IMPLEMENTATION PRACTICES OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA: A CASE OF WAJIR EAST CONSTITUENCY

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MAY 2018
DECLARATION

I declare that this research project is my original work and that it has not been presented in any university for academic credit.

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

Signed: ………………………………                                Date: ………………………

Mr Shadrack Bett

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DEDICATION

I dedicate this work to my friends and family
ACKNOWLEDGEMENT

I would like to express my very great appreciation to my supervisor, Mr Shadrack Bett for his support, encouragement and guidance in writing this project. I would like to offer my special thanks to all respondents for their dedication in my undertaking and the impact they made to enable me reach this far. I wish to acknowledge all my classmates, for all the assistance and morale they accorded to me. I would also like to acknowledge my friends and relatives especially my parents, wife and my siblings for their encouraging words.
ABBREVIATIONS AND ACRONYMS

CDF- Constituency Development Fund
CDFC- Constituency Development Fund Committee
MP- Member of Parliament
PMCs- Project Management Committees
SPSS- Statistical Packages for Social Sciences
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OPERATIONAL DEFINITION OF TERMS

Constituency Development Fund (CDF): a fund established in 2003 to spur grass root development managed at the constituency level

Funding resources: Refers to funds that are invested in a CDF development initiative.

Governance: The act of providing leadership to a project team as well as managing activities and project resources.

Implementation: is the carrying out, execution, or practice of a plan, a method, or any design, idea, model, specification, standard or policy for doing something. As such, implementation is the action that must follow any preliminary thinking in order for something to actually happen (Basik, 2010).

Project: A project is defined as a temporary endeavour undertaken to create a unique product or service.

Project success: The ability of a project to be completed within its budget, due date and within the intended design.

Project management is the process of making decisions and operationalizing certain strategies and tactics to bring the project to success.

Stakeholder involvement: the active engagement of all individuals or groups who have an active stake in the project.

Skills: Skill is the ability of the project implementors to handle n given task during the project implantation. This is either a knowledge gained from an academic institution or gained on the job as one interacts with similar issues at different stages and reaching a solid decision.
ABSTRACT

Successful implementation of a project is usually difficult and complex and appears to be one of the most difficult aspects of a manager’s job. Implementation of any project depends on various factors. These factors include; proper planning, adequate financing, organizational factors and effective communication between the stakeholders. The implementation of CDF has been marred by repeated accusation of abuse of funds, patronage due to excessive powers of the members of parliament, incomplete projects, and lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of the fund. The general objective of this study was to investigate implementation practices of constituency development fund projects in Wajir East Constituency, Kenya. The study will be beneficial to various CDF committees including the planning and implementation committees as well as the government. Survey research design was adopted for the study. The target population for this study was CDF committee members and managers in Wajir East Constituency. The sampling technique that was used in this study was stratified random sampling. Both primary and secondary data were collected. The study sought to find out whether they consulted the stakeholders before implementing the projects where the majority (61.90%) answered in the affirmative. The study sought to find out whether skills of the project teams affected successful implementation of CDF projects where the findings indicated that 74.6% of the respondents agreed. Majority (89%) of the respondents indicated that CDF was the main source of funding for the projects. Results indicated that 82% of the respondents agreed that governance affected implementation of CDF projects. The study recommends that there is need to have skilled project managers to ensure that there is efficiency on the performance of CDF funded project. The study recommended that the department of social development should strengthen regulatory measures to ensure that group and committee members elections were being conducted yearly. CDFC members need to be individuals who have the interest of the public at hand so as to involve them in all CDF funded projects stages to realize ownership of CDF funded projects. The CDFC and by extension PMC need not be ‘recruited’ basing on political cronyism so as to have some standards of professionalism in CDF management. Various government ministries need to be fully involved to give the much required technical input throughout CDF project cycle and not at convenient stages as is the current case.
CHAPTER ONE
INTRODUCTION

1.1 Background of the study
Globally, parliamentary involvement in grassroots projects and in community development has been growing in a diverse set of countries, including Kenya, Pakistan, India, Uganda, Bhutan, Jamaica and Papua New Guinea. One tool for this involvement is Constituency Development Funds (CDFs), which dedicate public money to benefit specific political subdivisions through allocations and/or spending decisions influenced by their representatives in the national parliament. Several projects have been funded through CDF which resemble the USA congressional allocation called member item (Basik, 2010).

Successful implementation of a project is usually difficult and complex and appears to be one of the most difficult aspects of a manager’s job (Bolles, 2002). It is a stage in project management that involves putting funds into real work. A project has been defined as the investment of money or otherwise in a time bound intervention to create productive deliverables while implementation is defined as a specified set of activities designed to put into practice an activity or program of known dimensions. According to this definition, implementation processes are purposeful and are described in sufficient detail such that independent observers can detect the presence and strength of the "specific set of activities" related to implementation (Cleland, 2006). In addition, the activity or program being implemented is described in sufficient detail so that independent observers can detect its presence and strength (Harold, 2004). In other words implementation simply means carrying out the activities described in a work plan, therefore making Project implementation or project execution the phase where visions and plans become reality (Young, 2013).

Implementation of any project depends on various factors. These factors include; proper planning, adequate financing, organizational factors and effective communication between the stakeholders (Pedro, 2014). The implementation of CDF has been marred by repeated accusation of abuse of funds, patronage due to excessive powers of the members of parliament, incomplete projects, and lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of the fund (TISA, 2009). Project managers need to
systematically and quantitatively assess these critical variables, anticipating possible effects, and then choose appropriate methods of dealing with factors that affect project success (Mobey & Parker, 2002). The chances of a project succeeding according to Dennis and Jeffrey (2010) can be increased if firms have an understanding of what the critical success factors are which may include understanding of organizational culture, planning, communication and adequate finances and community involvement in project identification. Community involvement in project identification and implementation ensures that projects implemented through decentralized funds respond to the needs of the community. It also contributes towards community ownership of projects.

The Kenyan Constituency Development Fund (CDF) was introduced in 2003. The fund was designed to support constituency-level grass-root development projects. It is aimed at achieving equitable distribution of development resources across regions and to control imbalances in regional development brought about by partisan politics. It targeted all constituency-level development projects, particularly those aiming to combat poverty at the grassroots (Nyaguthii & Oyugi 2013). The CDF program has facilitated the putting up of new water, health and education facilities in all parts of the country, including remote areas that, until then, often received inadequate attention during funds allocation in national budgets (Ochanda, 2010).

1.1 Successful Implementation of CDF Projects

Project management is the process of making decisions and operationalizing certain strategies and tactics to bring the project to success. According to Mobey and Parker (2002), to increase the chances of a project succeeding it is necessary for the organization to have an understanding of what are the critical success factors, to systematically and quantitatively assess these critical factors, anticipating possible effects, and then choose appropriate methods of dealing with them. Project success means different things to different people. According to Pinto (2007), it means achieving deadlines or delivering within the budget and making the customer happy.

Nicholas (2011) views success as satisfying the project objectives, that is, time, cost, quality and safety. Projects may actually not be successful in meeting multiple criteria with success hence project managers must usually make tradeoffs that are agreed upon by clients and other project participants, hence a project may be considered successful even if the proportions of objectives
were not met. Kezner (1987) notes that project success involves both meeting customer expectations and getting the job done within the commonly acceptable constrains of time, cost and quality. He suggests that project management can be defined as successful when it has achieved the project objectives; within time, within cost and at the defined performance level while utilizing the assigned resources effectively and efficiently. Project failure is when the final results are not what were expected.

1.1.2 CDF Projects
The Kenyan Constituency Development Fund (CDF) was introduced in 2003 during the Kibaki presidency. The fund was designed to support constituency-level, grass-root development projects. It was aimed to achieve equitable distribution of development resources across regions and to control imbalances in regional development brought about by partisan politics. It targeted all constituency-level development projects, particularly those aiming to combat poverty at the grassroots. The CDF program has facilitated the putting up of new water, health and education facilities in all parts of the country, including remote areas that were usually overlooked during funds allocation in national budgets.

CDF is helping provide services to communities that for many years did not benefit substantially from government services (Mwagwabi, 2008). In particular, basic services like health care, good roads and schooling are now being made available through CDF. In this regard, if the CDF initiative is properly implemented, it can play a significant role in the achievement of the Vision 2030 objectives, which are overly geared towards enhancing economic growth and poverty reduction. Given the importance of this Fund in local development, it is critical to strengthen its institutional, design and implementation aspects. This will be instrumental in enhancing the efficiency in the utilization of funds and reinforcing CDF implementation by promoting citizens participation in CDF processes and activities (Kimani, Nekesa & Ndungu, 2009).

1.2 Statement of the Problem
During the implementation of projects, disconnect may arise between commitments made at different levels and actual implementation on the ground. These commitments are designed to achieve the projects’ desired results and would determine the success or failure of the projects. Project success can be defined in terms of timeliness, within budget, stake holder satisfaction and
accountabilities. On the other hand, project failure would entail lateness, cost ineffectiveness dissatisfied stakeholders and lack of accountabilities. The implementation of project effectively and within budget would be influenced by the execution of project activities, accuracy of project financial forecasts and the subsequent forces of demand and supply on the project inputs. Stakeholders' satisfaction entails meeting their expectations in the implementation of the projects. Financial accountabilities entail prudence and transparency in the utilization of projects for the purposes they are intended for.

There has been a lot of criticism, from various quarters, on the way the CDF is managed and implemented. According to Transparency International (2014), doubts have been raised as to whether the constituency development fund has met its stated objectives. For instance there is reported lack of transparency in allocation of funds for development projects; it is not clear how decisions are arrived at on what development projects to be implemented and the formation of the Constituency development committees that are the centre of decision making are characterized by political patronage. A report by the Kenya Tax Payers Association for 2013/14 indicated that 40% of the CDF could not be accounted for, 20% of the projects had not been successfully completed and only 5% had been completed successfully.

Obuya (2008) noted that a number of projects despite being completed remain underutilized or un-operational. The study pointed out that new projects are initiated and undertaken while the existing and ongoing ones are left to deteriorate due to underfunding. Despite so many projects having been initiated so as to transform the living standards of the constituents of Wajir East constituency, little has been achieved. Many projects have been initiated but never completed. Other projects have been stopped due to various challenges such as repeated accusation of abuse of funds, political interference by MPs, incomplete projects, a lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of CDF projects. Even though each constituency under the umbrella of constituency development fund committee (CDFC) is responsible for the management of CDF and is the vehicle of disbursing funds to the grass root level, the management faces varied implementation challenges that influence performance of the projects. It is against this background that the study sought to establish the successful implementation practices of CDF projects in Wajir East Constituency.
1.3 General Objective
The general objective of this study was to investigate implementation practices of constituency development fund projects in Wajir East Constituency, Kenya.

1.3.1 Specific Objectives
i. To find out the effect of stakeholder involvement on successful implementation of CDF projects in Wajir East Constituency, Kenya
ii. To examine how skills of management teams and committees influence successful implementation of CDF projects in Wajir East Constituency, Kenya.
iii. To establish how funding affects successful implementation of CDF projects in Wajir East Constituency, Kenya.
iv. To determine the effect of governance on successful implementation of CDF projects in Wajir East Constituency, Kenya.

1.4 Research Questions
i. How does stakeholder involvement affect successful implementation of CDF projects in Wajir East Constituency, Kenya?
ii. What is the effect of skills of management teams and committees on successful implementation of CDF projects in Wajir East Constituency, Kenya?
iii. What are the effects of funding on successful implementation of CDF projects in Wajir East Constituency, Kenya?
iv. How does governance affect successful implementation of CDF projects in Wajir East Constituency, Kenya?

1.5 Significance of the Study
CDF is a very important instrument of development especially in the rural poor of the country. Through CDF various communities in the country have been able to realize and access fundamental services like health, water, education just to mention but a few under the initiative of CDF projects. However, maximum benefits can only be realized by the beneficiaries only if there is effective and proper implementation. The study will be beneficial to various CDF committees including the planning and implementation committees by highlighting the major determinants
influencing project implementation process. The government might also benefit from the study findings and recommendations by formulating policies that enable efficient implementation of CDF projects. Scholars and researchers might also benefit from the study as it might inform them on the successful implementation practices of CDF projects thus, acting as a point of reference to other studies.

1.6 Scope of the Study
The study focused on the successful implementation practices of CDF projects in Wajir East Constituency in Wajir County. The study was confined to the CDF managers, project teams and beneficiaries in the constituency. The study considered four variables which influence successful implementation of CDF projects, namely: stakeholder involvement, skills of management teams and committees, funding and governance. The study was carried out in 2018 where the data was collected in September for a period of one month.

1.7 Limitation of the Study
Due to the time and financial resources constraint, the study concentrated on a relatively small portion of the accessible population. This might limit the generalization of the findings to the whole country since other factors not considered in the study might be at play in other constituencies. Besides, some respondents were also unwilling to give information due to suspicion of some nature. Inadequate resources were addressed by a trade-off between sample size and available funds in such a manner that the sample size was not too small to lack representativeness of the target population and not too large to constrain the resources. The respondents were informed on the purpose of the study which was purely academic and that the information given would be treated with the greatest confidentiality.

1.8 Assumptions of the Study
In the proposed study, the following assumptions were made:
   i. All the respondents were cooperative and provided reliable information.
   ii. That there were no extraneous intervening variable with the process of data collection such as biased responses. If it arose, the variable was assumed insignificant.

1.9 Organization of the Study
This study comprised of five chapters each of which covers the different subtitles as outlined; Chapter one is the introduction of the study containing background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the
study, limitations of the study and assumptions of the study. Chapter two contains literature review which covers theoretical review, empirical review, summary and research gaps and conceptual framework. Chapter three contains the study research design, target population, sample design and sample size, data collection instruments, reliability and validity of the research instruments, data analysis and ethical considerations. Research findings and discussions is contained in chapter four. Summary, conclusions and recommendations is contained in chapter five.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter covers the review of the available literature related to the study. It gives a brief review of the theoretical review, stakeholder involvement, skills of management teams and committees, funding and resources, governance, critical review of literature, summary and research gaps. The chapter concludes with a conceptual framework.

2.2 Theoretical Review
2.2.1 Theories of projects implementation
Project implementation theory as Nutt, (1986) puts it is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes'. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted. Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous. Amachree, (1988) made several important distinctions pertinent to these processes of planned change, identifying four procedures called the entrepreneurial, exploration, control and implementation sub processes. From this perspective, implementation can be viewed as a procedure used in planning change process that lays out steps taken by the entire stakeholders to support change.

Project implementation strategies have evolved in order to plan, coordinate and control the complex and diverse activities of modern industrial and commercial projects. All projects share one common characteristic – the projection of ideas and activities into new endeavors. The ever-present element of risk and uncertainty means that the events and tasks leading to completion can never be foretold with absolute accuracy. For some very complex or advanced projects even the possibility of successful completion might be in serious doubt (Amachree, 1988). The purpose of project management is to foresee or predict as many of the dangers and problems as possible and to plan, organize and control activities so that the project is completed as successfully as possible in spite of all the risks. The aim is for the final result to satisfy the project sponsor or purchaser,
within the promised timescale and without using more money and other resources that were originally set aside or budgeted.

### 2.2.2 Success and sustainable theories

According to (Goldratt, 1984), organizational performance is dictated by constraints. These are restrictions that prevent an organization from maximizing its performance and reaching its goals. Constraints can involve people, supplies, information, equipment, or even policies, and can be internal or external to an organization. Types of (internal) constraints include equipment; the way equipment is currently used limits the ability of the system to produce more salable goods/services, people: lack of skilled people limits the system. Mental models held by people can cause behaviour that becomes a constraint, policy: a written or unwritten policy prevents the system from making more. The theory says that every system, no matter how well it performs, has at least one constraint that limits its performance this is the system's weakest link. The theory also says that a system can have only one constraint at a time, and that other areas of weakness are non-constraints until they become the weakest link. The theory is used by identifying the constraint and changing the way of working so as to overcome it. The researcher will use this theory evaluate how the constraints of the manager, stakeholder involvement and project team training influence success of CDF projects in Wajir East Constituency.

A study by Baker, (1998) strongly confirms the importance of including client satisfaction within any measure of project success. In fact, client satisfaction with the formal result has a great deal to do with the perceived success or failure of the project. Findings from the above research support the following definitions of project success. "If the project meets the technical performance specifications and or mission to be performed and if there is a high level of satisfaction concerning the project outcome among the people in the client organization and key users or clients of the project effort, the project is considered on the overall successful” (Baker, 1998). Perception plays a strong role in this definition. Therefore, the definition is more appropriately termed 'perceived success of project'; Baker, (1998) hence concluded that 'in the long run what really matters is whether the parties associated with and affected by a project are satisfied. Good scheduled and cost performance means very little in the face of a poor performing product'. It may be shown that in many ways, measures of project and implementation success are parallel and complement each other. Consequently, Pinto (2007)
suggested that a synthesis of the measures of success in the fields has the potential to present a more accurate, comprehensive, and useful model of project success.

Sustainable development is a pattern of resource use that aims at meeting human needs while preserving the environment so that these needs can be met not only in the present, but also for future generations. The term was used by the Brundtland Commission which coined what has become the most often-quoted definition of sustainable development as development that ‘meets the needs of the present generation without compromising the ability of future generations to meet their own needs (Reclift, 1997).’

Sustainability describes a form of economy and society that is lasting and can be lived on a global scale. Sustainable development ties together concerns for carrying out capacity of natural systems with the social challenges facing humanity. The society-changing potential of the claim: ‘More justice between generations, more global justice at the same time’ faces the peril of getting out sight. Sustainability is just not the trivial general claim to take social, economic and environmental policy serious independent of any relationship in time and space and to strike a sound balance between these aspects. In its literal rudiments, sustainability means a capacity to maintain some entity, outcome, or process over time. According to the economist Amartya Sen’s “development as freedom” dictum (1999), we create options for the future by creating options for today’s poor because more options will drive greater development. The study was based on this theory due to its relevance in addressing global and local sustainability issues especially development projects aimed at alleviating poverty at grass root level.

2.3 Empirical Review

2.3.1 Stakeholder involvement
Stakeholder Management helps ensure successful change. It helps managers access and manage the environment around the planned programme and brings out the interests of the stakeholders and identifies potential conflicts to assign a level of risk or challenges to the programmer’s success. It also helps identify existing relationships between stakeholders that can be leveraged to build coalitions and potential partnerships that go on to build valuable trust and collaboration among the stakeholders (Llewellyn, 2009).
Implementation of projects should start once stakeholders are identified, characterized and structured, participation level attributed and participation techniques decided. Adherence to the principles in Section1, such as the early involvement of the stakeholders and the establishment of clear rules, is essential for a successful participation process. This implies that the project management clearly understands each step of the proposed participatory process, especially the participatory techniques. In order to motivate the stakeholders to remain active in the process until the end, an adequate information and publicity about the techniques is useful. An inappropriate implementation can lead to stakeholder’s mistrust and frustration, and as consequence, a failure of the project (Karlsen, 2002).

In his interview with the officials of the CDC, Mapesa (2006) confirmed that the CDC has tried to encourage community participation in PNI and project implementation to ensure transparency, process ownership and viability. Poor community participation has led to poor choice of projects some of which are not supported by the CDF Act. To enhance community participation in tendering and supplies, several measures are put in place to facilitate smooth and transparent implementation of projects. These measures include: registration of contractors/suppliers and artisans, provision of information on tendering and supplies guidelines, and formation of a subcommittee for vetting and recommending suppliers. This is also to ensure that the CDF money remains in the constituency.

Successful activity managers not only understand this but are also willing to do whatever is necessary to ensure that their senior stakeholders understand and fulfill this support role. This requires the activity manager to be skillful at building and maintaining robust relationships, focused on engaging the support of senior executives, understanding their expectations and managing them through targeted communication. Effective communication helps change perceptions and adjust expectations (to make them more realistic and achievable), as well as helping to acquire the support necessary for successful delivery of the outcomes of the activities. Involving stakeholders in a participatory analysis and decision making around community and project development issues an important operational method (Chikati, 2009). Stakeholders may have a varied level of interest, involvement and influence on the project but it is extremely
important to identify all the stakeholders and manage them as they can have a negative and positive influence on the project.

2.3.2 Skills of management teams and committees

The skills required for project management are now often divided 50/50 into traditional ‘hard’ skills, such as risk management and scheduling, and ‘soft’, people oriented skills, such as interpersonal communication. Leadership skills are on the same level as any other technical activity with which the project manager is faced and project success is based on planning, establishing an effective team, feedback through team meetings, and commitment to the task at hand. A balance between the technical and leadership aspects of project management and the project manager's goals are to build team morale and foster good working relations so everyone is eager to work toward a common goal--project completion.

Toor, and Ofori (2008) suggested that successful project managers are in high demand as organizations strive to deliver successful projects at a faster pace in increasingly complex environments. One of prerequisite requirement of project manager is subject matter knowledge. Effective project managers understand the inner workings of their organizations and know enough about their products/services to hold intelligent conversations with customers, stakeholders, suppliers, and functional leaders within the organization. The best project managers are excellent listeners, and view exchanges with the above groups as learning opportunities.

Project managers that are new to an organization set aside learning time each week to better understand and interact with the four groups noted above. This learning investment is paid back many times over in the form of good decisions, effective meetings, and successful cases, project managers use senior leadership support to get things done (Turner et al, 2010). Project managers are very good at scheduling update forums with senior leadership project delivery .Project management tools are other essentials of managers (Lloyd, et al 2011). Effective project managers understand how, when, and why to deploy project management disciplines at different points in a project. Examples of these tools include developing project charters, planning, scheduling, vendor management, risk assessment, budgeting, change management, and project control. Projects cannot be successful without interpersonal skills. Successful project managers know how to motivate people who do not work for them, and keep teams working effectively
together. Quite simply, effective project managers tend to be as “likeable” as they are assertive (Lloyd, et al 2011).

Some of the overriding factors leading to successful project management included technical credibility and the ability to use a systems approach for completing tasks that met performance standards on time and within planned costs. Project manager best suited for project management ventures based on their training, experience, and educational background. The focus of project-management training has been on the technical skills deemed essential to the position, from mastering planning or budgeting processes to cost containment and evaluating risk, however, posits that because managers who are pressed into the role of project manager often focus on technical issues while giving management aspects less credence, they fall short of relating their game plans to the overarching strategy of the organization.

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

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

According to Chandra (2008), availability of adequate funds also has a direct connection with expeditious implementation of projects. Firms with adequate funds have successful completion of their projects. There is always a budget for the project and this presents with serious project constraints. While the overall resource available may in theory be sufficient to complete the project, there might be difficulties arising from the way in which the project is scheduled. There might be a number of activities scheduled to take place at the same time and this may not be possible given the amount of resources available.

Projects usually compete for resources. These resources include manpower, money and time. These projects compete against each other putting the project manager in the position of being in competition. Portfolio management is a solution to this whereby the project manager asks the top level management to define and set project priority across all projects. Also some projects seemingly are more important only due to importance' and political clout of the project manager, these may not be aligned with the organization's goals and objectives.

Running a project initiative heavily depends on availability of varied resources to facilitate execution of tasks to accomplish organizational goals, Jean (2002). A project intervention is established on the platform of availability of resources invested with the sole purpose of gaining interest; hence resource mobilization is a fundamental requirement for project success, Prusona (2003). According to Jared Ogari (2001), no project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a motion.

The successful execution of construction projects, keeping them within estimated cost and the prescribed schedules, primarily depends on the existence of an efficient construction sector capable of sustained growth and development in order to cope with the requirements of social and economic development and to utilize the latest technology in planning and execution (Nana Agyeman, 2010). According to Challabii, et al, (1984), adequate planning at the early stages of a project is crucial for minimizing delays and cost overruns. Nyagah (2010) concluded in his study that the biggest challenge that faced CDF funded projects is that projects undertaken were
substandard and implemented selectively. He continued to state that only constructors reap heavily from the shoddy jobs that they did. This study clearly captured the belief of most Kenyans that CDF was meant to benefit a few people. It is true that the media and it was in public domain that most Kenyans were not happy with the quality of projects done by CDF.

Baskin (2010) reinforced the above conclusion on new MPs abandoning projects initiated by their predecessors by stating that it was necessary to address the politicized nature of CDF funds, so that projects begun in one mandate would be completed regardless of electoral results. Indeed this was a major challenge with CDF projects as many times than not, whenever we had a new MP; projects started by previous MPs were abandoned for political reasons. This resulted in the objectives of the initial project being left unattained and hence leaving a big gap unfilled. The management of CDF funds should have found ways to promote continuity and ensure that all started projects were funded to completion before new ones were started.

Although project delivery process does not have a stage called funding, budgetary constraints affect each stage of the process (Sullivan & Mayer, 2010). The Right of Way to a project is not identified by a project that only fulfills the environmental process, only for the policy makers to disagree with the chosen source of funding. Mansfield et al (1994) reviewed the correlation between cost overruns and project delays and realized that a good agreement exists between the two factors.

2.3.4 Governance
Leadership is an important issue that can best be analyzed within a governance framework. In general, governance refers to the system (i.e., traditions, institutions and processes) by which power is exercised in making decisions on issues of public concern including giving citizens are a voice in the process. Good governance is based on the exercise of fairness, transparency, accountability, responsibility, discipline, equity, efficiency and effectiveness among other values in discharging ones duties. Hitherto, the CDF lacks an effective mechanism for good governance (Kimutai, 2006).

CDF lacks its own structure for disclosure and accountability, since these are handled by central government officials. The Kenyan Public Service and especially procurement and supplies
departments have often been accused of inefficiency and ineffectiveness. This is worsened by the near complete absence of civic participation in the use of the fund (Mayo, 2005). This notwithstanding, the introduction of CDF was not accompanied by additional human resources hence it can be expected that the capability of accounting officers is far much stretched to be effective. Without such effectiveness, unethical practices are likely to pass unnoticed in as far as the utilization of the fund is concerned.

There seems a relationship between the nature of project team and the implementation of CDF Funded development projects. In the light of this possibility, it might be tempting to believe that the extent, to which a project output are obtained, is largely determined by the degree to which adequate governance is provided. Governance entails a display of vision and integrity, perseverance and courage, hunger for innovation and willingness to take risks. Effective leaders have the ability to read the forces that shaped their times and seize on the resulting opportunities, Mayo (2005).

In the views of Bwisa (2009), good governance must be a priority as it is the single most important factor which will determine the rate at which the country will eradicate poverty. There is need to identify and remove institutions and regulatory obstacles that hamper the participation of citizens in the process of formulation and implementation of economic policies. Governance, as enshrined by the guiding principles of leadership and integrity in the new Kenyan Constitution (2010, 2c) entails selfless service based solely on the public interest demonstrated by: honesty in the execution of public duties; accountability to the public for decisions and actions; and discipline and commitment in service to the people. On account of such leadership perceptions, it is apparent that adequate community leadership is pivotal to the sustainability of community based development projects. According to Paulo Freire, the founder of psycho-social analysis, development means a balanced growth in the economic and social fields, and that development should be much more quality of life as seen by an individual, a community or a country at large.

This principle is based on the premise that the core of any chosen community development intervention should emanate from distinct people’s needs. This felt need must be seen to cut across majority of community members, thus through adequate leadership the community will be
sensitized to set own goals and initiate sound actions that address such needs according to their experiences and local resources. In the words of Kimutai (2006) a good leader listens and takes into consideration team member’s views. The leader should be able to allow people to contribute, never overbearing and always motivating. For community based development projects to be sustained, it is incumbent upon the leaders to steer the process of setting the community goals. These goals must be agreed on by the majority and should be congruent with the aspirations, desires and expectations of the people. This can only be attained by involving the community members in decision making, planning, and design of the projects, implementation, monitoring and evaluation in addition to future sustainability of the projects.

2.4 Summary and Gaps to be filled by the study
The studies reviewed concentrate on the findings carried out in business oriented projects. The findings may therefore not sufficiently address the unique characteristics of projects carried out in other settings. Studies on CDF projects are lacking to the best knowledge of the researcher. Further, the studies reviewed are largely descriptive in that they describe the status of projects as it is. It is important to not only report the status but also evaluate the methods of remediying the state of affairs. The current study went further and analyzed the determinants of project success or failure, measure their respective contribution to project success or failure and finally assess ways of surmounting the impediments to the success of CDF projects in Wajir East Constituency.

2.5 Conceptual Framework
According to Orodho (2003) conceptual framework is a model of presentation where a researcher conceptualizes or represents the relationships between variables and shows the relationships graphically or diagrammatically. In the study the conceptual framework is a hypothesized model identifying the concepts or variables under the study and shows their relationship. The purpose of a conceptual model is to help the reader to quickly see the proposed relationships (Mugenda & Mugenda, 2003). The researcher puts the conceptual model to test in order to establish the significance of the proposed relationships. In this study, the conceptual framework below was applicable.
As shown in figure 2.1, the independent variables were; stakeholders participation, skills, funding and resources and governance while the dependent variable was successful implementation of CDF projects.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1. Introduction
This chapter deals with the research methodology used in the study. It outlines the research design, target population, sample size and sample selection. It also features data collection instruments, instruments pre-testing (piloting), instrument validity and instrument reliability. This chapter also presents data collection techniques and methods of data analysis.

3.2 Study Design
Descriptive research design was adopted for the study. The design was appropriate for the study because it provides quantitative and numerical description. Descriptive research design has the ability to produce information about aspects of education that interests policy makers and researchers. The descriptive survey design helped to ensure minimization of bias and maximization of reliability because of its rigidity and it focuses on the objectives of the study. The research design is appropriate for field survey studies where respondents are observed in their natural set ups without manipulating the environment. Previous studies have used descriptive research design conclusively giving accurate results.

3.3 Target Population
The target population for this study was CDF committee members and managers in Wajir East Constituency. The study covered three major development areas within the vast county. This includes; education, health facilities and water projects. In addition to this it also targeted the main CDF officers in charge of all these projects. The characteristics of this population were as shown in table 3.1;
Table 3.1 Target population

<table>
<thead>
<tr>
<th>Type of project and CDF teams</th>
<th>No of projects</th>
<th>No of committees members and managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational</td>
<td>30</td>
<td>240</td>
<td>32.5</td>
</tr>
<tr>
<td>Health facilities</td>
<td>15</td>
<td>90</td>
<td>12.1</td>
</tr>
<tr>
<td>Water</td>
<td>50</td>
<td>400</td>
<td>55.2</td>
</tr>
<tr>
<td>CDF team</td>
<td></td>
<td>8</td>
<td>1.08</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
<td>738</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, (2017)

3.4 Sample design and sample size

Sampling is the process of selecting a sufficient number of individuals or objects that the selected group contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2002). The sampling technique that was used in this study was stratified random sampling which according to (Kombo & Tromp, 2006) involves dividing the population into homogenous subgroups and then taking a simple random sample in each subgroup. The projects were stratified into: educational, health care and water strata. The purpose of the stratification was to have a good representation of the population of the study and to cater for all the categories of projects in the constituency. From the population of 738 shown in table 3.1 the researcher took a sample of 10% from the sector committees and CDF officials as shown in table 3.2. Therefore the sample size was 81 respondents which forms 11% of the target population.

Table 3.2 Sample distribution

<table>
<thead>
<tr>
<th>Stratum</th>
<th>Population/Frequency</th>
<th>Sample ratio</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational</td>
<td>240</td>
<td>0.1</td>
<td>24</td>
</tr>
<tr>
<td>Health facilities</td>
<td>90</td>
<td>0.1</td>
<td>9</td>
</tr>
<tr>
<td>Water</td>
<td>400</td>
<td>0.1</td>
<td>40</td>
</tr>
<tr>
<td>CDF team</td>
<td>8</td>
<td>1.0</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>738</td>
<td>0.1</td>
<td>81</td>
</tr>
</tbody>
</table>

Source: Author, (2017)

3.5 Data Collection instruments and procedure

Data collection refers to the instruments that the researcher used during the data collection process. There are two data collection methods; primary and secondary data collection techniques (Welman & Kruger, 2001). For primary data collection, the researcher used
questionnaires as the data collection instrument. Secondary data for the research study was collected from journals, articles written by accredited researchers and scholars on the underlying issue of the study as well as documents obtained from the organization.

The respondents of the study were required to fill in questionnaires. The questionnaire that was used for the study was semi-structured and thus comprised of open and closed ended questions. The open ended questions in the questionnaire gave respondents a chance to express their opinion on the underlying questions. The questionnaire that was used in the study can be viewed on Appendix I.

3.6 Pilot Test

Before actual data collection, a pilot study was conducted. The pilot data was not included in the actual study and allowed for pre-testing of the research instrument. Pre-testing of the questionnaire provides the opportunity to refine the questionnaire by revealing errors in the questions, sequence and design and see how the questionnaire performs under actual conditions (Churchill & Iacobucci, 2002). Piloting enhanced the instrument’s validity and reliability as well as ensured familiarity with the administrative procedures in data collection. The results helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measure what it ought to measure.

3.6.1 Reliability

Reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. In order to test the reliability of the instrument to be used in the study, a pilot study was carried out and a reliability coefficient computed. This established the extent to which the questionnaires elicited the same responses every time it was administered.

Cronbach’s alpha is the most common form of internal consistency reliability coefficient. By convention, a lenient cut-off of .60 is common in exploratory research; alpha should be at least .70 or higher to retain an item in an "adequate" scale; and many researchers require a cut-off of .80 for a "good scale (Crocker et al, 1986). Regarding the above explanation, in this research, Cronbach’s alpha was used in order to test the reliability of items at the pilot study, after
calculating this; the researcher made the relevant changes in order to make the questionnaire reliable and bring the Cronbach’s alpha to minimum .70.

3.6.2 Validity
According to Paton (2001) validity is quality attributed to proposition or measures of the degree to which they conform to establish knowledge or truth. It refers to the extent to which an instrument asks the right questions in terms of accuracy. The content validity of the instrument was determined through piloting, where the responses of the subjects were checked against the research objectives. A correlation coefficient of 0.5 arrived at was considered reliable for the study (Paton, 2002). The results obtained from the pilot study assisted the researcher in revising the questionnaire to make sure that it covered the objectives of the study.

3.7 Data Analysis
The researcher mainly used descriptive statistics which included frequency distribution, tables, percentages, measures of central tendency such as mean, mode and median and measures of dispersion. All qualitative data gathered during the study were analyzed through content analysis and presented descriptively. An attempt was also made to analyse data through inferential statistics especially correlation and regression. The research sought assistance through computer application especially SPSS and Excel to help to communicate and analyse the data.

3.8 Ethical Considerations
Before undertaking any research in the field, the researcher ensured an informed consent from the respondents. To ensure voluntary participation in the study, permission was sought from respondents and assurance that utmost confidentiality about the respondent’s information was assured. To achieve this, respondents were provided with consent forms to sign before administering the research instruments.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction
This chapter presents data analysis, interpretations and discussions. In this chapter data is presented and discussed to address the research questions and objectives.

4.2 Questionnaire response rate
Detailed questionnaires were designed and distributed to establish the implementation practices of constituency development fund projects in Wajir east constituency. To make the analysis more comprehensive a total of 81 questionnaires were distributed out of which 63 were filled and returned which is a response rate of 77.77%. The response rate is considered satisfactory for the study. This response rate was good and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Table 4.1 below shows the response rate.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Stratum</th>
<th>Questionnaire Distributed</th>
<th>Questionnaire Returned</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational</td>
<td>24</td>
<td>17</td>
<td>70.83</td>
</tr>
<tr>
<td>Health facilities</td>
<td>9</td>
<td>6</td>
<td>66.67</td>
</tr>
<tr>
<td>Water</td>
<td>40</td>
<td>35</td>
<td>87.50</td>
</tr>
<tr>
<td>CDF team</td>
<td>8</td>
<td>5</td>
<td>62.50</td>
</tr>
<tr>
<td>Total</td>
<td>81</td>
<td>63</td>
<td>77.77</td>
</tr>
</tbody>
</table>

Source: Research data (2017)

4.3 General Information
The results on general characteristics of the respondents were investigated in the first section of the questionnaire. The general information of the respondents included name, project name and location, gender, respondents’ role in the project, work experience.

4.3.1 Gender
The findings shown in figure 4.1 shows that majority (53%) of the respondents were male while 47% were female. The findings imply that the banks are gender responsive and the findings of the study are therefore representative of both genders.
4.3.2 Respondents role in the project

The study sought to find out the role of the respondents in the various projects across the county. Based on the findings, majority (36%) of the respondents were officials while 29% were project co-coordinators. It was also established that 19% of the respondents were managers while 16% were committee members as shown in figure 4.2.
4.3.3 Work experience

The study found it necessary to find out the respondents work experience. Based on the findings, majority (44%) of the respondents had between 5 and 10 years experience while 29% had over 10 years of work experience. It was also revealed that 27% of the respondents had an experience not exceeding 5 years. From the findings therefore majority of the respondents were experienced and hence can be highly informative on issues that relate to implementation practices of constituency development fund projects in Wajir east constituency.

![Figure 4.3: Work experience](Source: Research data (2017))

4.4 Stakeholders Participation

The study sought to find out whether they consulted the stakeholders before implementing the projects where the majority (61.90%) answered in the affirmative. It was also noted that 38.10% indicated that stakeholders were not involved as shown in table 4.2.

<table>
<thead>
<tr>
<th>Table 4.2: Stakeholders Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did you consult the stakeholders before implementing the projects?</td>
</tr>
<tr>
<td>---------------------------------------</td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

(Source: Research data (2017))
The respondents unanimously agreed that stakeholder involvement had helped in implementation of the CDF projects in Wajir East constituency. This implies that stakeholder involvement is an important factor that influences success of CDF projects.

The respondents were also presented with statements to rate on a 5 point scale seeking to establish the influence of stakeholder involvement on implementation of CDF projects. The respondents agreed that successful project implementation is dependent on the level of stakeholder involvement (mean=3.89, SD=0.741). The respondents also agreed that to a great extent stakeholders hold frequent consultative meetings to deliberate on the progress of the project (M=3.72, SD=0.954) and are always involved in the implementation of CDF projects (M=3.61, SD=1.054). The respondents agreed though to a moderate extent that stakeholders are involved in all issues that touch on the project (M=3.09, SD=0.851). Further, the respondents indicated that to a small extent, all stakeholders understand the details of the projects since it is well communicated (M=2.92, SD=0.898).

**Table 4.3: Effect of stakeholder involvement on successful implementation of CDF projects**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders are always involved in the implementation of CDF projects</td>
<td>3.61</td>
<td>1.054</td>
</tr>
<tr>
<td>All stakeholders understand the details of the projects since it is well communicated</td>
<td>2.92</td>
<td>0.898</td>
</tr>
<tr>
<td>Stakeholders hold frequent consultative meetings to deliberate on the progress of the project</td>
<td>3.72</td>
<td>0.954</td>
</tr>
<tr>
<td>Stakeholders are involved in all issues that touch on the project</td>
<td>3.09</td>
<td>0.851</td>
</tr>
<tr>
<td>Successful project implementation is dependent on the level of stakeholder involvement</td>
<td>3.89</td>
<td>0.741</td>
</tr>
</tbody>
</table>

**Source: Research data (2017)**

### 4.5 Skills

The study sought to find out whether skills of the project teams affected successful implementation of CDF projects where the findings indicated that 74.6% of the respondents agreed while only 25.4% disagreed. The respondents also indicated that the effect was to a great extent.
Table 4.4: Skills of the project teams

<table>
<thead>
<tr>
<th>Do you think skills of the project teams affect successful implementation of the CDF projects?</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>47</td>
<td>74.60</td>
<td>75.60</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>25.40</td>
<td>100.00</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2017)

The respondents were further presented with statements to rate on 5 point likert scale seeking to establish whether skills of the project teams affected the success of the projects. The findings indicated that project team selection has an impact to the success of CDF projects as shown by a mean of 3.79 and a standard deviation of 0.990. Further findings indicated that Education level of project team members contribute to success of CDF projects (M=4.02, SD=0.793) and that project team skills contribute to the success of projects (M=4.00, SD=0.871). The respondents also agreed to a large extent that project team members frequently take short courses on project implementation as shown by a mean of 3.84 and a standard deviation of 0.868. According to the respondents, project team training is carried out to ensure that the project is of the desired quality (M=3.80, SD=0.849) therefore Carrying out project team training reduces the risks that the project might encounter (M=4.00, SD=0.712). To a moderate extent, the respondents indicated that the expenses on training hinders frequent training of team members as shown by a considerably low mean of 2.72 and a standard deviation of 1.003 summarized in table 4.5.

Table 4.5: Effects of skills of project teams on success of CDF projects

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project team selection has an impact to the success of CDF projects</td>
<td>3.79</td>
<td>0.990</td>
</tr>
<tr>
<td>Education level of project team members contribute to success of CDF projects</td>
<td>4.02</td>
<td>0.793</td>
</tr>
<tr>
<td>Project team skills contribute to the success of projects</td>
<td>4.00</td>
<td>0.871</td>
</tr>
<tr>
<td>Project team members frequently take short courses on project implementation</td>
<td>3.84</td>
<td>0.868</td>
</tr>
<tr>
<td>Project team training is carried out to ensure that the project is of the desired quality</td>
<td>3.80</td>
<td>0.849</td>
</tr>
</tbody>
</table>
4.6 Funding and Resources

The respondents were asked to indicate the sources of funds for the projects. Majority (89%) of the respondents indicated that CDF was the main source of funding for the projects. Only 7% of the respondents indicated that government was a source of funding while 4% indicated that sponsors/well-wishers were also a source of funding. Figure 4.4 shows the sources of funding.

Figure 4.4: Sources of funding

| Source: Research data (2017) |

Results in table 4.6 below show that 76.19% of the projects had insufficient budget while only 23.81% found their budgeted cost enough. This implies that the funding from the CDF is usually insufficient. This is a major reason as to why most of the projects did not complete in the allocated time.
Table 4.6: Completion of projects within budget

<table>
<thead>
<tr>
<th>Are projects completed within budget?</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>15</td>
<td>23.81</td>
<td>23.81</td>
</tr>
<tr>
<td>No</td>
<td>48</td>
<td>76.19</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2017)

From the foregoing, it was notable that in the respondents’ opinion, there was need to broadly provide funds for the CDF projects at the right time for proper implementation and timely completion of the project. The study established some of the key issues in the project funding were delayed and untimely funding. Other resources that are supposed to be mobilized include human resources as well as harnessing local materials.

4.7 Governance

The study sought to establish the effect of governance on successful implementation of CDF projects in Wajir East Constituency. Governance is a leadership function for influencing Project Committee Members efforts the ends of a project initiative. Project Committee Members governance was therefore regarded crucial to implementation of development projects. The study measures of PMC governance included the number of leadership positions available, methods of conducting elections and the frequency of conducting elections. Results indicated that 82% of the respondents agreed that governance affected implementation of CDF projects while 18% disagreed.

Table 4.7: Governance

<table>
<thead>
<tr>
<th>Do you think governance affect implementation of CDF projects?</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>52</td>
<td>82</td>
<td>82</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2017)
The respondents indicated that CDF lacks its own structure for disclosure and accountability, since these are handled by central government officials. The Kenyan Public Service and especially procurement and supplies departments have often been accused of inefficiency and ineffectiveness.

The study sought to find out the key activities they undertake in their respective projects. The findings indicated that 54% of the respondents were involved in project implementation while 37% were involved in monitoring and evaluation. It was also established that only 9% were involved in decision making as shown in figure 4.5.

**Figure 4.5: Key activities undertaken in the projects**

![Bar chart showing key activities](image)

**Source: Research data (2017)**

The study further sought to establish the methods of elections used. It is imperative to note that election methods in a project organization are sufficient indicators of PMC governance, since leadership styles in practice would either enhance or derail freedom of members to own an initiative.
Table 4.8: Election method

<table>
<thead>
<tr>
<th>Election method</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secret method</td>
<td>21</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>Queuing method</td>
<td>8</td>
<td>13</td>
<td>47</td>
</tr>
<tr>
<td>Consensus</td>
<td>19</td>
<td>30</td>
<td>77</td>
</tr>
<tr>
<td>Acclamation</td>
<td>15</td>
<td>23</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>63</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2017)

Based on the findings 21(34%) of the respondents indicated that elections were carried out through secret ballot while 19(30%) indicated that elections were conducted through consensus. It was also established that 15(23%) of the respondents mentioned acclamation while 8(13) indicated queuing as a voting method. The respondents indicated that the elections were being held yearly but not regularly.

4.8 Successful Implementation of CDF Projects

The respondents were asked to give scores to the project where project completion ahead of schedule had a low score of 2.69 as well as project being completed within budget. Other project scores included project implemented according to the original design (3.54), project serving the intended community’s needs (3.61) and project meets stakeholder’s expectations (3.92).

Table 4.9: Successful Implementation of CDF Projects

<table>
<thead>
<tr>
<th>Project success</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project on or ahead of schedule</td>
<td>2.69</td>
<td>0.820</td>
</tr>
<tr>
<td>Project within budget</td>
<td>2.50</td>
<td>0.932</td>
</tr>
<tr>
<td>Project implemented according to the original design</td>
<td>3.54</td>
<td>0.614</td>
</tr>
<tr>
<td>Project serving the intended community’s needs</td>
<td>3.61</td>
<td>0.752</td>
</tr>
<tr>
<td>Project meets stakeholder’s expectations</td>
<td>3.92</td>
<td>1.098</td>
</tr>
</tbody>
</table>

Source: Research data (2017)
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter summarizes the study and makes conclusion based on the findings. The recommendations of the study and areas for further research are also presented.

5.2 Summary of Findings
The study sought to find out whether they consulted the stakeholders before implementing the projects where the majority answered in the affirmative. It was also noted that some indicated that stakeholders were not involved. The respondents unanimously agreed that stakeholder involvement had helped in implementation of the CDF projects in Wajir East constituency. This implies that stakeholder involvement is an important factor that influences success of CDF projects. The respondents were also presented with statements to rate on a 5 point scale seeking to establish the influence of stakeholder involvement on implementation of CDF projects. The respondents agreed that successful project implementation is dependent on the level of stakeholder involvement. The respondents also agreed that to a great extent stakeholders hold frequent consultative meetings to deliberate on the progress of the project and are always involved in the implementation of CDF projects. The respondents agreed though to a moderate extent those stakeholders are involved in all issues that touch on the project. Further, the respondents indicated that to a small extent, all stakeholders understand the details of the projects since it is well communicated.

The study sought to find out whether skills of the project teams affected successful implementation of CDF projects where the findings indicated that majority of the respondents agreed while only a few disagreed. The respondents also indicated that the effect was to a great extent. The respondents were further presented with statements to rate on 5 point likert scale seeking to establish whether skills of the project teams affected the success of the projects. The findings indicated that project team selection has an impact to the success of CDF projects. Further findings indicated that Education level of project team members contribute to success of CDF projects and that project team skills contribute to the success of projects. The respondents also agreed to a large extent that project team members frequently take short courses on project implementation. According to the respondents, project team training is carried out to ensure that
the project is of the desired quality therefore Carrying out project team training reduces the risks that the project might encounter. To a moderate extent, the respondents indicated that the expenses on training hinder frequent training of team members.

The respondents were asked to indicate the sources of funds for the projects. Majority of the respondents indicated that CDF was the main source of funding for the projects. Other sources of fund mentioned include government and sponsors/well-wishers. Results show that many projects had insufficient budget. This implies that the funding from the CDF is usually insufficient. This is a major reason as to why most of the projects did not complete in the allocated time.

The study sought to establish the effect of governance on successful implementation of CDF projects in Wajir East Constituency. Governance is a leadership function for influencing Project Committee Members efforts the ends of a project initiative. Project Committee Members governance was therefore regarded crucial to implementation of development projects. The study measures of PMC governance included the number of leadership positions available, methods of conducting elections and the frequency of conducting elections. Results indicated that majority of the respondents agreed that governance affected implementation of CDF projects. The respondents indicated that CDF lacks its own structure for disclosure and accountability, since these are handled by central government officials. The Kenyan Public Service and especially procurement and supplies departments have often been accused of inefficiency and ineffectiveness.

The study further sought to find out the key activities they undertake in their respective projects. The findings indicated that the respondents were involved in project implementation, monitoring and evaluation and decision making. The study also sought to establish the methods of elections used in electing project committee members. It is imperative to note that election methods used in a project organization are sufficient indicators of PMC governance, since leadership styles in practice would either enhance or derail freedom of members to own an initiative. Based on the findings the respondents indicated that elections were carried out through secret ballot, consensus, acclamation and queuing. The respondents indicated that the elections were being held yearly but not regularly.
5.3 Conclusions

Based on the findings it was determined that the community played an effective role in planning, implementation and monitoring and evaluation of the project. Thus the study found out that effective community participation was crucial in enhancing timely completion of projects. The study concluded thus that stakeholder participation played a positive role in enhancing the timely completion of the CDF financed projects.

The study established that skills influences success of implementation of CDF funded projects. The staff did not have adequate skills to ensure that there is efficiency and effectiveness in the implementation of CDF funded project. Moreover, the employees are not adequately trained to effectively participate in developing initiatives that will lead to improved implementation practices of CDF funded project. The management training is not frequent and therefore more courses should be trained. The managerial skills of the project management committee members affected their outlook to projects being undertaken. The sustainability of the projects was hinged on the ability of the project management committee members to effectively discharge their mandates. Capacity to understand the accounting procedures for constituency development projects was affected by the competence and managerial skills of the project management committee members.

The data analysis for CDF Projects in Wajir East constituency shows that failure in timely completion of these facilities is occasioned by challenges associated with project funding. All elements of project financing i.e. fund allocation process, budgetary utilization and funds were substantially affected. The study concludes that funds allocation and utilization influence implementation of CDF projects. The factors necessary for successful implementation of CDF projects include; timely disbursement, adequate budgeting, adequate budgetary allocation, expenditure variability and availability of facilities.

From governance point of view, the study revealed that the constituency development fund committee (CDFC) is composed of political cronies to the politicians, although they are qualified to be in the CDFC. For this reason, the CDFC as well as PMCs don’t propagate projects the locals would wish to be funded but rather propagate those projects politicians need for their own
political ambitions; funding for projects is also thinly done leading majority of projects being in perpetual state of ‘ongoing’ for over six years which implies that the purpose for which projects are started for is not met. It was concluded that legislators are not free to employ CDF funds to woo their political cronies. Members of the National Assembly are not accorded too many powers in the CDF governance structure. In addition, the study concluded that, interference of CDF projects by the members of the National Assembly is likely to negate the intended benefits of these projects. It was deduced that though political interest are significant in CDF projects, their impact on successful completion of those projects is quite marginal.

5.4 Recommendations of the study

This study recommended that the various institutions involved in decision making on CDF funding at both national and constituency level should endeavor to put in place more efficient mechanisms geared towards improving its performance. These should be aimed at not only ensuring better cost estimates for infrastructural projects but at developing a more robust and effective funding system that would ensure prompt, adequate and sufficient disbursement of funds to earmarked projects.

The study recommends that improvement on skills will facilitate performance of CDF funded project. There is need to have skilled project managers to ensure that there is efficiency on the performance of CDF funded project. The project managers should be engaged on planning and implementation of CDF projects. There employee training should be frequent to enable project managers to acquire additional knowledge.

Based on the results obtained in this study the participation of local community impacted on timely completion of CDF financed projects. Findings demonstrated that an effective community participation in project implementation had a positive impact on timely project completion. However, the effectiveness of community participation in project implementation should be enhanced through mechanisms such as training to community members. The study recommended that the department of social development should strengthen regulatory measures to ensure that group elections were being conducted yearly. This would enable project members to replace ineffective leaders so that when elected in office, officials would strive to perform well in order to be re-elected.
CDFC members need to be individuals who have the interest of the public at hand so as to involve them in all CDF funded projects stages to realize ownership of CDF funded projects. The CDFC and by extension PMC need not be ‘recruited’ basing on political cronyism so as to have some standards of professionalism in CDF management. Various government ministries need to be fully involved to give the much required technical input throughout CDF project cycle and not at convenient stages as is the current case.

5.5 Suggestion for Further Research
The research is not conclusive and thus the study recommend further studies need to be carried out in Wajir East constituency especially to find out the factors affecting sustainability of CDF funded projects.
REFERENCES


Best practices and lessons learned by IFAD in Asia; Tango International, The eighth in a series of discussion papers produced by the Asia and the Pacific Division, IFAD


Monitoring, Qualitative Impact Assessment and People Friendly Evaluation Methods Mulwa F. W (2007). Participatory Monitoring and Evaluation of Community Projects Community Based Project


APPENDIX ONE: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Name

2. Project name…………………………Project Location………………………………………………

3. Gender
   Male □       Female □

4. What is your role in the project?
   Manager □   Coordinator □   Official □   Committee member □

5. Years in service
   Less than 5 years □   5-10 years □   above 10 years □

SECTION B: STAKEHOLDERS PARTICIPATION

6. Did you consult the stakeholders before implementing the projects?
   Yes □     No □

7. Do you think this involvement has helped in the implementation of the project?
   Yes □     No □

8. If yes to question 7, to what extent?
   Very great □   great □   moderate □   low □   very low □

9. Stakeholder involvement is a factor that influences success of projects. In your own opinion, rate using the scale below Not at all = 1, Low Extent = 2, Moderate Extent = 3, Great Extent = 4, Very Great Extent = 5

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders are always involved in the implementation of CDF projects</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>All stakeholders understand the details of the projects since it is well communicated</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders hold frequent consultative meetings to deliberate on the progress of the project</td>
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</tbody>
</table>
10. What do you recommend on stakeholder involvement to help facilitate implementation of CDF projects?

………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

SECTION C: SKILLS
11. Do you think skills of the project teams affect successful implementation of the CDF projects?
   Yes ☐  No ☐

12. If yes to question 11, to what extent?
   Very great ☐  great ☐  moderate ☐  low ☐  very low ☐

13. Was the skills of the project teams a determinant of success in your project? In your own opinion, rate using the scale below Not at all = 1, Low Extent = 2, Moderate Extent = 3, Great Extent = 4, Very Great Extent = 5

<table>
<thead>
<tr>
<th>Skills</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project team selection has an impact to the success of CDF projects</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Education level of project team members contribute to success of CDF projects</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project team skills contribute to the success of projects</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project team members frequently take short courses on project</td>
<td></td>
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</tr>
<tr>
<td>Project team training is carried out to ensure that the project is of</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>The expenses on training hinders frequent training of team members</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION D: FUNDING AND RESOURCES

14. What is main source of funding for this project?
   - ☐ CDF
   - ☐ Government
   - ☐ Sponsors/well-wishers
   - ☐ Others, please specify…………………………

15. Are projects completed within budget?
   - Yes ☐ No ☐

16. Do you think the funding received from CDF sufficient to complete the project?
   - Yes ☐ No ☐

17. How many projects of this nature have been Funded by CDF?..................................

18. Which resources do you mobilize for use in your project?
   a) Financial resources [ ]
   b) Human resources [ ]
   c) Local materials [ ]
   d) Other (specify ) ………………………………………………………………………………………

19. In your own view, how does funding and resource affect successful implementation of CDF projects?
   …………………………………………………………………………………………………………
   …………………………………………………………………………………………………………
   …………………………………………………………………………………………………………
   …………………………………………………………………………………………………………

SECTION E: GOVERNANCE

20. Do you think governance affect implementation of CDF projects?
   - Yes ☐ No ☐

21. If yes explain how?
22. Which key activities do you undertake in your projects?
   a) Decision making [ ]
   b) Project implementation [ ]
   c) Project monitoring [ ]
   d) Other (specify)………………………………………………………………………

23. How often do you engage in such activities?
   a) More often [ ]
   b) Often [ ]
   c) Less often [ ]
   d) Other (specify)………………………………………………………………………

24. Do you participate in all meetings of the PMC?
   a) Yes [ ]
   b) No [ ]

25. If yes, how frequently do you meet?
   a) Weekly [ ]
   b) Monthly [ ]
   c) Quarterly [ ]
   Yearly [ ]
   e) Other (specify)………………………………………………………………………

26. Indicate the number of leadership roles in your project organization
   a) 0 – 3 [ ]
   b) 4 – 5 [ ]
   c) 6 – 7 [ ]
   d) Above 7 [ ]

27. State the methods of elections in your organization
   a) Secret method [ ]
b) Queuing method [ ]
c) Consensus
d) Acclamation [ ]

28. Indicate how often elections are held
a) Quarterly [ ]
b) Yearly [ ]
c) After three years [ ]
d) Above three years [ ]

SECTION F: SUCCESSFUL IMPLEMENTATION OF CDF PROJECTS

29. Project success is shown by time, cost, quality, and user satisfaction indicators. Rate using the scale below. Strongly disagree (SD) = 1 [ ] Disagree (D) = 2 [ ] Agree (A) = 4 Strongly Agree (SA) = 5 [ ]

31. Indicate the project score. From the lowest (1) to the highest (5)

<table>
<thead>
<tr>
<th>SCORE</th>
<th>TOTAL POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Project on or ahead of schedule</td>
<td></td>
</tr>
<tr>
<td>Project within budget</td>
<td></td>
</tr>
<tr>
<td>Project implemented according to the original design</td>
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<tr>
<td>Project serving the intended community’s needs</td>
<td></td>
</tr>
<tr>
<td>Project meets stakeholder’s expectations</td>
<td></td>
</tr>
<tr>
<td>TOTAL (Project score)</td>
<td></td>
</tr>
</tbody>
</table>

31. What recommendations can you give on what should be done to increase the chances of success of CDF projects?

...................................................................................................................................................................
...................................................................................................................................................................
...................................................................................................................................................................
...................................................................................................................................................................
## APPENDIX TWO: TIME FRAME

<table>
<thead>
<tr>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Proposal Writing</td>
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<td></td>
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<tr>
<td>Proposal Correction</td>
<td></td>
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</tr>
<tr>
<td>Proposal defense, corrections, piloting</td>
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<tr>
<td>Data collection and Data analysis</td>
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<td></td>
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<tr>
<td>Report writing, correction and submissions of report</td>
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<tr>
<td>MATERIALS/SERVICES</td>
<td>AMOUNT (KSHS)</td>
<td></td>
<td></td>
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<tr>
<td>--------------------------------------------------------</td>
<td>---------------</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Literature review and collection of secondary data</td>
<td>5,000</td>
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</tr>
<tr>
<td>Typesetting (proposal)</td>
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</tr>
<tr>
<td>Copying and binding proposal</td>
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<tr>
<td>Typing and copying research instruments</td>
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<tr>
<td>Data collection – transport and subsistence</td>
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<tr>
<td>Data analysis</td>
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<tr>
<td>Typing, editing and copies of research report for examination</td>
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<td>Defense of thesis</td>
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<tr>
<td>Correction of final thesis, making copies and submission</td>
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<tr>
<td>Miscellaneous expenses</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>49,000</strong></td>
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<td></td>
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</table>