	2	5	4.57	.658
<b>Average</b>				<b>4.305</b>	<b>0.712</b>

The results of Table 4.10 show that the costs of most projects exceed benefits (mean=4.34). The cost results for most projects and that there is increase in the number of projects not completed on time (mean=3.83). However, the study established that majority of the project are sustainable (Mean=4.74). The results indicated that the projects mentioned (road, water, education, health and security) were not completely implemented in time. The study established that the right human resources was deployed in all the projects (mean=3.68) and that efficiency in the utilization of financial resources was evident (mean=4.57). on average, Mean=4.307 and a standard deviation of 0.712 indicates that implementation of the CDF projects was a success in Kinangop constituency. The CDF's implementation shows a misalignment between the local essence of capital spending decisions and funding for the operations and maintenance of such projects with local benefits. The respondents stated that the most difficult problem was the discretionary essence of capital expenditure and the inherent importance attached to political symbolism; as a result, new ventures are often

pursued while existing ones are either neglected or underfunded. Additionally, they argued that as local politicians are voted out and new ones elected, the new leaders sidelines funding for old capital projects and funds his/her new projects.

The results that the newly elected leaders want to use their power to initiate initiatives that reward their supporters, while ignoring projects initiated by opposers related to the electoral death of the opponents have been endorsed, have been endorsed by Biggins et al. (2016). The CDF's Social Audit Guide show that some CDFC's are seeking, by supporting smaller initiatives with lesser sums over many fiscal years, to evade long-term procurement regulations. Das and Ngacho (2017) found that if funds run out before a project is completed, it will have to be abandoned entirely, the money and effort that has been expended already must be forfeited and written off. Any project that still consumes resources after its scheduled completion may have a cascading effect and interrupt other projects that either are ongoing or are waiting for their initiation. The value of providing financial services to autonomous organizations to allow or motivate them to carry out their roles and responsibilities is recognized by decentralization initiatives.

#### **4.4 Inferential Analysis**

The correlation, model description, analysis of variance, and regression coefficients are all presented in this section.

##### **4.4.1 Correlation Analysis**

The meaning and intensity of the relationship between variables is depicted in the correlation analysis. Table 4.11 summarizes the findings.

**Table 4.11 Correlations Analysis**

		Project Implementation	Funding	Stakeholder's involvement	Project supervision	Government policies
Project Implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	98				
Funding	Pearson Correlation	.741**	1			
	Sig. (2-tailed)	.000				
	N	98	98			
Stakeholder's involvement	Pearson Correlation	.451**	.184	1		
	Sig. (2-tailed)	.000	.070			
	N	98	98	98		
Project supervision	Pearson Correlation	.712**	.547**	-.277**	1	
	Sig. (2-tailed)	.000	.500	.200		
	N	98	98	98	98	
Government policies	Pearson Correlation	.614**	.257*	-.103	.536**	1
	Sig. (2-tailed)	.000	.111	.314	.500	
	N	98	98	98	98	98

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

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

**Source: Survey Data (2021)**

The study results indicated that there was a strong positive correlation between project implementation and funding of projects (P=0.741, sig=0.000). There was a weak positive correlation between stakeholders involvement and project implementation (P=0.451, sig=0.000). The relationship between project supervision and project implementation was positive and strong (P=0.712, sig=0.000). The results indicates that government policies and procedures relationship with project implementation was strong, positive and significant (P=0.614, sig=0.000).

#### 4.5 Regression Analysis

The regression analysis presents the correlation coefficient, the coefficient of determination, analysis of variance and regression coefficients. The model summary 4.12 presents the coefficient of determination (adjusted R squared) and correlation coefficient ( R ).

**Table 4.12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.941	.939	1.13882

a. Predictors: (Constant), funding, stakeholder's involvement, project supervision, Government Policies

#### **Source: Survey Data (2021)**

The results indicates that the correlation between independent and dependent variables was strong and positive (R=0.970). The results also indicates that 93.9 per cent changes in project implementation was determined or explained by funding, stakeholder's involvement, project supervision, Government Policies.

#### 4.13 ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1927.887	4	481.972	371.631	.000 <sup>b</sup>
	Residual	120.613	93	1.297		
	Total	2048.500	97			

a. Dependent Variable: Project Implementations

b. Predictors: (Constant), Funding, Stakeholder's Involvement, Project supervision, Government Policies

#### **Source: Survey Data (2021)**

At 95 per cent confidence interval, it was evidenced that atleast one variance can be used to explain the changes in dependent variable (project implementation). Therefore the study established that Funding, stakeholder's involvement, project supervision or Government Policies were predictors of project implementation at 5 per cent significance level.

**Table 4.14 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15.892	1.302		12.201	.000
1 Funding	.788	.090	.292	8.790	.000
Stakeholder's Involvement	1.182	.072	.473	16.347	.000
Project Supervision	1.227	.091	.517	13.457	.000
Government Policies	1.078	.104	.310	10.368	.000

a. Dependent Variable: Project Implementation

**Source: Survey Data (2021)**

The results indicates that holding funding, stakeholder’s involvement, project supervision and Government Policies constant, the project implementation level was at 15.892 units.

$$Y=15.892+0.788X_1+1.182X_2+1.227X_3+1.078X_4$$

The results indicates that there was a positive and significant relationship between funding and project implementation ( $\beta_1=0.788$ , sig=0.000). A unit positive increase in funding of the projects results to a positive 0.788 units increase in project implementations at 5 percent significant Level. The findings were supported by Cook (2015) that the funding of projects affects the implementation level of projects. The results were supported by Trojanowska and Dostatni (2017) that project funding impacts the quality of the project’s outcome.

Table 4.13 shows that there was a favorable and statistically significant relationship between stakeholder participation and project execution ( $\beta_2 =1.182$ , sig=0.000). The results also suggest that a unit changes in stakeholder’s involvement results to 1.182 units changes in project implementation in the same direction. The study results concurs Nankoris & Gakuo, (2018) that participation of stakeholder’s results to positive project implementation. The

results also were supported by Ndirangu and Gichui, (2019) that Implementation of CDF projects are positively affected by stakeholder's involvement.

The findings show that project supervision and project implementation have a positive and meaningful relationship ( $\beta=1.227$ ,  $\text{sig}=0.000$ ). The results indicates that a unit change in project supervision results to 1.227 units changes in project implementations. The findings supports a study by Juliah (2016) that supervision of projects results to project success rate. Cerezo-Narváez *et al.*, (2020)supported that supervision ensures project implementation success.

Table 4.13 results indicates that there was a positive and significant relationship between government regulations and project implementation. A unit positive change in government policies, procedures and legislation results in 1.078 positive units changes in project implementations. The findings were supported by Nudzor (2017) that policy and regulations in developments project increases the chances of timely achievement of project objectives. Miano and Nairobi (2016) found that regulations and policies are positively related to project success in implementation.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter presents the summarized results on challenges affecting implementation of CDF projects in Kinangop Constituency of Nyandarua County. The challenges were; funding, stakeholders involvement, project supervision and government policies and procedures. Conclusions were based on findings and recommendations done based on conclusions.

#### **5.2 Summary of the Findings**

The study findings indicates that level of funding, frequency of funding, allocation of funds and adequacy of funding greatly affected implementation of projects in Kinangop constituency. The project completion and stall rates, the project manager's failure to estimate expenditures, the project budget not being adequately managed (evaluating an approved expenditure baseline by combining the approximate costs of individual tasks or work packages), Any of the issues surrounding the funding included the budgeted funds not being enough to complete the project on time, and the budgeted funds not being enough to complete the project on time.

The study results presented that stakeholders were involved to a great extent in project identification, project implementation, monitoring and evaluation and project closure. It is clear that the stakeholder's involvement element is considered vital in project implementation in Kinangop Constituency. Low stakeholder engagement in project execution is a significant risk, and stakeholders play a critical role in CDF project decision-making.



The results indicates that approved plans and BOQ, inspection reports, completion certificate, consultation with technical staff and technical staff availability greatly affected the implementation of CDF projects in Kinangop constituency. The study found that supervision of projects leads to timely completion and less cost in projects of high quality. Lack of proper supervision and control of a project makes the undertaking a failure. The complexity and size of the project can require different types of experience and abilities of managers supervision.

The study results indicated that to a great extent government policies, regulations and legislation affected implementation of CDF projects. These was evidenced by the fact that changes in policy, changes in Regulations, changes in legislations, unclear policies and procedures and communicating the regulations prior to project implementations greatly affected implementation of projects. It was clearly depicted that success of the development project is dependent on the policy decisions. Therefore there is need for partnerships between all actors including suppliers, county government, national government and the beneficiaries in order to ensure CDF projects are achieved in time.

### **5.3 Conclusions**

The study concludes that 93.9 per cent changes in project implementation was determined or explained by funding, stakeholder's involvement, project supervision, Government Policies. The study concluded that funding, stakeholder's involvement, project supervision or government policies were predictors of project implementation.

According to the findings, funding and project implementation have a positive and significant relationship. A unit positive increase in funding of the projects results to a positive units increase in project implementations. The study's findings show that stakeholder

participation and project implementation have a positive and significant relationship. The results also suggest that a unit increase in stakeholder's involvement results units increase in project implementation.

According to the findings, project supervision and project implementation have a positive and significant relationship. The results indicates that a positive unit change in project supervision results to a positive units changes in project implementations. The results concludes that there was a positive and significant relationship between government regulations and project implementation. A unit positive change in government policies, procedures and legislation results in positive units changes in project implementations.

#### **5.4 Recommendations**

The project budget, according to the study, is an important part of the budget and has a direct impact on the CDF project's planning and implementation phases. For efficient resource management, total and individual costs of the project's various work packages should be monitored. The WBS and the project schedule should be related, and the project scope should be used to estimate project costs. Estimating individual activity costs based on implementation conditions can aid in generating accurate overall cost estimates. Similarly, the study suggests that resources control should be a priority for effective project execution to ensure that projects are completed on schedule and on budget.

The study suggested that supervisory schedules be established using the previously developed WBS. Similarly, the study suggests that precise task sequencing be used to establish accurate and attainable supervision schedules. Identifying dependencies and conceptual relationships between project activities is part of the activity sequencing process.

Daily checks and controls should be done to detect anomalies as soon as possible since a time schedule without tracking is meaningless to the project team. If irregularities are identified early, the project team will be able to take the appropriate measures.

### **5.5 Suggestions for Further Study**

This report looked into the issues concerning project implementation in the Kinangop constituency. More research into the factors that affect the success of CDF projects is recommended by the report. According to the report, a similar study should be conducted in other countries to demonstrate the true situation around the world. The results of such studies would serve as a framework for developing government policies and legislation.

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## APPENDIX I: QUESTIONNAIRE

### Challenges Affecting Implementation of Projects in a Decentralized System: The Case of Constituency Developed Fund Projects in Kinangop Constituency.

Dear respondent

This questionnaire is strictly for academic purposes only. Your response to this questionnaire will be treated with strict confidence.

#### Instructions

1. Read the questions carefully and give an objective answer.
2. Tick where appropriate.

#### **Part A: Background Information**

1. **Gender:**

Male

Female

2. **Age Bracket**

Below 25 years

26-35 years

36-45 years

45 years and above

3. **Education level**

Primary level

Secondary level

College/University

4) Indicate the years you have worked in your current position

1 year or less [ ]

1 year to 3 years [ ]

3 years to 5 years [ ]

5-8 years [ ]

8 years and above [ ]

5) What is the sector of the project you manage?

Education

Water

Health

Security

Bridges

Any other (Specify).....

**PART B: FUNDING IN CDF PROJECTS**

6. To what extent do you think the following factors related to funding in CDF projects affect implementation of projects in a decentralized system of governance? **Key: 5**=To a very large extent 4. To a large extent 3. Moderate extent, 2. To a small extent and 1. Not at all

Factor	1	2	3	4	5
Level of funding					
Frequency of funding					
Allocation of funds					
Adequacy of funding					

7. Indicate some of the challenges relating to Funding of projects.....

**SECTION C: STAKEHOLDERS INVOLVEMENT IN PROJECT IMPLEMENTATION**

8. To what extent do you think the following factors related to beneficiary’s involvement in projects affect implementation of the said projects in a decentralized system of governance? **Key: 5=**To a very large extent 4. To a large extent 3. Moderate extent, 2. To a small extent and 1. Not at all

<b>Factors</b>	1	2	3	4	5
Project identification					
Project implementation					
Monitoring & evaluation					
Project closure					

9. Indicates some of the challenges faced in involving Stakeholders in project implementation.....  
 .....  
 .....  
 .....  
 .....

**SECTION E: SUPERVISION OF PROJECTS**

10. To what extent do you think the following factors related to supervision of projects affect the implementation of projects in a decentralized system of governance? **Key 5.** To a very large extent 4. To a large extent 3. Moderate extent 2. To a small extent 1. Not at all

<b>FACTORS</b>	1	2	3	4	5
Approved plans and BOQ					
Inspection reports					
Completion certificate					
Consultation with technical staff					
Technical staff availability					

11. What are some of the challenges faced in supervising the decentralized projects.....  
 .....  
 .....  
 .....

**SECTION F: GOVERNMENT POLICIES, REGULATIONS AND LEGISLATION**

12. To what extent do you think the following factors related to government policies, regulations and legislation affect the implementation of projects in a decentralized system of governance? **Key 5:= To a very large extent** 4. To a large extent 3. Moderate extent, 2. To a small extent 1. Not at all

<b>Factors</b>	1	2	3	4	5
Changes in policies					
Changes in regulations					
Changes in legislations					
Unclear policies and procedures					
Communicating the regulations prior to project implementation					

13. Comment on Challenges brought about by government policies, regulations and legislation in the implementation of projects.....

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

**SECTION G: IMPLEMENTATION OF PROJECTS**

<b>Factors</b>	1	2	3	4	5
The cost incurred in majority of the projects surpasses the benefits					
There is increase in the number of projects not completed on time					
Majority of the projects are sustainable					
The projects mentioned were completely implemented					
The right human resources was deployed					
efficient financial resources were used to each of the project					

14. Indicates other challenges faced in implementing the CDF projects in your constituency.....

.....

**Thank you**