

**STRATEGIC PLANNING AND IMPLEMENTATION OF CONSTITUENCY
DEVELOPMENT FUNDED PROJECTS IN NJORO CONSTITUENCY,
NAKURU COUNTY, KENYA**

BY

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DECLARATION

I hereby declare that the work contained in this project is my original work and has not been previously, in its entirety or in part, been presented at any other institution for any degree requisite.

.....
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.....
Date

This research project has been presented with my approval as the University supervisor

.....
Dr. Abel Anyieni,
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.....
Date

DEDICATION

This work is dedicated to my family. I wish to acknowledge my family for the motivation of undertaking this study. In this regard, I wish to acknowledge my parent I thank my loving wife Rosemary Kimani, my two daughters Abigael and Lilian Kimani and my only son Carson Kimani. They always walked with me through out the journey. Finally, I wish to thank my research assistant, Karanja Maina, and the entire Njoro CDF team for the invaluable help during data collection phase.

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OPERATIONAL DEFINITION OF TERMS

CDF Funded Projects; Any activities that has been sponsored by Constituency Development Funds

Monitoring and Evaluation; The process of tracking the progress in the implementation of CDF projects

Risk Management; The process of mitigating any challenges that may arise in the implementation of CDF projects

Stakeholder; The persons that are the beneficiaries as well as the implementers of the CDF projects

ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CDC	Constituency Development Committee
CDF	Constituency Development Fund
CVI	Content Validity Index
I-CVI	Item-Content Validity Index
M&E	Monitoring & Evaluation
NACOSTI	National Commission for Science, Technology and Innovation
S-CVI	Scale-Content Validity Index

ABSTRACT

The Njoro constituency fund caters for six wards namely Mau Narok, Mauche, Kihingo, Nesuit, Lare and Njoro Wards. The CDF project implementation has had diverse challenges. For example, the auditor general noted that the failure to utilize budgeted funds during the financial year negatively impacted on the project implementations at the constituency level. This study aimed at examining the impact of strategic planning on the project implementation in Njoro constituency. Amongst the aspects that were examined included monitoring and evaluation, stakeholders' participation, risk management and financial resources aspects. The specific objectives included examination of influence of monitoring and evaluation, stakeholders' participation, risk management and financial resources on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya. The study was done using stakeholder theory, resource based view theory and dynamic capabilities theory. The study was based on the descriptive research design. The target population was all the project managers, committee members and community representatives that were involved in the ongoing CDF projects in Njoro constituency for the 2016/2017 financial year. The data collection was a questionnaire. The pilot study was undertaken in Naivasha constituency with a view of not contaminating the final study population. Both the descriptive and inferential statistics were undertaken. The descriptive statistics that were used include means, standard deviations, and frequency distributions. The inferential statistics for this study included multiple linear regressions and Analysis of Variance (ANOVA). The multiple regression model was deemed viable as the p value was 0.000 which satisfied the $p < 0.05$ threshold required for viability in this study. The study found that a unit increase in monitoring and evaluation, stakeholder participation, risk management, and financial resources each on its own with other variables kept constant would result in 0.096, 0.128, 0.021, and 0.357 increases in the implementation of CDF projects respectively. It concluded that monitoring and evaluation, stakeholder participation, risk management, and financial resources on their own have no significant influence on implementation of CDF projects. It further concluded that monitoring and evaluation, stakeholders' participation, risk management, and financial resources positively influence the implementation of CDF projects. The study recommends changes to the CDF management implementing policy so as to improve the monitoring and evaluation framework including enhancing the supervisory role of the Member of Parliament in project implementation. It also recommends that stakeholder and community participation in identifying viable projects be enhanced so that the projects that are implemented have impact to the community. It further recommends that sufficient amount of funds be allocated to projects, and the budgetary plans of the allocated funds include an appropriate estimate for purposes of examination of the project implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The core mandates of the governments across the world are the provision of social amenities and developmental aspects such as health care, education, infrastructure, and security amongst other aspects (Nthiwa, 2013). However, diverse challenges continue to impact on the governments' capability and efficiency in the provision of these key developmental mandates. Amongst the challenges has been the poor prioritization of key developmental needs on the ground, slow pace of implementation of developmental projects, inequitable distribution of developmental projects, and general wastefulness in undertaking of developmental projects (Mwangi, 2013). In order to address these challenges, diverse governments across the world devolved their developmental mandates to localized units through diverse mechanisms amongst them, the Constituency Development Fund (CDF). The idea of the devolved developmental agendas to the local units was to enable the governments' projects to be more responsive to the people they serve, greater accountability and transparency levels in developmental budgets, and equitable distribution of resources across the diverse regions of a country (Amoit, 2012).

Amongst the countries that have had diverse variants of the CDF include the United States of America (USA) in 1989, the Philippines from 1930, Papua New Guinea from 1984 and Uganda amongst other countries. In Kenya, diverse efforts have been made at historical aspects in order to devolve the developmental agenda of the government (Thomas, 2010). These efforts include Majimbo (devolved) system of 1963, the District Development Grant Plan of 1966, Special Rural Development

Program of 1970, District Development Planning of 1971, the Rural Development Fund of Kenya in 1983, and the District Focus for Rural Development of 1984 (Murega, 2016). These past efforts in Kenya failed due to diverse challenges including inefficiencies of line ministries, lack of technical expertise, poor funding levels, government bureaucracies in project implementation, politicization of the projects, and poor staffing aspects (Juliah, 2016).

After the failure of diverse developmental decentralization efforts, Kenya introduced the Constituency Development Fund (CDF) in 2003. The CDF was introduced through an Act of Parliament as contained in The Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January 2004. The Act was amended through the CDF (Amendment) Act, 2007 in the Kenya Gazette Supplement No. 112 (Act No. 16) of 22nd October 2007 (Anyumba, 2014). The core mandates of CDF were to ensure equitable distribution of government resources for developmental aspects across the country as well as to address the marginalized and underdeveloped areas in the country. Over the years since its inception, there have been several amendments and mainly due to embezzlement of the funds given to the CDF committees and the need to put accountability measures in the usage of the CDF funds (Artan, 2014).

The source of funding for the CDF is the annual budget where 2.5% is allocated to the CDF kitty (Elias, 2016). Three-quarters of the funds are allocated equally to all the 290 constituencies while the remaining is added to the poorest constituency. The fund's core values include Transparency, Accountability, Equity in resource distribution and Participatory approaches by all stakeholders. The CDF Act of 2006 requires that expenses for running constituency project offices should not exceed 6%

of annual constituency allocations while the rest should be allocated according to the dire needs of the constituency.

To promote transparency, each project that is funded by monies from the CDF are clearly shown on each project. The biggest beneficiaries of the CDF fund are the education, health and roads sectors (Ngiri, 2016). The projects financed by the CDF should be community-based meaning that they are not supposed to benefit only a select few of the population but to include the whole society according to their needs. The biggest share in most constituencies has been invested in education and educational infrastructure such as construction of advanced classes (Nthiwa, 2013). This effectively facilitated the free primary education. Additionally, public hospitals that initially lacked basic infrastructure have now improved from their previous conditions.

The CDF projects have had diverse success in achievement of their mandates across the country (Juliah, 2016; Kiprono, Kemei, & Rotich, 2015; Ngiri, 2016). Some of these challenges include the inability to meet the needs of the local community, lack of community participation in CDF projects implementation cycle, and inequitable distribution of projects across the diverse wards in the county (Kumotia, 2015; Paul, 2016). Other challenges include the inequitable distribution of resources across diverse CDF projects, scope of CDF projects, financial mismanagement aspects in CDF projects, and lack of value for money in diverse CDF projects (Amoit, 2012; Kigotho, 2016).

Amongst the major challenge noted in the issue of the implementation of the CDF projects is the issue of strategic planning aspects. The understanding of strategic planning concept is guided by the understanding of the concept of strategy. Strategy defines the plans involved in mobilizing resources to achieve the desired goal (Gathenya, 2012). The strategy defines the framework for achieving individual goals though sometimes the plans have to be adjusted to suit the unpredictable nature of business and organization situations. However, the more detailed a strategy is towards achieving its goals, the less the adjustments that will need to be made to reach the target. Due to the extensive nature of policies, there is a need to include every member of the organization and define their role in achieving the set goals (Okwako, 2013). The primary supporting structures for strategy implementation in any organization consists of a decision-making unit, clearly defined targets, and coordination support (Kiiru, 2015). It is important for decision makers to incorporate coordination of people and other organs of the organization.

The goals of strategic planning and policy implementation should be precise enough so as to meet the specific needs of an organization. The strategic management planning process involves the mission and vision of the organization, environmental analysis, selection of objectives and analyzing strategic choices (Kutllovci & Shala, 2013). In the realm of public projects funding and strategy implementation, the primary challenge is the coordination of the processes and policies that suit the successful completion of the projects. Seeing that in such projects there are no monetary returns to be received, publicity and political reason fuel such projects. If the political gains in finishing the public projects are not “worth” the effort then neglect comes in (Mbaabu, 2014). This also creates a loophole for embezzlement of

the idle cash that was set aside for the completion of the project. Additionally, the political importance of such projects leads to abandoning the existing ones and implementing the new ones, in the long run, resulting in a string of stalled projects whose funds were long time embezzled by the project coordinators. Another factor of public funded projects is that in most cases the politicians involved manage the projects as the chair or the professional project manager of the project (Mukokho, 2010). The danger with this approach is that most of the time these politicians are not well qualified to handle the project and thus lead to underutilization of resources with poor project standards.

Incompetence in politicians handling projects led to many governments to turn to Community Based Organizations (CBOs) to run some of the important community projects. However, while such strategies may have been implemented to offset quality of projects and maximize resource utilization, the perennial problem of poor governance, especially in developing countries, hampered the progress of the projects. Additionally, negative attitudes towards CBOs by the community members mostly discouraged efforts in incorporating and managing projects

1.2 Statement of the Problem

The Njoro Constituency is a constituency within Nakuru County. The Njoro constituency fund caters for five wards namely Mau Narok, Mauche, Kihingo, Nesuit, Lare and Njoro Wards. The CDF project implementation has had diverse challenges. For example, the auditor general reports of the financial year ended 30th of June, 2014 noted that diverse aspects impacted on project implementation at Njoro. The report noted that while the Constituencies Development Fund Board approved a budget of 74, 735, 906 for Njoro Constituency, only Ksh 36, 609, 332.50 was received by Njoro

Constituency Development Fund for the year that is 47% of the approved budget (Auditor General., 2015). However, out of the received funds by the Njoro CDF only Ksh 10,117,820 or 26% of the received funds were actually utilized by the constituency for the financial year (Auditor General., 2015). The auditor general noted that the failure to utilize budgeted funds during the year negatively impacted on the project implementation at the constituency. This study aims at examining the impact of strategic planning on the project implementation in Njoro constituency. The study also addressed existant gaps in literature on CDF. Other studies that have examined aspects of CDF include Amoiti (2012) examined Strategies Applied by Constituency Development Fund Management to Implement Constituency Development Programs in Mwala Constituency of Kenya. Mbithe (2011) examined barriers to women's participation in constituency development fund (cdf) projects in Kilome constituency, Eastern province, Kenya. The existing studies on CDF have not addressed aspects of monitoring and evaluation, stakeholders' participation, financial resources usage and risk management under the national government CDF act of 2015. This is the gap that this study seeks to examine.

1.3 Objectives of the Study

The objectives of the study were as follows;

1.3.1 General Objective

The general objective of the study was to examine the effects of strategic planning on the implementation of CDF projects in Njoro constituency, Nakuru County, Kenya

1.3.2 Specific Objectives

The specific objectives of the study were ;

- i. To determine the effect of monitoring and evaluation on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

- ii. To establish the effect of stakeholders participation on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya
- iii. To assess the effect of risk management on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.
- iv. To assess the effect of financial resources on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

1.4 Research Hypotheses

The research hypotheses of the study were as follows;

- I. **H₀₁**: There is no significant statistical relationship between monitoring and evaluation, and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya
- II. **H₀₂**: There is no significant statistical relationship between stakeholder participation and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya
- III. **H₀₃**: There is no significant statistical relationship between risk management and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya
- IV. **H₀₄**: There is no significant statistical relationship between financial resources and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

1.5 Significance of the Study

The study is of much importance to diverse stakeholders within the context of CDF implementation including the national treasury, CDF management at Njoro constituency, Njoro constituents and researchers in areas of project and strategic management. The national treasury gains an understanding through the study of the

diverse aspects that impact on the performance of CDF projects. This is because as the provider of the funds for development, the national treasury is interested on the funds being prudently utilized on the ground. The CDF management at Njoro constituency gains an understanding on factors that impact on the implementation of CDF projects. This is critical in the CDF management implementing policy and practice changes in the administration of the CDF projects. Similarly, the Njoro constituents gain an understanding on their role within the context of CDF projects implementation. This is key in the empowering the constituents on their role in the implementation of CDF projects. Finally, the researchers in the area of CDF management benefit from this study through gaining a deeper understanding on the CDF related aspects and enriching their literature review for their studies.

1.6 Scope of the Study

The geographical scope of the study was limited to Njoro Constituency as the study is based on CDF projects within Njoro Constituency. The time scope of the study was the first half of 2017 calendar year which corresponds to the second half of the 2017/2018 financial year. The time scope is based on the fact that this study was meant for an academic purpose thus utilized the timelines that were allocated by the university. The budget scope of the study was Ksh 81,800 as the study was self-funded.

1.7 Limitation of the Study

The study encountered diverse challenges. The respondents of the study who were officials in the ongoing CDF projects at Njoro constituency were reluctant to fill the questionnaires for fear that the information given may be used for political purposes. This was because the year 217 is an election year and the CDF funds often form part of the political campaigns agenda These concerns were mitigated through provision of

Kenyatta University and NACOSTI letters indicating that the data collected is purely meant for academic purposes only. The respondents were also issued with consent statement that advised the respondents that the responses collected would be treated with confidentiality.

1.8 Organization of the Study

This study was organized in five chapters that is chapter one, two, three, four and five. Chapter one examined the background of the study, statement of the problem as well as the general and specific objectives. Additionally, this chapter discussed the significance, scope and limitations of the study. Chapter two looked reviewed both the theoretical and empirical literature review, and gave a summary of the reviews as well a critique of the literature review. Chapter three examined the research methodology by describing the research design, target population, and sampling technique. This chapter also covered the pilot study including validity and reliability of the instrument, the data collection procedures and the methods used for analysis of data. Chapter four presented the analysis and discussion of the study findings. Chapter five contained the summary of findings, conclusions, recommendations, as well as suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examines the theoretical review, empirical review, summary of reviewed literature, and conceptual framework.

2.2 Theoretical Review

The theoretical review was based on Resource Based View, Dynamic Capabilities Theory, and Stakeholder Theory.

2.2.1 Resource Based View

Birger Wernerfelt in 1984 authored a seminal paper titled “A Resource Based View of the Firm” which was based on thoughts of Edith Penrose 1959 book entitled “The Theory of the Growth of the Firm”(Kutllovci & Shala, 2013). These two works and their authors are considered to be the proponents of the resource based view theory. The theory states that the firms achieve superior performance based on their combination of sets of resources which may be unique, tangible or intangible resources within the organization.

The tangible resources include the fixed and current resources which have a possibility to be utilized for a fairly long period of time. The tangible resources include means of production that can be touched such as equipment, machines, and other aspects (Chege, 2015). The intangible resources include aspects that cannot be touched such as knowledge, skills and such aspects. The intangible resources are grouped into relational resources and competencies. Relational resources are all of the means available to the firm derived from the firm’s interaction within its environment while competences, on the other hand, refer to the firm’s fitness to perform in a

particular field (Kato, 2011). Examples of intangible resources include aspects such as skills, knowledge, brands, human competencies, distribution networks etc which are available to the organization.

This theory is applicable to this study as the study seeks to examine on the influence of financial resources on the implementation of CDF projects. The study also focuses on other intangible resources such as Monitoring and Evaluation Frameworks, and risk management practices as aspects that influence implementation of CDF projects.

2.2.2 Dynamic Capabilities Theory

The Dynamic Capabilities Theory is based on the RBV and examines the ways in which organizations use their set of resources with a view of obtaining superior performances. In this context, dynamic capabilities refers to the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Kimemia, 2013). The capacity refers to the ability of an organization to utilize its resources strategically in order to achieve a given objective. The dynamic capability is based on two components that is the ability of the firm to deliver value in a unique way and the flexibility and adaptive nature of the firm to shift when circumstances demand the same. Therefore, the theory indicates that the means in which the organizations acquire resources, alter or combine diverse resources lead to better performance levels of the organizations.

The dynamic capabilities are required in a firm with a view of addressing changes in the operational environment in which the organization operates in. There is a constant need to keep on improving the resources base and its combination level with a view of sustaining the performance levels of an organization. The dynamic capabilities keep

on changing with time as the operational needs of the organization evolve with time. Dynamic capabilities are argued to comprise of four main processes: reconfiguration, leveraging, learning and integration (Amoet, 2012). Reconfiguration refers to the transformation and recombination of assets and resources. Leveraging refers to the replication of a process or system that is operating in one area of a firm into another area, or extending a resource by deploying it into a new domain. Finally, integration refers to the ability of the firm to integrate and coordinate its assets and resources, resulting in the emergence of a new resource base.

The dynamic capabilities are critical in this study because while all the CDF with diverse constituencies in Kenya operate under similar CDF acts, some constituencies have had better performance than others. This study seeks to examine the influence of the monitoring and evaluation, risk management practices, community participation, and financial resources as the diverse ways in which dynamic capabilities occur within the context of CDF projects.

2.2.3 Stakeholder Theory

The stakeholder theory is based on the notion that there are diverse stakeholders and stakeholder interests that shape the outcome of organizational performance. The stakeholder has been defined as any person whose action can affect an organization or is affected by the organization (Githinji, 2012). An organization will often have diverse stakeholders dependent on its operations. The management of an organization or a project must consider the interests of diverse stakeholders in order to enhance stakeholder participation and ownership. In this context, the needs and requirement of diverse stakeholders must be considered in the operation of the company. The stakeholder theory is important in this study because of the need for the CDF projects

to engage the stakeholder in the identification and implementation of diverse CDF projects. One of the objectives of this study is the examination of stakeholder participation in the implementation of CDF project.

2.3 Empirical Review

The empirical review examines the specific research objectives in detail.

2.3.1 Monitoring And Evaluation on the Implementation of CDF Project

The monitoring and evaluation plays a critical role in the implementation of the CDF project. Gichuru (2016) in a study on the formulation and practice of the constituency development fund in Kenya focusing on the Gatanga and Kitui Central noted that monitoring and evaluation is sometimes lacking in CDF project. The study notes that there is often poor monitoring and evaluation framework blending the roles of MPs in project implementation. This is despite the CDF act allowing for allocation of resources not exceeding 3% of the annual allocation per constituency in relations to monitoring and evaluation aspects of the project. The study noted that the National CDF managers should visit the CDF projects undertaken with a view of ensuring that the money is correctly spent.

In this context, the study found that it was only 25.3% and 24.5% of the respondents that in Gatanga and Kitui Central constituencies that indicated that they had been visited by National CDF managers. The study thus established that there was little visiting by the National CDF managers to monitor and evaluate CDF project implementation. The study also noted that there was little supervision activities by diverse stakeholders including constituency CDF project managers, department of social development, ministry of devolution staff, Member of Parliament, Member of County Assemblies, and other staff.

Roba (2014) in a study on Constituency Development Fund in Moyale Constituency indicated that monitoring and evaluation is critical in project undertaking. The study noted that the use of monitoring and evaluation in CDF project enabled the project control through an evaluation of comparative aspects between the projected and achieved results at each stage of project implementation. The issuance of project feedback ensures that the implementation committee is able to anticipate problems, undertake mitigating factors, and fine tune the project action plans due the occurring challenges on the ground. The CDF act allocates 2% for the purposes of monitoring and feedback exercise. The study found that in Moyale Constituency there was high diversity of opinions amongst the respondents in relations to the influence of monitoring and evaluation on CDF implementation. The study found that the monitoring and feedback of CDF projects was positively and moderately correlated with implementation of CDF projects in Moyale Constituency at a pearson correlation of 0.471.

Ntiniya (2016) undertook a study on CDF in Kajiado East Constituency. The study examined the diverse aspects of monitoring and evaluation on CDF project implementation in Kajiado East Constituency. In the context of the costs of Monitoring and Evaluation (M&E), the study examined on whether M&E staff are paid normally, the level of M&E budgets, and sufficiency of M&E budgets in the implementation of the CDF projects. The study found that in Kajiado East Constituency the respondents felt that the M&E budgets should be between 5 to 10% of the entire budget. A majority of the respondents indicated that the M&E budget was not sufficient for the purposes of examining the project implementation in Kajiado constituency. The study respondents displayed mixed results in relations to

whether projects were started on schedule, and projects being completed on stipulated time.

2.3.2 Stakeholders Participation on the Implementation of CDF Project

Odhiambo (2016) in a study on the sustainability of CDF projects in Kaloleni Constituency examines the stakeholders as persons who matter in a project. Within the context of CDF project, Odhiambo (2016) notes that the stakeholder includes Government, project manager, constituents, contractors, PMC, CDFC, Non-Governmental organizations (NGOs), Constituency development fund (CDF) board, National Assembly Select Committee, government departmental heads from the relevant departments.

The stakeholder participation has been viewed as a critical component of implementation of CDF project. Amoiti (2012) in a study on strategies applied by CDF Management to implement constituency development programs in Mwala constituency underscores the importance of stakeholders in CDF projects. The study noted that community participation in the identification of projects to be undertaken is key in their implementation aspects. In this context, the study noted that viable projects should be identified by the communities and forwarded to Constituency Development Committee (CDC) for the purposes of evaluating its potential impact to the community. The CDC then forwards the identified projects to the CDF board for the purposes of fund allocation (Mang'eni, 2010). The ability of the community and other stakeholders to identify projects that have positive impact on the community are key in them being implemented (Mbirika, 2013).

Diverse strategies can be used for the purposes of enhancing stakeholder participation in identification and implementation of CDF projects. These aspects include effective coordination, transparency and accountability in order to win participant's confidence and support, cooperation strategies, teamwork, and conflict resolution (Mutai, 2016). Other aspects undertaken to enhance stakeholder participation include communication process/information management (collection, analysis and dissemination of relevant information, planning (defining objectives, goals, performance standards and operating procedures) and formulating working committees (Gabriel & Daniel, 2014).

Amoit (2012) in a study on strategies applied by CDF Management to implement constituency development programs in Mwala constituency noted the CDF management undertook stakeholder participation in diverse ways. The CDF management in Mwala Constituency held public meetings for the project identification and proposal appraisal, engaged critical stakeholders and interested persons through the discussions, and invited community members to the monitoring and evaluation committees to make their contributions. Mwala constituency also used the project implementation committee members from members drawn from surrounding areas of the project to enhance greater stakeholder responsibility and participation. The use of local labour and contractor was also utilized with a view of enhancing community ownership of the project.

Miano (2010) note that stakeholders' participation is critical in the implementation of the CDF projects across diverse constituencies. This is because the stakeholder participation assists in the achievement of transparency and accountability levels in project implementation. The stakeholder participation leads to collective

responsibility which leads to a higher success level of the projects undertaken through CDF process. In this context, the stakeholder participation leads to the community being offered opportunity to participate in decision making, guarantees them fair and equitable share of development benefits, and creates capacity to deal with any arising developmental challenges.

Odhiambo (2016) in a study on the sustainability of the CDF projects in Kaloleni indicates that community members must be involved in the formulation of projects, setting up the timelines, and the expected outputs in relations to the project. Therefore, each location and sub location should have a priority lists of the projects that they would want implemented in their respective areas. This will ensure the community ownership of the projects hence avoid project sabotage. The study noted that there are two levels of stakeholder participation; active and passive participation. The active participation involves the aggressive monitoring and consensus building while passive participation involves mere information delivery or information requests.

2.3.3 Risk Management on the Implementation of CDF Project

The definition of risk management varies significantly with the discipline and area of application. However, an inclusive definition of risk management is that it is an organized method of identifying and classifying uncertainties in the day to day activities of an organization and coming up with plans and strategies to mitigate the uncertainties (Juliah, 2016). Three major steps in the management of risks are thus created in managing risks. They include identification of risk, classification according to the seriousness or ability of the firm to mitigate the risks and the response to the risks. The limiting factor in any project or business enterprise is the resource

availability. A conscious risk manager will identify the available resources and use them in phases to mitigate the risks.

Strategies employed for managing risks in an organization determine the growth of the organization (Mwangi, 2013). Proper prior planning for the potential investment and business environment risks are critical in determining how an organization will succeed in its short term and long term plans. Proper prior planning is important in that it helps avoid risk mitigation costs should the undesirable business outcomes occur. Additionally, proper coordination of the various functions of an organization will determine the ability of the top management to contain the risks.

Risk management is a continuous process where the project manager is expected to identify potential risks in advance and provide suggestions of mitigating the risks. The time between identification of the risk and the actual occurrence of an undesirable situation provides the project manager with a window of critically analyzing the risk and identification of the resources necessary for the curbing the negative effects of the situation (Ngiri, 2016). The bigger and more potentially damaging risks can be analyzed and serviced in a continuous basis. Thus, it is important for the leader to determine each risk with its potential effects to the continuity of the project or profitability of the business as classification enables the management to come up with the best alternative and precise methods to curb each risk (Kiprono et al., 2015). Classification of risks is highly determined by the end goal and perception of the seriousness of each risk strategy of the project management team. For instance business risks classification will significantly differ with construction management risk classification. The point of view of a financial organization risk manager could

be completely different from the point of view of a construction project manager's point of view. Mitigating financial risks is highly dependent on time as there is a time value for money. Such risks may include the fluctuations in share prices, fluctuations in lending rates and general variation in macro-economic conditions.

Literature covering risk management and at project level and business level has proposed different methods and approaches to address business risks. This section contributes to the existing literature by giving emerging issues and new trends in business and project risk management efforts. The risk management practices have an impact on the implementation of CDF projects in Kenya. However, Machoka (2016) in a study on success of selected CDF projects in Kenya noted that the lack of risk management aspects in CDF in Kenya limited their success levels. The study noted that the application of risk management principles was minimal in the organization. The study noted that most stakeholders in CDF projects were ignorant of risk management levels of risk identification, risk quantification, risk responses and risk responses control to the full cycle of the project.

2.3.4 Financial Resources Influence on the Implementation of CDF Project

The availability of the financial resources is key to the implementation of the CDF projects. Odhiambo (2016) in a study on sustainability of CDF projects in Kaloleni Constituency noted the importance of financial resources in the implementation of CDF projects. The study noted that availability of financial resources is key in the implementation of the CDF projects and in the community accessing the intended benefits. Amongst the benefits that have arisen as a result of CDF include schools, hospitals, and sanitation blocks amongst other facilities. In relations to financial resources availability, Ngiri (2016) in a study on CDF in Mbere South Constituency

used five metrics to examine the influence of financial resources on CDF implementation. These five metrics included CDF being a major source of funds for community development, CDF funds being adequate for developmental projects in the constituency, equity distribution of CDF resources, and consistency of CDF resources.

Gichuru (2016) in a study on Formulation and Practice of the Constituency Development Fund in Kenya within Gatanga and Kitui Central examined the role of financial management on success of CDF projects. The study noted that the use of budget is a critical component of enhancing financial management aspects within the context of CDF projects. This is because the presence of a budget ensures that there is an estimation of expenditures in relations to the specific CDF projects and forms the basis of accountability and transparency in funds accountability aspects. The study found that 85.6% of the respondents indicated that there was a budget in their constituencies in relations to diverse projects undertaken.

The payment of financial allowances to the CDF project committees had an influence on the enthusiasm of the project members in attending CDF projects' meetings and executing their mandates. In this context, Gichuru (2016) in a study on CDF projects in Gatanga and Kitui Central noted that there were various practices in respect to payment of allowances to CDF project members. The study found that only 22.7% and 77.3% of the committee members were paid allowances in Gatanga and Kitui Central Respectively. Therefore, not all the committee members were paid allowances. There was also various practices in payment amounts amongst the members who were paid the allowances. The study found out that 64.7% and 81% of

the respondents were paid below Ksh 5,000 and below for Gatanga and Kitui Central members respectively. It was only 5.9% and 14.3% of the members who were paid 5,001-10,000 in Gatanga and Kitui Central respectively. Finally, 29.4% and 4.7% of the respondents were paid more than 10,000 in Gatanga and Kitui Central constituencies respectively. The study concluded that the diverse practices in payment of allowances impacted on the enthusiasm of the project committee members' active participation in management of CDF projects.

Murega (2016) examined the factors influencing completion of CDF projects in North Imenti Constituency. The study noted the importance of budgeting aspects of finances implementation. The study notes that budgeting involves the establishment of predetermined goals, reporting of actual performance results and evaluation of performance in terms of predetermined goals. The study noted that the allocated fund through the CDF act was often not sufficient to meet the constituency levels needs and aspirations. The study noted that there is need for over 73% of the CDF funds to go to developmental projects. The criteria that the intended projects of CDF must meet in order to qualify for the CDF funding includes development orientation aspects of the project, projects must be community based, and funds must be disbursed to a defined, auditable phase, unit or element of a given project.

2.4 Critique of Reviewed Literature

Gichuru (2016) study on the formulation and practice of the constituency development fund in Kenya focusing on the Gatanga and Kitui Central noted that monitoring and evaluation is sometimes lacking in CDF project. The study notes that there is often poor monitoring and evaluation framework blending the roles of MPs in project implementation. The study however failed to mention the reasons for the low

monitoring and evaluations of the CDF funded projects and if such lack of monitoring and evaluation had an effect on the implementation of the CDF projects. Ntiniya (2016) on CDF in Kajiado East Constituency examined the costs of Monitoring and Evaluation (M&E), the level of M&E budgets, and sufficiency of M&E budgets in the implementation of the CDF projects. The study didn't elaborate on whether the monitoring and evaluation was undertaken at Kajiado East Constituency and in what ways the exercise imparted on implementation of CDF funded projects.

Odhiambo (2016) study on the sustainability of CDF projects in Kaloleni Constituency notes that the stakeholder for CDF funded projects includes Government, project manager, constituents, contractors, PMC, CDFC, NGOs, CDF board, National Assembly Select Committee, and government departmental heads from the relevant departments. The study doesn't however elaborate in detail their roles and how those roles have contributed to the implementation of the CDF projects.

In the context of the risk management, the examined studies such as Juliah (2016), Mwangi (2013), Ngiri (2016), Kiprono et al., (2015), Machoka (2016) have all concentrated on the definition of risk management and the various types of risks that exist without explicitly identifying the risks that the CDF funded projects face and how these risks are mitigated. Gichuru (2016) in a study on CDF projects in Gatanga and Kitui Central noted that there were various practices in respect to payment of allowances to CDF project members. The study found that only 22.7% and 77.3% of the committee members were paid allowances in Gatanga and Kitui Central respectively. Therefore, not all the committee members were paid allowances. The

relevance of the payment of financial allowances to the committee members were not elaborated.

2.5 Summary of Reviewed Literature and Knowledge Gap

The diverse aspects of planning such as monitoring and evaluation, risk management practices, financial resources and stakeholder participation have an impact on implementation of CDF project. In the context of M&E, the reviewed studies indicated that there was little visits by the National CDF managers to monitor and evaluate CDF project implementation. The studies also noted that there was little supervision activities by diverse stakeholders including constituency CDF project managers, department of social development, ministry of devolution staff, Member of Parliament, Member of County Assemblies, and other staff. Amongst the issues seen to be impacting on CDF project implementation aspects includes payments aspects to M&E staff, the level of M&E budgets, and sufficiency of M&E budgets in the implementation of the CDF projects.

The stakeholder participation has been viewed as a critical component of implementation of CDF project. Amongst the strategies implemented in stakeholder participation include effective coordination, transparency and accountability in order to win participant's confidence and support, cooperation strategies, teamwork, and conflict resolution. Other aspects undertaken to enhance stakeholder participation include communication process/information management (collection, analysis and dissemination of relevant information, planning (defining objectives, goals, performance standards and operating procedures) and formulating working committees. The risk management practices have an impact on the implementation of CDF projects in Kenya. However, the examined studies indicated that that most

stakeholders in CDF projects were ignorant of risk management levels of risk identification, risk quantification, risk responses and risk responses control to the full cycle of the project.

The availability of the financial resources is key to the implementation of the CDF projects. Amongst the key aspects of financial management include budgeting aspects. This is because the presence of a budget ensures that there is an estimation of expenditures in relations to the specific CDF projects and forms the basis of accountability and transparency in funds accountability aspects. Other aspects that were noted to impact on the financial aspects of the CDF projects was the availability and sufficiency of the funds.

Diverse scholars have examined the concept of CDF in diverse aspects. Some of the scholars have examined the aspects of CDF include Ngiri (2016) who examined Effect of Constituency Development Fund on Socio-economic Development in Mbeere South Constituency, Kenya. Amoit (2012) examined Strategies Applied by Constituency Development Fund Management to Implement Constituency Development Programs in Mwala Constituency of Kenya. Mbithe (2011) examined Barriers to women's participation in constituency development fund (cdf) projects in Kilome constituency, eastern province, Kenya. These studies have not focused on Njoro Constituency in relations to strategic planning and CDF project planning aspects.

2.6 Conceptual Framework

The conceptual framework examines the relationship between the independent variables and the dependent variables. The independent variables of this study included monitoring and evaluation, stakeholder management, risk management and financial resources aspects. On the other hand, the dependent variables will include CDF funded projects implementation aspects.

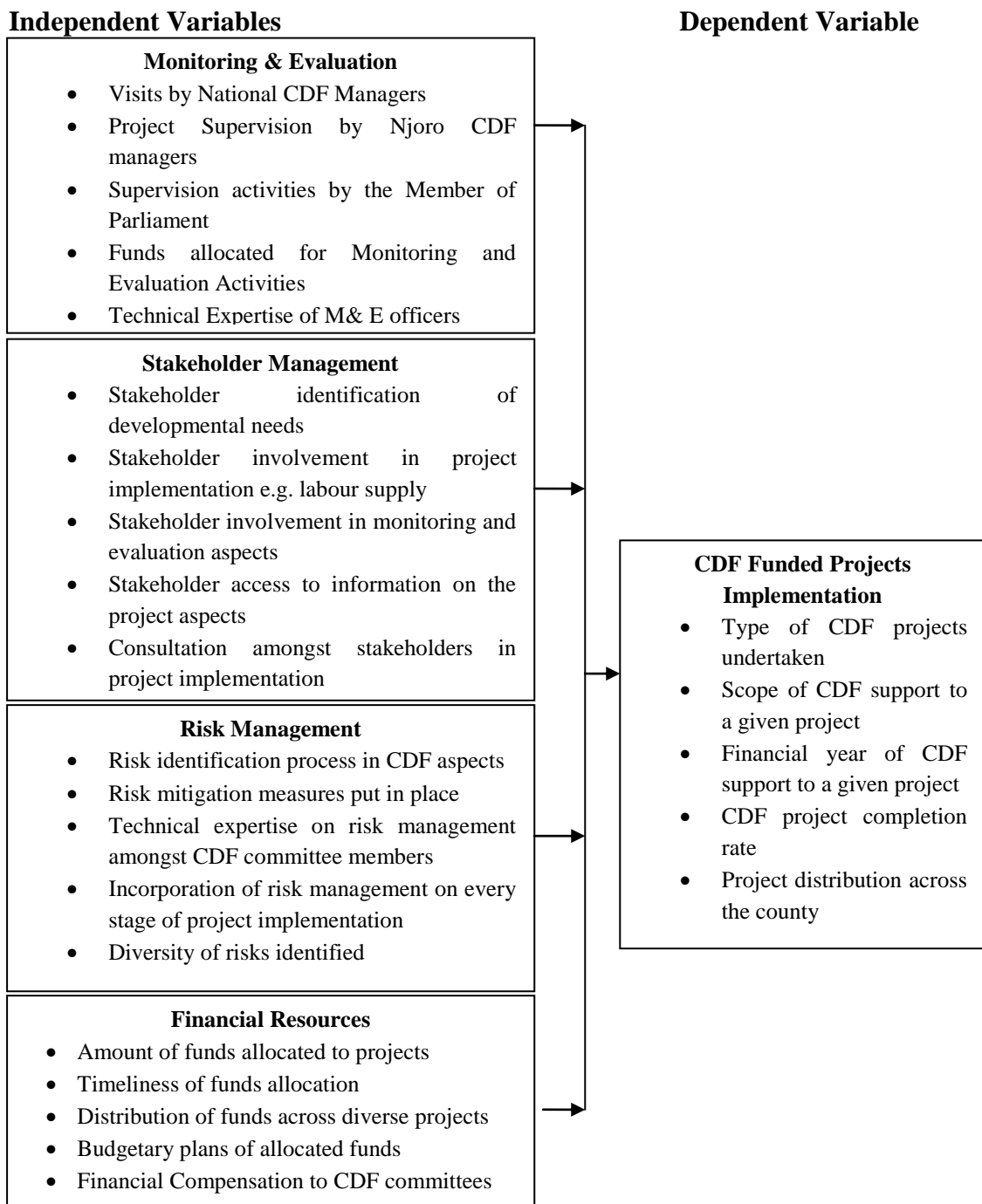


Figure 2.1; Conceptual Framework

Source; Author (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter examines the research methodology of the study. According to Cooper & Schindler (2011), the research methodology refers to the organization and systematic inquiry or investigation in search on answers to specific questions. These specific questions refer to the specific objectives or the research questions that the study seeks to examine. In the context of the research methodology, this study examined the research design, population, data collection instrument, pilot study, validity and reliability, data collection procedure and data analysis procedures.

3.2 Research Design

According to Mugenda & Mugenda (1999), a research design refers to the roadmap or framework of addressing the specific research objectives of the study with as much accuracy as is practically possible. According to Saunder, Lews, & Thornhill (2009), the descriptive research design refers to the description or definition of the research phenomena through addressing of questions of who, what ,and how in relations to the phenomena. The descriptive research design was critical in this study for diverse aspects. The study aimed to examine the effect of strategic planning on the implementation of the constituency development funds projects in Njoro constituency. The study described how strategic planning impacts on the implementation of the CDF projects without any manipulation of the variables.

3.3 Target Population

The populations refer to the set of people or events that have a defining characteristic that is of interest to the researcher (Sekaran & Bougie, 2011). On the other hand, Orodho & Kombo (2002) indicates that the population refers to members of a

hypothetical or real group of subjects, objects or individuals to whom a researcher desires to generalize the conclusions of the study. The population was divided into the target population and accessible population. The target population refers to the hypothetical universal set that contains all the members who meet the defining characteristics that are of interest to the researcher (Sekaran, 2003). In this context, the target population of this study was all the project managers, committee members and community representatives that were involved in the ongoing CDF projects in Njoro constituency for the 2017/2018 financial year. There were a total of 73 ongoing CDF projects in Njoro constituency (**Appendix III**) which had a total 438 staff that include the project managers, committee members and community representatives that were involved in the ongoing CDF projects. The respondents will have an equal chance of being selected to be part of the sample.

Table 3.1; Population Frame

Category	Population Size	Percentage (%)
Project Managers	73	17
Committee Members	256	58
Community representatives	109	25
Total	438	100%

3.4 Sample Size and Sampling Technique

The sampling is the act of choosing a small finite number to be representative of the population due to logistical and financial challenges. This study employed Nassiuma's (2009) formula to calculate the size of the sample. The formula to scientifically derive the sample from the target population is illustrated hereunder.

$$n = \frac{NC^2}{C^2 + (N-1)e^2} \quad \text{Where}$$

n = sample size

N =size of target population

C = coefficient of variation (0.5)

e = error margin (0.05)

Substituting these values in the equation, estimated sample size (n) will be:

$$n = 438(0.5)^2 / (0.5^2 + (438-1)0.05^2)$$

$$n = 82 \text{ respondents}$$

The study was based on the stratified sampling in which the sample members were used based on the proportionate strength of the stratas. The stratas were based on three categories of employees that is project managers, committee members and community representatives. Therefore, the project managers, committee members and community representatives that were utilized were 14, 48, and 20 sample members.

Table 3.2; Sampling Frame

Category	Percentage (%)	Sample Size
Project Managers	17	14
Committee Members	58	48
Community representatives	25	20
Total	100%	82

3.5 Data Collection Instrument

The data collection for this study was a questionnaire. A questionnaire refers to a set of prewritten questions that addresses the specific research objectives that the potential respondents have to fill. This study utilized a structured questionnaire which refers to a questionnaire with a set of close ended questions or questions that a researcher has been given a set of options in the answers that they must chose from. There are diverse advantages associated with a structured questionnaire that advises its usage on this study. The questionnaire have the cost advantage, ease of distribution of the questions to a large number of respondents, cost effectiveness, and a high response rate as the respondents are familiar with the concept of a questionnaire. The data is also easy to analyze through use of SPSS software.

3.6 Pilot Study

The pilot study of this study was undertaken. A pilot study refers to a small scale study that is undertaken in similar conditions to the final study in order to achieve diverse objectives. These objectives include examining the data validity and reliability, elimination of ambiguous questions, checking on suitability of questionnaire length, ensuring clarity of questions and elimination of any aspects that might interfere with the undertaking of the study. The pilot study of this study was undertaken in Naivasha constituency with a view of not contaminating the final study population.

3.6.1 Validity of the Questionnaire

This refers to the appropriateness, meaningfulness and, usefulness of evidence that is used to support the interpretations. The validity of the questionnaire was examined using the Content Validity Index (CVI) at the Item-Content Validity Index (I-CVI) and the scale level that is Scale-Content Validity Index (S-CVI) was used. The CVI measures the content validity of the questions that is relevance of the questions to address the research objectives. According to Chawla & Sodhi (2011), the minimum score for the I-CVI and S-CVI is 0.6 for the validity of the indicators to be acceptable at item and scale level respectively. Therefore five subject matter experts were used to rate the relevance of individual questions covering the independent and dependent variables using a four scale item as follows; 1= Not Relevant, 2 = Somewhat Relevant, 3= Quite Relevant, and 4= Highly Relevant. The I-CVI was calculated using the total number of experts who choose either a 3 or 4 divided by the total number of experts that is;

$$\text{I-CVI} = \frac{\text{Number of Responses as "3 or 4"}}{\text{Total number of responses}} \text{ (I-CVI calculation formula)}$$

On the other hand, the S-CVI was calculated through getting the average of individual I-CVI for each sub section for the independent variables and dependent variables.

$$\text{S-CVI} = \frac{\sum_i^n \text{I-CVI}_i}{n}$$

The I-CVI for each indicator of the variables of this study was above 0.6. This implied that each indicator surpassed the minimum score for it to be acceptable. Therefore, the validity of the indicators at item level was acceptable. On the other hand, the S-CVI for monitoring and evaluation, stakeholders' participation, risk management, and financial resources was 1, 0.92, 0.96 and 1 respectively. The S-CVI for each metric was above the 0.6 minimum score for acceptability. Table 3.3 shows these results.

Table 3.3; Validity

Variable	S-CVI
Monitoring and Evaluation	1.00
Stakeholders' Participation	0.92
Risk Management	0.96
Financial Resources	1.00

Therefore, the conclusion that the metrics were valid at scale level was reached.

3.6.2 Data Reliability

The reliability is the degree to which a research instrument yields consistent results or data after repeated trials. The data reliability was examined using the internal reliability which measures the homogeneity of responses amongst the questions of a given variable. The internal consistency was measured using the cronbach coefficient of a threshold of 0.7 and above. The Cronbach coefficients were 0.732, 0.717, 0.806, and 0.798 for monitoring and evaluation, stakeholders' participation, risk management, and financial resources respectively. Table 3.4 shows these results.

Table 3.4; Reliability

Variable	Cronbach's Coefficient
Monitoring and Evaluation	0.732
Stakeholders' Participation	0.717
Risk Management	0.806
Financial Resources	0.798

The 0.7 threshold was attained for each variable therefore the items used to measure each variable were considered reliable predictors of the effect of each variable on the implementation of CDF projects in Njoro constituency, Nakuru County, Kenya.

3.7 Data Collection Procedures

The data collection procedure started with the researcher collecting a field authorization letter from Postgraduate school of Kenyatta University after successfully defending the proposal. The researcher then applied to the National Commission for Science, Technology and Innovation (NACOSTI) so as to get an authorization to undertake the study. Using the two letters, the researcher sought permission from the CDF management in Njoro Constituency in order to undertake the study. The respondents were presented with a consent letter before being issued with the questionnaires. The questionnaires were issued through a drop and pick method in which the questionnaires were dropped to the respondents and collected at a later date.

3.8 Data Analysis

Analysis refers to the ordering and organization of the raw data with a view of extracting useful information. Analysis was undertaken using SPSS for windows version 20. Both the descriptive and inferential statistics were undertaken. The descriptive statistics are critical in the description and organization of the raw data in order to be easy to manage and interpret. The descriptive statistics that were used for the study include means, standard deviations, and frequency distributions.

The mean scores denoted by μ_x , and standard deviations denoted by σ_x , were grouped in categories for the purposes of interpretation. Mean scores in the category $1 \leq \mu_x < 1.5$ were interpreted as respondents inclined to strongly disagree on average on a given metric, $1.5 \leq \mu_x < 2.5$ were interpreted as respondents inclined to disagree on average on a given metric, and $2.5 \leq \mu_x < 3.5$ were interpreted as respondents were on average uncertain about a given metric. The mean scores in the category $3.5 \leq \mu_x < 4.5$ were interpreted as respondents inclined to agree on average on a given metric, while those in the category $4.5 \leq \mu_x \leq 5$ were interpreted as respondents inclined to strongly agree on average on a given metric (Sekaran, 2003) .

The standard deviations were also grouped into three categories which established three levels of consensus. These standard deviations were in the categories $0 \leq \sigma_x < 0.5$ showing low dispersion from the mean implying strong consensus, $0.5 \leq \sigma_x < 1$ showing moderate dispersion from the mean implying moderate consensus, and $\sigma_x \geq 1$ showing high dispersion from the mean implying a lack of consensus on a given metric.

On the other hand, the inferential statistics are used for the purpose of making conclusion on relationships between variables. The inferential statistics for this study included linear correlations, multiple linear regressions and Analysis of Variance (ANOVA). The ANOVA was used for the purposes of hypotheses testing. On the other hand, the multiple linear regression was used for examination of the cumulative effect of the independent variables on the dependent variable. The regression model used in the study is shown below:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where; Y= Implementation of CDF Project

$$\beta_0 = \text{constant}$$

$\beta_1 \dots \beta_4$ = Coefficients of estimates

X_1 = Monitoring and evaluation

X_2 = Stakeholders Participation

X_3 = Risk management

X_4 = Financial resources

And ϵ is the estimated error of the model

3.9 Ethical Consideration

The ethical considerations are often concerned with voluntary participation, anonymity and confidentiality, identification of purpose and sponsor, and analyzing and reporting (Kothari, 2004). To eliminate any ethical concerns, the respondents were presented with a consent statement that detailed i) purpose of the study ii) anonymity and confidentiality of the responses iii) voluntary participation and right to withdraw at any stage, and iv) lack of any financial compensation for participation in the study or any financial penalties for withdrawal from the study.

CHAPTER FOUR

RESEARCH FINDINGS AND ANALYSIS

4.1 Introduction

The general objective of this study was to examine the effects of strategic planning on the implementation of CDF projects in Njoro constituency, Nakuru County, Kenya. This chapter presents the analysis and discussion of the study findings. The analysed data was presented in tables and interpretations of the results provided as well as the research findings.

4.2 Response Rate

The study sample size was 82 respondents where 79 respondents participated in the filling of the questionnaires and therefore the researcher had 79 returned questionnaires. However, when the questionnaires were subjected to data cleaning, 10 questionnaires were rejected as a result of being incomplete. This left 69 completely filled questionnaires which were used for the purposes of data entry and eventually were the basis of the findings in this study. This constituted an 84.1% response rate. (Mugenda & Mugenda, 1999) indicates that for generalization purposes, a response rate of 50% is adequate, while that of 60% is good but a response rate of 70% is excellent. Therefore the response rate of 84.1% attained for this study was excellent and acceptable.

4.3 Background Characteristics

The general information of the respondents was examined to give the background characteristics of the respondents. The gender of the respondents, level of education of the respondents, the period the respondents have worked in the CDF projects, and the role of the respondents in the CDF project were examined to get this information.

4.3.1 Gender

The gender of the respondents was examined to determine the level of representation in the CDF projects by either gender, with results shown in Table 4.1.

Table 0.1; Distribution by Gender

	Frequency	Percentage
Male	41	61.2%
Female	26	38.8%
Total	67	100.0%

Source; Research Data (2017)

Most of the respondents were male (61.2%) while the female respondents were 38.8%. The higher number of male respondents could be attributed to the patriarchal society in Kenya which would disadvantage women to being given only the two women representatives' positions from the constituency which is a legal requirement for constitution of the Constituency Development Committee. This gender imbalance in the Constituency Development Committee could mean that the decisions for the projects could have more males' preferences than the females'.

4.3.2 Education Level

The highest level of education attained by the respondents was examined. Results presented in Table 4.2 show most of the respondents had graduate level of education, that is, 49.3% followed by those who had college level of education (31.3%) and finally those who had post graduate level of education (19.4%).

Table 4.2; Distribution by Education Level

	Frequency	Percentage
College Level	21	31.3%
Graduate Level	33	49.3%
Post Graduate	13	19.4%
Total	67	100.0%

Source; Research Data (2017)

The high number of respondents with graduate level of education could be attributed to the need for people with a good understanding of the regulations governing the

CDF projects thus promoting accountability and transparency in the implementation of the CDF projects. Additionally, the level of education of the players in the CDF projects is important in the strategic planning and policy implementation of the CDF projects.

4.3.3 Years of Service in CDF Projects

The number of years that the respondents have served in CDF projects was examined. Table 4.3 presents the results for the number of years the respondents have served in CDF projects.

Table 4.3; Years of Service in CDF Projects

	Frequency	Percentage
0-5 Years	40	59.7%
6-10 Years	22	32.8%
Over 10 Years	5	7.5%
Total	67	100.0%

Source; Research Data (2017)

More than half of the respondents had worked in the CDF projects for five years and below (59.7%). The respondents who had worked in CDF projects for over 10 years were 7.5%, while those who had worked in CDF projects for six to ten years were 32.8%. The Constituency Development Fund was introduced in Kenya in 2003 with the passage of the CDF Act 2003 by the 9th Parliament of Kenya. The higher numbers of respondents who have worked for less than five years could be attributed to community representatives and committee members whose term is periodical and therefore there are new entrants to the CDF projects management. The respondents who have served for over 10 years (7.5%) are mostly *ex officio* officers of the Board seconded to the Constituency Development Fund Committee by the Board. There is only one such member per CDF committee per constituency which could explain the small number of respondents in this category.

4.3.4 Position Held in CDF Project

The respondents were asked to indicate position that they hold in the CDF project. Most of the respondents were committee members (41.8%) followed by the community representatives (34.3%) and the project managers (23.9%), as shown in Table 4.4.

Table 0.4; Position Held in CDF Project

	Frequency	Percentage
Project Manager	16	23.9%
Committee Members	28	41.8%
Community Representatives	23	34.3%
Total	67	100.0%

Source; Research Data (2017)

There is only one project manager per constituency which could inform the fewer number of respondents who are project managers.

4.4 Monitoring and Evaluation

The monitoring and evaluation plays a critical role in the implementation of the CDF project. Roba (2014) in a study on Constituency Development Fund in Moyale Constituency indicated that monitoring and evaluation is critical in project undertaking. The study noted that the use of monitoring and evaluation in CDF project enabled the project control through an evaluation of comparative aspects between the projected and achieved results at each stage of project implementation. The issuance of project feedback ensures that the implementation committee is able to anticipate problems, undertake mitigating factors, and fine tune the project action plans due the occurring challenges on the ground. The CDF act allocates 2% for the purposes of monitoring and feedback exercise. Gichuru (2016) in a study on the formulation and practice of the constituency development fund in Kenya focusing on the Gatanga and Kitui Central noted that monitoring and evaluation is sometimes lacking in CDF project.

4.4.1 Frequency Distributions for Monitoring and Evaluation

Likert scale questions were asked in respect to monitoring and evaluation and options for responses given on a five point Likert scale. The five point Likert scale of 1,2,3,4, and 5 had corresponding responses of Strongly Disagree(SA), Disagree(D) Uncertain(U), Agree(A), and Strongly Agree(SA) respectively.

The study examined the monitoring and evaluation aspects that impact on the implementation of constituency development funded projects in Njoro Constituency, Nakuru County, Kenya using various metrics. In the context of supervision, the metrics included visits by national CDF managers, project supervision by Njoro CDF managers, and supervision activities by the Member of Parliament. Additionally, the impact of funds allocated for monitoring and evaluation activities, and the impact of technical expertise of M& E officers on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya was examined and results presented in Table 4.5.

Table 0.5; Frequency Distributions for Monitoring and Evaluation

	SA Freq. (%)	A Freq. (%)	U Freq. (%)	D Freq. (%)	SD Freq. (%)
Visits by National CDF Managers	28 (41.8%)	31 (46.3%)	7 (10.4%)	1 (1.5%)	0 (0.0%)
Project Supervision by Njoro CDF managers	34 (50.7%)	28 (41.8%)	4 (6.0%)	1 (1.5%)	0 (0.0%)
Supervision activities by the Member of Parliament	12 (17.9%)	23 (34.3%)	18 (26.9%)	8 (11.9%)	6 (9.0%)
Funds allocated for Monitoring and Evaluation Activities	16 (23.9%)	36 (53.7%)	12 (17.9%)	3 (4.5%)	0 (0.0%)
Technical Expertise of M& E officers	17 (25.4%)	37 (55.2%)	9 (13.4%)	1 (1.5%)	3 (4.5%)

Source; Research Data (2017)

Most of the respondents (41.8%= strongly agree; 46.3%=agree) affirmed that visits by national CDF managers had an impact on the implementation of CDF projects in

Njoro Constituency, Nakuru County, Kenya. About half of the respondents (50.7%) had a strong affirmation that project supervision by Njoro CDF managers had an impact on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya. This was supported further by 41.8% of the respondents who chose the agree response in the context of project supervision by Njoro CDF managers. Slightly above half of the respondents agree that funds allocated for monitoring and evaluation activities (53.7%) and the technical expertise of M& E officers (55.2%) had an impact on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya. None of the respondents (0.0%) strongly disagreed that visits by national CDF Managers, project supervision by Njoro CDF managers, and funds allocated for monitoring and evaluation activities had an impact on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya.

These findings were similar to those of Gichuru (2016) in a study on the formulation and practice of the constituency development fund in Kenya focusing on the Gatanga and Kitui Central. The study found that it was only 25.3% and 24.5% of the respondents in Gatanga and Kitui Central constituencies that indicated that they had been visited by National CDF managers. The study thus established that there was little visiting by the National CDF managers to monitor and evaluate CDF project implementation. The study also noted that there was little supervision activities by diverse stakeholders including constituency CDF project managers, department of social development, ministry of devolution staff, Member of Parliament, Member of County Assemblies, and other staff.

Supervision activities by the Member of Parliament had an impact on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya as affirmed by 34.3% of the respondents. Some respondents (26.9%) were uncertain on the impact of the supervision activities of the Member of Parliament on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya. The respondents who felt that supervision activities by the Member of Parliament didn't have an impact on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya were 11.9% who disagreed and 9.0% who strongly disagreed. The views of the majority in the current study (52.2%) who affirmed that supervision activities by the Member of Parliament had an impact on the implementation of the CDF projects contradicted those of a study by Gichuru (2016) which noted that there is often poor monitoring and evaluation framework blending the roles of MPs in project implementation.

4.4.2 Means and Standard Deviations for Monitoring and Evaluation

The study examined the average impact of monitoring and evaluation aspects on the implementation of constituency development funded projects in Njoro Constituency, Nakuru County, Kenya using mean scores of various metrics. The standard deviations were used to measure the dispersion of responses from the mean. These aspects included visits by national CDF managers, project supervision by Njoro CDF managers, and supervision activities by the Member of Parliament. Additionally, funds allocated for monitoring and evaluation activities, and the impact of technical expertise of M& E officers on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya were also examined. Table 4.6 shows results for the mean scores and standard deviations for these metrics.

Table 0.6; Means and Standard Deviations for Monitoring and Evaluation

	N	Mean	Std. Dev.
Visits by National CDF Managers	67	4.28	0.71
Project Supervision by Njoro CDF managers	67	4.40	0.73
Supervision activities by the Member of Parliament	67	3.40	1.18
Funds allocated for Monitoring and Evaluation Activities	67	3.97	0.77
Technical Expertise of M& E officers	67	3.95	0.92

Source; Research Data (2017)

On average, the respondents were inclined to agree ($3.5 \leq \mu_x < 4.5$) that visits by national CDF managers (mean score=4.28), and project supervision by Njoro CDF managers (mean score=4.40) both had an impact on the implementation of CDF projects in Njoro Constituency. Additionally, the responses had moderate dispersion from the mean which implied there was moderate consensus ($0.5 \leq \sigma_x < 1$) on the impact that visits by national CDF managers (std. dev.=0.71), and project supervision by Njoro CDF managers (std. dev.=0.73) that both had an impact on the implementation of CDF projects in Njoro Constituency.

A study by Gichuru (2016), on the formulation and practice of the constituency development fund in Kenya focusing on the Gatanga and Kitui Central noted that national CDF managers should visit the CDF projects undertaken with a view of ensuring that the money is correctly spent. In this context, the study found that it was only 25.3% and 24.5% of the respondents that in Gatanga and Kitui Central constituencies that indicated that they had been visited by National CDF managers. The study thus established that there was little visiting by the National CDF managers to monitor and evaluate CDF project implementation. The study also noted that there was little supervision activities by diverse stakeholders including constituency CDF

project managers, department of social development, ministry of devolution staff, Member of Parliament, Member of County Assemblies, and other staff.

In the context of funds allocated for monitoring and evaluation activities, and technical expertise of M& E officers, the respondents were on average inclined to agree that both metrics had an impact on the implementation of CDF projects in Njoro Constituency. There was moderate dispersion of responses from the mean which implied there was moderate consensus ($0.5 \leq \sigma_x < 1$) on the impact of funds allocated for monitoring and evaluation activities (std. dev.=0.77), and technical expertise of M& E officers (std. dev.=0.92), on the implementation of CDF projects in Njoro Constituency. A similar study undertaken by Ntiniya (2016) on CDF in Kajiado East Constituency found that in the constituency, the respondents felt that the M&E budgets should be between 5 to 10% of the entire budget. A majority of the respondents indicated that the M&E budget was not sufficient for the purposes of examining the project implementation in Kajiado constituency. These findings support those in the current study as funds allocated for monitoring and evaluation activities were found to have an impact on the implementation of CDF projects in both constituencies.

A previous study by Roba (2014) on Constituency Development Fund in Moyale Constituency indicated that monitoring and evaluation is critical in project undertaking. The study noted that The CDF act allocates 2% for the purposes of monitoring and feedback exercise. The findings of the current study where respondents had moderate diversity of responses on the impact of funds allocated for monitoring and evaluation activities contradicted those of Roba (2014). Roba (2014)

found that in Moyale Constituency there was high diversity of opinions amongst the respondents in relations to the influence of funds allocation on monitoring and evaluation of CDF implementation.

On average, there was uncertainty ($2.5 \leq \mu_x < 3.5$) on the impact of supervision activities by the Member of Parliament (mean score=3.40) as well as a lack of consensus on the metric. The lack of consensus was due to high dispersion of responses from the mean with the standard deviation of supervision activities by the Member of Parliament being 1.18 ($\sigma_x \geq 1$). This was consistent with findings by Gichuru (2016) in a study on the formulation and practice of the constituency development fund in Kenya focusing on the Gatanga and Kitui Central that there is often poor monitoring and evaluation framework blending the roles of MPs in project implementation. This is despite the CDF act allowing for allocation of resources not exceeding 3% of the annual allocation per constituency in relations to monitoring and evaluation aspects of the project.

4.4.3 Simple Linear Regression for Monitoring and Evaluation

The simple linear regression was undertaken with the composite variable for monitoring and evaluation as the independent variable and implementation of CDF projects as the dependent variable. This regression model summary was presented in Table 4.7.

Table 0.7; Model Summary for Monitoring and Evaluation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515 ^a	.265	.254	.43390

a. Predictors: (Constant), Monitoring And Evaluation

The correlation coefficient (R) was used to determine whether there was a correlation between monitoring and evaluation (independent variable) and implementation of CDF projects (dependent variable). The correlation coefficient was 0.515 which

implied that there was a positive correlation between monitoring and evaluation and implementation of CDF projects.

The coefficient of determination (R Square) was used to determine the level of variability in implementation of CDF projects that can be accounted for by monitoring and evaluation. The coefficient of determination of the model with the composite variable for monitoring and evaluation as the independent variable and implementation of CDF projects as the dependent variable was 0.265. This implies that 0.265 (26.5%) of the variability in implementation of CDF projects can be accounted for by monitoring and evaluation. Therefore, other factors not in this simple linear regression model could account for 73.5% of the variability in implementation of CDF projects.

The analysis of variance (ANOVA) for monitoring and evaluation aspects was undertaken, as shown in Table 4.8.

Table 0.8; ANOVA for Monitoring and Evaluation

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.409	1	4.409	23.420	.000 ^b
	Residual	12.238	65	.188		
	Total	16.647	66			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Monitoring and Evaluation

The p-value was used to determine whether the regression model with the composite variable for monitoring and evaluation as the independent variable and implementation of CDF projects as the dependent variable was reliable. The threshold used for reliability of the regression model was a p-value less than 0.05 ($p < 0.05$). This simple linear regression model gave a p-value of 0.000 which was less than 0.05.

Therefore, the threshold for reliability was achieved thus the regression model was considered viable.

The null hypothesis was tested on a 0.05 level of significance which informed the decision to either reject or accept the null hypothesis. The null hypothesis was accepted in case the p-value was less than 0.05 otherwise it was rejected (Saunders et al., 2009). The p-value was 0.000 ($p < 0.05$) which informed the decision to accept the null hypothesis (H_{01}). This implies that there is no significant statistical relationship between monitoring and evaluation, and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.

The null hypothesis that was accepted was;

H_{01} : There is no significant statistical relationship between monitoring and evaluation, and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.

The unstandardized coefficients (beta coefficient) was used to explain the amount of change in the implementation of CDF projects (dependent variable) that would result from a unit increase in monitoring and evaluation (independent variable). In this context, the beta coefficient was 0.438, and the constant was 2.295, as shown in Table 4.9.

The resulting regression model was;

Implementation of CDF Projects = 2.295 + 0.438 (Monitoring and Evaluation)

Table 0.9; Coefficients for Monitoring and Evaluation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.295	.366		6.270	.000
	Monitoring and Evaluation	.438	.090	.515	4.839	.000

a. Dependent Variable: Project Implementation

The constants' value of 2.295 implied that the implementation of CDF projects would be at 2.295 without considering monitoring and evaluation aspects. The beta coefficient of 0.438 implied that a unit increase in monitoring and evaluation would result in a 0.438 increase in the implementation of CDF projects. Therefore, monitoring and evaluation has a positive influence on the implementation of CDF projects. This implies that monitoring and evaluation is a statistically significant predictor of the implementation of CDF projects.

4.5 Stakeholders' Participation

The stakeholder theory is based on the notion that there are diverse stakeholders and stakeholder interests that shape the outcome of organizational performance. The stakeholder has been defined as any person whose action can affect an organization or is affected by the organization (Githinji, 2012). An organization will often have diverse stakeholders dependent on its operations. The management of an organization or a project must consider the interests of diverse stakeholders in order to enhance stakeholder participation and ownership.

In this context, the needs and requirement of diverse stakeholders must be considered in the operation of the company. Odhiambo (2016) in a study on the sustainability of CDF projects in Kaloleni Constituency examines the stakeholders as persons who matter in a project. Within the context of CDF project, Odhiambo (2016) notes that the stakeholder includes Government, project manager, constituents, contractors,

PMC, CDFC, NGOs, CDF board, National Assembly Select Committee, government departmental heads from the relevant departments.

4.5.1 Frequency Distributions for Stakeholders' Participation

The stakeholder participation aspects that impact on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya were examined. These aspects included the stakeholders' identification of developmental needs, involvement in project implementation e.g. labour supply, and involvement in monitoring and evaluation aspects. Additionally, the aspects of stakeholder access to information on the project aspects and consultation amongst stakeholders in project implementation were examined and results presented in Table 4.10.

Table 0.10; Frequency Distributions for Stakeholders' Participation

	SA Freq. (%)	A Freq. (%)	U Freq. (%)	D Freq. (%)	SD Freq. (%)
Stakeholder identification of developmental needs	31 (46.3%)	22 (32.8%)	8 (11.9%)	3 (4.5%)	3 (4.5%)
Stakeholder involvement in project implementation e.g. labour supply	32 (47.8%)	27 (40.3%)	5 (7.5%)	3 (4.5%)	0 (0.0%)
Stakeholder involvement in monitoring and evaluation aspects	27 (40.3%)	30 (44.8%)	6 (9.0%)	2 (3.0%)	2 (3.0%)
Stakeholder access to information on the project aspects	23 (34.3%)	30 (44.8%)	10 (14.9%)	2 (3.0%)	2 (3.0%)
Consultation amongst stakeholders in project implementation	25 (37.3%)	31 (46.3%)	6 (9.0%)	4 (6.0%)	1 (1.5%)

Source; Research Data (2017)

Most of the respondents had a strong affirmation (46.3%) that stakeholder identification of developmental needs had an impact on CDF projects implementation in Njoro Constituency which was supported by 32.8% of the respondents who affirmed the same. The respondents who held a contrary opinion were 9.0%

(4.5%=disagree; 4.5%=strongly disagree). The respondents who were uncertain about the impact that stakeholder identification of developmental needs had on CDF projects implementation were 11.9%. These findings collaborate those of Amoiti (2012) in a study on strategies applied by CDF Management to implement constituency development programs in Mwala constituency. The study noted that community participation in the identification of projects to be undertaken is key in their implementation aspects. In this context, the study noted that viable projects should be identified by the communities and forwarded to Constituency Development Committee (CDC) for the purposes of evaluating its potential impact to the community.

A majority of respondents (46.3%=strongly agree; 40.3%=agree) affirmed that stakeholder involvement in project implementation e.g. labour supply had an impact on CDF projects implementation in Njoro Constituency, while 7.5% of were uncertain and 4.5% disagreed. There was no strong opposition that stakeholder involvement in project implementation e.g. labour supply had an impact on CDF projects implementation in Njoro Constituency. Stakeholder involvement in monitoring and evaluation aspects and stakeholder access to information on the project aspects were perceived to have an almost equal impact on the implementation of CDF projects in Njoro Constituency. Both metrics had an equal number of respondents (44.8%) who affirmed that they had an impact on the implementation of CDF projects in Njoro Constituency.

Additionally, the number of respondents who felt that stakeholder involvement in monitoring and evaluation aspects did not have an impact on the implementation of

CDF projects in Njoro Constituency were 3.0% of the respondents who chose disagree and 3.0% who chose strongly disagree on each of the metrics. An equal number of respondents (3.0%=disagree; 3.0% strongly=disagree) believed stakeholder access to information had no impact on the project aspects on the implementation of CDF projects in Njoro Constituency.

Most of the respondents affirmed (46.3%) that consultation amongst stakeholders in project implementation had an impact on CDF projects implementation in Njoro Constituency which was supported by 37.3% of the respondents who strongly affirmed the same. The respondents who held a contrary opinion were 7.5% (6.0%=disagree; 1.5%=strongly disagree). The respondents who were uncertain about the impact that consultation amongst stakeholders in project implementation had on CDF projects implementation were 9.0%.

4.5.2 Means and Standard Deviations for Stakeholders' Participation

The average impact of stakeholder participation aspects on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya were examined. The mean scores and standard deviations of the stakeholder participation aspects were used to examine the average impact and level of consensus. These included mean scores and standard deviations of the stakeholders' identification of developmental needs, involvement in project implementation e.g. labour supply, and involvement in monitoring and evaluation aspects. Additionally, mean scores and standard deviations of stakeholder access to information on the project aspects and consultation amongst stakeholders in project implementation were examined. The results were presented in Table 4.11.

Table 0.11; Means and Standard Deviations for Stakeholders' Participation

	N	Mean	Std. Dev.
Stakeholder identification of developmental needs	67	4.11	1.08
Stakeholder involvement in project implementation e.g. labour supply	67	4.31	0.80
Stakeholder involvement in monitoring and evaluation aspects	67	4.16	0.93
Stakeholder access to information on the project aspects	67	4.04	0.94
Consultation amongst stakeholders in project implementation	67	4.11	0.91

Source; Research Data (2017)

All the mean scores of the stakeholders' participation matrix were in the category $3.5 \leq \mu_x < 4.5$. This implied that on average, the respondents were inclined to agree that each of the stakeholders' participation aspects had an impact on CDF projects implementation in Njoro Constituency. The stakeholder participation has been viewed as a critical component of implementation of CDF project. Mang'eni, (2010) in a study on the Determinants of Youth Participation in CDF in Funyula Constituency also noted the importance of the community participation through the CDC. The study noted that the community identifies projects through the CDC and forwards them to the CDF board for the purposes of fund allocation (Mang'eni, 2010). Additionally, Mbirika (2013) in a study of Mutito Constituency in Kitui County found that the ability of the community and other stakeholders to identify projects that have positive impact on the community is key in them being implemented.

Additionally, the respondents had moderate consensus ($0.5 \leq \sigma_x < 1$) on impact of all the aspects on stakeholders' participation in CDF projects implementation in Njoro Constituency except stakeholder identification of developmental needs where there was no consensus as it had a standard deviation above one (1.08). This was because the responses for each of these aspects were moderately dispersed from the mean.

When ranked using the mean scores, from the aspect with the highest mean to the lowest, stakeholder involvement in project implementation e.g. labour supply had the highest mean among the metrics. This implied that on average, it had greater impact on the implementation of CDF projects in Njoro Constituency than the other stakeholders' participation aspects (mean score=4.31; std. dev.=0.80). This was also noted by Miano (2010) in a study on factors influencing contribution of constituency development fund to economic growth in Kenya. The study noted that stakeholders' participation is critical in the implementation of the CDF projects across diverse constituencies because it assists in the achievement of transparency and accountability levels in project implementation.

Odhiambo (2016) in a study on the sustainability of the CDF projects in Kaloleni also noted that community members must be involved in the formulation of projects, setting up the timelines, and the expected outputs in relations to the project. The study noted that project sabotage can be avoided by having priority lists of the projects each location and sub location would want implemented in their respective areas.

On average the respondents were inclined to agree that stakeholder involvement in monitoring and evaluation aspects (mean score=4.16; std. dev.=0.93) and consultation amongst stakeholders in project implementation (mean score=4.11; std. dev.=0.91), had an impact on CDF projects implementation in Njoro Constituency. Odhiambo (2016) in a study on the sustainability of the CDF projects in Kaloleni indicates that community members must be involved in the formulation of projects, setting up the timelines, and the expected outputs in relations to the project. Therefore, each location

and sub location should have a priority lists of the projects that they would want implemented in their respective areas. This will ensure the community ownership of the projects hence avoid project sabotage. Therefore, the community should actively participate in aggressive monitoring and consensus building and passively participate by delivering information or requesting for information.

Similarly, the respondents on average were inclined to agree that stakeholder identification of developmental needs (mean score=4.11; std. dev.=1.08) had an impact on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya. Amoit (2012) in a study on strategies applied by CDF Management to implement constituency development programs in Mwala constituency noted that community participation in the identification of projects to be undertaken is key in their implementation aspects. In this context, viable projects should be identified by the communities and forwarded to Constituency Development Committee (CDC) for the purposes of evaluating its potential impact to the community.

The CDC then forwards the identified projects to the CDF board for the purposes of fund allocation (Mang'eni, 2010). The ability of the community and other stakeholders to identify projects that have positive impact on the community are key in them being implemented (Mbirika, 2013). Through stakeholder participation in identification and implementation of CDF projects, effective coordination, transparency and accountability are realized (Mutai, 2016).

On average the respondents were inclined to agree that stakeholder access to information on the project aspects(mean score=4.04; std. dev.=0.94) had an impact on

CDF projects implementation in Njoro Constituency. According to Gabriel & Daniel (2014), aspects undertaken to enhance stakeholder participation include communication process/information management (collection, analysis and dissemination of relevant information, planning (defining objectives, goals, performance standards and operating procedures) and formulating working committees. Public meetings for the project identification and proposal appraisal, can engage critical stakeholders and interested persons through the discussions, and invited community members to the monitoring and evaluation committees to make their contributions (Amoit, (2012).

4.5.3 Simple Linear Regression for Stakeholders' Participation

The simple linear regression was undertaken with the composite variable for stakeholders' participation as the independent variable and implementation of CDF projects as the dependent variable. The correlation coefficient (R) was used to determine whether there was a correlation between stakeholders' participation (independent variable) and implementation of CDF projects (dependent variable). This regression model summary was shown in Table 4.12.

Table 0.12; Model Summary for Stakeholders' Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 ^a	.282	.271	.42877

a. Predictors: (Constant), Stakeholder Participation

The correlation coefficient was 0.531 which implied that there was a positive correlation between stakeholders' participation and implementation of CDF projects. The coefficient of determination (R Square) was used to determine the level of variability in implementation of CDF projects that can be accounted for by stakeholders' participation. The coefficient of determination of the model with the composite variable for stakeholders' participation as the independent variable and implementation of CDF projects as the dependent variable was 0.282. This implies

that 0.282 (28.2%) of the variability in implementation of CDF projects can be accounted for by stakeholders' participation. Therefore, other factors not in this simple linear regression model could account for 71.8% of the variability in implementation of CDF projects.

The analysis of variance (ANOVA) for stakeholders' participation aspects was undertaken and results presented in Table 4.13.

Table 0.13; ANOVA for Stakeholders' Participation

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.697	1	4.697	25.549	.000 ^b
	Residual	11.950	65	.184		
	Total	16.647	66			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Stakeholder Participation

The p-value was used to determine whether the regression model with the composite variable for stakeholders' participation as the independent variable and implementation of CDF projects as the dependent variable was reliable. The threshold used for reliability of the regression model was a p-value less than 0.05 ($p < 0.05$). This simple linear regression model gave a p-value of 0.000 which was less than 0.05. Therefore, the threshold for reliability was achieved thus the regression model was considered viable.

The null hypothesis was tested on a 0.05 level of significance which informed the decision to either reject or accept the null hypothesis. The null hypothesis was accepted in case the p-value was less than 0.05 otherwise it was rejected. The p-value was 0.000 ($p < 0.05$) which informed the decision to accept the null hypothesis (H_{02}). This implies that there no significant statistical relationship between stakeholder

participation and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya. The null hypothesis that was accepted was;

H₀₂: There is no significant statistical relationship between stakeholder participation and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.

The unstandardized coefficients (beta coefficient) was used to explain the amount of change in the implementation of CDF projects (dependent variable) that would result from a unit increase in stakeholders' participation (independent variable). The beta coefficient for this regression model was 0.401 and a constant value of 2.383, as shown in Table 4.14.

Table 0.14; Coefficients for Stakeholders' Participation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.383	.334		7.143	.000
	Stakeholder Participation	.401	.079	.531	5.055	.000

a. Dependent Variable: Project Implementation

The resulting regression model was;

$$\text{Implementation of CDF Projects} = 2.383 + 0.401 (\text{Stakeholder Participation})$$

The constants' value was 2.383 which implied that without considering the stakeholder participation, the implementation of CDF projects would be at 2.383. The beta coefficient of 0.401 implied that a unit increase in stakeholders' participation would result in a 0.401 increase in the implementation of CDF projects. Therefore, stakeholders' participation has a positive influence on the implementation of CDF projects. Stakeholder participation is therefore a statistically significant predictor of the implementation of CDF projects.

4.6 Risk Management

The definition of risk management varies significantly with the discipline and area of application. However, an inclusive definition of risk management is that it is an organized method of identifying and classifying uncertainties in the day to day activities of an organization and coming up with plans and strategies to mitigate the uncertainties (Juliah, 2016). Three major steps in the management of risks are thus created in managing risks. They include identification of risk, classification according to the seriousness or ability of the firm to mitigate the risks and the response to the risks. The limiting factor in any project or business enterprise is the resource availability. A conscious risk manager will identify the available resources and use them in phases to mitigate the risks.

Thus, it is important for the leader to determine each risk with its potential effects to the continuity of the project or profitability of the business as classification enables the management to come up with the best alternative and precise methods to curb each risk (Kiprono et al., 2015). Classification of risks is highly determined by the end goal and perception of the seriousness of each risk strategy of the project management team. Mitigating financial risks is highly dependent on time as there is a time value for money. Such risks may include the fluctuations in share prices, fluctuations in lending rates and general variation in macro-economic conditions.

4.6.1 Frequency Distributions for Risk Management

The risk management aspects that impact on CDF implementation in Njoro Constituency, Nakuru County, Kenya were examined. The metrics that were used to examine the risk management aspects included risk identification process in CDF, risk mitigation measures put in place, and the technical expertise on risk management

amongst CDF committee members. Additionally, incorporation of risk management on every stage of project implementation, and diversity of risks identified were examined. The results were presented in Table 4.15.

Almost half of the respondents (49.3%) felt that aspects of risk identification process in CDF had an impact on CDF implementation in Njoro Constituency. Further, 19.4% of the respondents were in strong agreement that aspects of risk identification process in CDF had an impact on CDF implementation in Njoro Constituency.

Table 0.15; Frequency Distributions for Risk Management

	SA Freq. (%)	A Freq. (%)	U Freq. (%)	D Freq. (%)	SD Freq. (%)
Risk identification process in CDF aspects	13 (19.4%)	33 (49.3%)	14 (20.9%)	5 (7.5%)	2 (3.0%)
Risk mitigation measures put in place	9 (13.4%)	29 (43.3%)	23 (34.3%)	4 (6.0%)	2 (3.0%)
Technical expertise on risk management amongst CDF committee members	10 (14.9%)	34 (50.7%)	18 (23.9%)	3 (4.5%)	2 (3.0%)
Incorporation of risk management on every stage of project implementation	9 (13.4%)	34 (50.7%)	19 (28.4%)	4 (6.0%)	1 (1.5%)
Diversity of risks identified	9 (13.4%)	26 (38.8%)	28 (41.8%)	1 (1.5%)	3 (4.5%)

Source; Research Data (2017)

Only a negligible 3.0% of the respondents had strong opposition on the impact of aspects of risk identification process on CDF implementation in Njoro Constituency. The risk mitigation measures put in place as well as the diversity of risks identified had an impact on the implementation of CDF in Njoro Constituency as affirmed by most of the respondents (43.3%, 38.8% respectively). An equal number of respondents (13.4%) also strongly affirmed that the risk mitigation measures put in place as well as the diversity of risks identified had an impact on the implementation of CDF in Njoro Constituency. A negligible number of respondents (6.0%=disagree;

3.0% strongly disagree) felt that that the risk mitigation measures put in place didn't impact the implementation of CDF in Njoro Constituency. This was also the same for diversity of risks identified (1.5%=disagree; 4.5% strongly disagree).

The technical expertise on risk management amongst CDF committee members had an impact on the implementation of CDF in Njoro Constituency. This was affirmed by more than half of the respondents who chose the agree response (50.7%) and an additional 14.9% who chose strongly agree. On the other hand, 4.5% (disagree) and 3.0% (strongly disagree) of the respondents felt that the technical expertise on risk management amongst CDF committee members didn't have an impact on the implementation of CDF in Njoro Constituency. The remaining respondents (23.9%) were not sure whether the technical expertise on risk management amongst CDF committee members had an impact on the implementation of CDF in Njoro Constituency.

Incorporation of risk management on every stage of project implementation has an impact on the implementation of CDF in Njoro Constituency. This was affirmed by slightly more than half of the respondents 50.7% who chose the agree response and 13.4% who chose the strongly agree response. A negligible number of respondents, that is 6.0% (disagree) and 3.0% (strongly disagree) 1.5% perceived the incorporation of risk management on every stage of project implementation not to have an impact on the implementation of CDF in Njoro Constituency.

4.6.2 Means and Standard Deviations for Risk Management

The average impact of risk management aspects on CDF implementation in Njoro Constituency, Nakuru County, Kenya was examined. The means cores of the metrics

that were used to examine the risk management aspects included mean scores for risk identification process in CDF, risk mitigation measures put in place, and the technical expertise on risk management amongst CDF committee members. Additionally, the mean scores for incorporation of risk management on every stage of project implementation, and diversity of risks identified were examined. Table 4.16 shows the results of this examination.

Table 0.16; Means and Standard Deviations for Risk Management

	N	Mean	Std. Dev.
Risk identification process in CDF aspects	67	3.74	0.95
Risk mitigation measures put in place	67	3.58	0.90
Technical expertise on risk management amongst CDF committee members	67	3.70	0.88
Incorporation of risk management on every stage of project implementation	67	3.68	0.83
Diversity of risks identified	67	3.55	0.90

Source; Research Data (2017)

On average, the 67 respondents were inclined to agree ($3.5 \leq \mu_x < 4.5$) that each of the risk management aspects had an impact on CDF implementation in Njoro Constituency. This was also noted by Machoka (2016) in a study on success of selected CDF projects in Kenya that the lack of risk management aspects in CDF in Kenya limited their success levels. The study noted that the application of risk management principles was minimal in the organization. The study noted that most stakeholders in CDF projects were ignorant of risk management levels of risk identification, risk quantification, risk responses and risk responses control to the full cycle of the project.

The mean scores were 3.74 for risk identification process in CDF aspects, 3.58 for risk mitigation measures put in place, and 3.70 for technical expertise on risk management amongst CDF committee members. Incorporation of risk management

on every stage of project implementation, and diversity of risks identified had mean scores of 3.68 and 3.55 respectively. The responses on each of the aspects were moderately dispersed from the mean which implied that there was moderate consensus ($0.5 \leq \sigma_x < 1$) among the respondents that each of the metrics had an impact on CDF implementation in Njoro Constituency.

The standard deviations for risk identification process in CDF aspects, risk mitigation measures put in place, and technical expertise on risk management amongst CDF committee members were 0.95, 0.90, and 0.88 respectively. Incorporation of risk management on every stage of project implementation, and diversity of risks identified had standard deviations of 0.83 and 0.90 respectively.

4.6.3 Simple Linear Regression for Risk Management

The simple linear regression was undertaken with the composite variable for risk management as the independent variable and implementation of CDF projects as the dependent variable. The correlation coefficient (R) was used to determine whether there was a correlation between risk management (independent variable) and implementation of CDF projects (dependent variable). The summary of this regression model was shown in Table 4.17.

Table 0.17; Model Summary for Risk Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.322 ^a	.104	.090	.47905

a. Predictors: (Constant), Risk Management

The correlation coefficient was 0.322 which implied that there was a positive correlation between risk management and implementation of CDF projects. The coefficient of determination (R Square) was used to determine the level of variability in implementation of CDF projects that can be accounted for by risk management. The coefficient of determination of the model with the composite variable for risk

management as the independent variable and implementation of CDF projects as the dependent variable was 0.104. This implies that 0.104 (10.4%) of the variability in implementation of CDF projects can be accounted for by risk management. Therefore, other factors not in this simple linear regression model could account for 89.6% of the variability in implementation of CDF projects.

The analysis of variance (ANOVA) for risk management aspects was undertaken. The p-value was used to determine whether the regression model with the composite variable for risk management as the independent variable and implementation of CDF projects as the dependent variable was reliable. The threshold used for reliability of the regression model was a p-value less than 0.05 ($p < 0.05$). This simple linear regression model gave a p-value of 0.008 which was less than 0.05, as presented in Table 4.18.

Table 0.18; ANOVA for Risk Management

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.730	1	1.730	7.540	.008 ^b
	Residual	14.917	65	.229		
	Total	16.647	66			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Risk Management

Therefore, the threshold for reliability was achieved thus the regression model was considered viable.

The null hypothesis was tested on a 0.05 level of significance which informed the decision to either reject or accept the null hypothesis. The null hypothesis was accepted in case the p-value was less than 0.05 otherwise it was rejected. The p-value was 0.008 ($p < 0.05$) which informed the decision to accept the null hypothesis (H_{03}). This implies that there no significant statistical relationship between risk management

and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.

The null hypothesis that was accepted was;

H₀₃: There is no significant statistical relationship between risk management and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.

The unstandardized coefficients (beta coefficient) was used to explain the amount of change in the implementation of CDF projects (dependent variable) that would result from a unit increase in risk management (independent variable). The beta coefficient for this regression model was 0.238 and the constant value was 3.178, as shown in Table 4.19.

Table 0.19; Coefficients for Risk Management

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.178	.322	9.864	.000
	Risk Management	.238	.087	.322	.008

a. Dependent Variable: Project Implementation

The resulting regression model was;

$$\text{Implementation of CDF Projects} = 3.178 + 0.238 (\text{Risk Management})$$

The constants' value of 3.178 implied that the implementation of CDF projects will be 3.178 when risk management is not considered. The beta coefficient of 0.238 implied that a unit increase in risk management would result in a 0.238 increase in the implementation of CDF projects. Therefore, risk management has a positive influence on the implementation of CDF projects, and thus is a statistically significant predictor of the implementation of CDF Projects.

4.7 Financial Resources

The availability of the financial resources is key to the implementation of the CDF projects. Odhiambo (2016) in a study on sustainability of CDF projects in Kaloleni Constituency noted the importance of financial resources in the implementation of CDF projects. The study noted that availability of financial resources is key in the implementation of the CDF projects and in the community accessing the intended benefits.

Amongst the benefits that have arisen as a result of CDF include schools, hospitals, and sanitation blocks amongst other facilities. In relations to financial resources availability, Ngiri (2016) in a study on CDF in Mbere South Constituency used five metrics to examine the influence of financial resources on CDF implementation. These five metrics included CDF being a major source of funds for community development, CDF funds being adequate for developmental projects in the constituency, equity distribution of CDF resources, and consistency of CDF resources.

4.7.1 Frequency Distributions for Financial Resources

The financial aspects which impact on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya were examined using various metrics. The results of this examination were presented in Table 4.20.

Table 0.20; Frequency Distributions for Financial Resources

	SA Freq. (%)	A Freq. (%)	U Freq. (%)	D Freq. (%)	SD Freq. (%)
Amount of funds allocated to projects	29 (43.3%)	26 (38.8%)	4 (6.0%)	6 (9.0%)	2 (3.0%)
Timeliness of funds allocation	21 (31.3%)	33 (49.3%)	12 (17.9%)	1 (1.5%)	0 (0.0%)
Distribution of funds across diverse projects	18 (26.9%)	34 (50.7%)	10 (14.9%)	3 (4.5%)	2 (3.0%)
Budgetary plans of allocated funds	18 (26.9%)	30 (44.8%)	14 (20.9%)	1 (1.5%)	4 (6.0%)
Financial Compensation to CDF committees	11 (16.4%)	20 (29.9%)	23 (34.3%)	10 (14.9%)	3 (4.5%)

Source; Research Data (2017)

The metrics included the amount of funds allocated to projects, timeliness of funds allocation, and distribution of funds across diverse projects. Additionally, the budgetary plans of allocated funds, and financial compensation to CDF committees were part of the metrics used to examine the financial aspects which impact on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya.

The amounts of funds allocated to projects had an impact on CDF implementation in Njoro Constituency. This was strongly affirmed by 43.3% of the respondents who chose strongly agree, and supported by 38.8% of the respondents who chose the agree response. Most of the respondents affirmed (agree) that, timeliness of funds allocation (49.3%), distribution of funds across diverse projects (50.7%) and budgetary plans of allocated funds (44.8%) had an impact on CDF projects implementation in Njoro Constituency. This was supported by the respondents who strongly felt that the three metrics impacted CDF projects implementation in Njoro Constituency that is 31.3%, 26.9%, and 26.9% respectively. These findings collaborated those of Gichuru (2016) in a study on CDF within Gatanga and Kitui Central found that had 85.6% of the

respondents indicate that there was a budget in their constituencies in relations to diverse projects undertaken.

There was no strongly disagree response on the impact of timeliness of funds allocation on CDF projects implementation in Njoro Constituency and only a negligible 1.5% of the respondents chose the agree response. The respondents who were not sure whether the timeliness of funds allocation, distribution of funds across diverse projects, and budgetary plans of allocated funds had an impact on implementation of CDF projects in Njoro Constituency were 17.9%, 14.9%, and 20.9% respectively.

Most of the respondents (34.3%) were not sure whether financial compensation to CDF committees had an impact on implementation of CDF projects in Njoro Constituency. However, 29.9% and 16.4% of the respondents agreed and strongly agreed that financial compensation to CDF committees had an impact on implementation of CDF projects in Njoro Constituency.

4.7.2 Means and Standard Deviations for Financial Resources

The mean scores various metrics of the financial aspects were used to get the average impact of the metrics on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya. These included mean scores for the amount of funds allocated to projects, timeliness of funds allocation, and distribution of funds across diverse projects. Additionally, the mean scores of the budgetary plans of allocated funds, and financial compensation to CDF committees were part of the metrics used to examine whether on average, the financial aspects impact on CDF projects implementation in

Njoro Constituency, Nakuru County, Kenya. The mean scores and standard deviations were as presented in Table 4.21.

Table 0.21; Means and Standard Deviations for Financial Resources

	N	Mean	Std. Dev.
Amount of funds allocated to projects	67	4.10	1.06
Timeliness of funds allocation	67	4.10	0.74
Distribution of funds across diverse projects	67	3.94	0.93
Budgetary plans of allocated funds	67	3.85	1.03
Financial Compensation to CDF committees	67	3.38	1.07

Source; Research Data (2017)

The respondents on average were inclined to agree ($3.5 \leq \mu_x < 4.5$) that the amount of funds allocated to projects (mean score=4.10) had an impact on CDF projects implementation in Njoro Constituency. Murega (2016) examined the factors influencing completion of CDF projects in North Imenti Constituency. From this study, Murega (2016), noted that the allocated fund through the CDF act was often not sufficient to meet the constituency levels needs and aspirations. He also noted that there is need for over 73% of the CDF funds to go to developmental projects.

The respondents on average were also inclined to agree that timeliness of funds allocation (mean score=4.10), distribution of funds across diverse projects (mean score=3.94), and the budgetary plans of allocated funds (mean score=3.85) each had an impact on CDF projects implementation in Njoro Constituency. Gichuru (2016) in a study on Formulation and Practice of the Constituency Development Fund in Kenya within Gatanga and Kitui Central noted that the use of budget is a critical component of enhancing financial management aspects within the context of CDF projects. This is because the presence of a budget ensures that there is an estimation of expenditures in relations to the specific CDF projects and forms the basis of accountability and transparency in funds accountability aspects. Additionally, Murega (2016) on an examination of the factors influencing completion of CDF projects in North Imenti

Constituency noted that budgeting aspects of finances were important in project implementation.

The respondents were on average uncertain ($2.5 \leq \mu_x < 3.5$) whether financial compensation to CDF committees had an impact on CDF projects implementation in Njoro Constituency (mean score=3.38). This was consistent with Gichuru (2016) in a study on CDF projects in Gatanga and Kitui Central who though noting that the payment of financial allowances to the CDF project committees had an influence on the enthusiasm of the project members in attending CDF projects' meetings and executing their mandates, not all the committee members were paid allowances. In this context, the study found that there were various practices in respect to payment of allowances to CDF project members as well as various amounts amongst the members who were paid the allowances. The study concluded that the diverse practices in payment of allowances impacted on the enthusiasm of the project committee members' active participation in management of CDF projects.

The responses for timeliness of funds allocation (std.dev=0.74) and distribution of funds across diverse projects (std. dev.=0.93) were moderately dispersed from the mean which implied moderate consensus ($0.5 \leq \sigma_x < 1$) on the impact of the two metrics on CDF projects implementation in Njoro Constituency. On the other hand, the responses for the amount of funds allocated to projects (std.dev=1.06), budgetary plans of allocated funds (std.dev=1.03), and financial compensation to CDF committees (std.dev=1.07) were widely dispersed from the mean. This implied no consensus ($\sigma_x \geq 1$) on the impact of the three metrics on CDF projects implementation in Njoro Constituency.

4.7.3 Simple Linear Regression for Financial Resources

The simple linear regression was undertaken with the composite variable for financial resources as the independent variable and implementation of CDF projects as the dependent variable. The summary of the model is shown in Table 4.22.

Table 0.22; Model Summary for Financial Resources

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.406	.397	.39015

a. Predictors: (Constant), Financial Resources

The correlation coefficient (R) was used to determine whether there was a correlation between financial resources (independent variable) and implementation of CDF projects (dependent variable). The correlation coefficient was 0.637, which implied that there was a positive correlation between financial resources and implementation of CDF projects.

The coefficient of determination (R Square) was used to determine the level of variability in implementation of CDF projects that can be accounted for by financial resources. The coefficient of determination of the model with the composite variable for financial resources as the independent variable and implementation of CDF projects as the dependent variable was 0.406. This implies that 0.406 (40.6%) of the variability in implementation of CDF projects can be accounted for by financial resources. Therefore, other factors not in this simple linear regression model could account for 59.4% of the variability in implementation of CDF projects.

The analysis of variance (ANOVA) for financial resources aspects was undertaken. The p-value was used to determine whether the regression model with the composite variable for financial resources as the independent variable and implementation of CDF projects as the dependent variable was reliable. The threshold used for reliability

of the regression model was a p-value less than 0.05 ($p < 0.05$). This simple linear regression model gave a p-value of 0.000 which was less than 0.05, as presented in Table 4.23.

Table 0.23; ANOVA for Financial Resources

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.753	1	6.753	44.364	.000 ^b
	Residual	9.894	65	.152		
	Total	16.647	66			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Financial Resources

Therefore, the threshold for reliability was achieved thus the regression model was considered viable.

The null hypothesis was tested on a 0.05 level of significance which informed the decision to either reject or accept the null hypothesis. The null hypothesis was accepted in case the p-value was less than 0.05 otherwise it was rejected. The p-value was 0.000 ($p < 0.05$) which informed the decision to accept the null hypothesis (H_{03}). This implies that there no significant statistical relationship between risk management and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.

The null hypothesis that was accepted was;

H₀₄: There is no significant statistical relationship between financial resources and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.

The unstandardized coefficients (beta coefficient) was used to explain the amount of change in the implementation of CDF projects (dependent variable) that would result from a unit increase in financial resources (independent variable). Table 4.24 shows

the beta coefficient for this regression model was 0.504, and the value of the constant was 2.092.as shown in table 4.24

Table 0.24; Coefficients for Financial Resources

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.092	.297		7.035	.000
1 Financial Resources	.504	.076	.637	6.661	.000

a. Dependent Variable: Project Implementation

The resulting regression model was;

$$\text{Implementation of CDF Projects} = 2.092 + 0.504 (\text{Financial Resources})$$

This implies that implementation of the CDF projects will be at 2.092 without considering the aspect of financial resources. This is because the value of the constant was 2.092. The beta coefficient of 0.504 implied that a unit increase in financial resources would result in a 0.504 increase in the implementation of CDF projects. Therefore financial resources have a positive influence on the implementation of CDF projects, thus statistically significant predictors of the implementation of CDF Projects.

4.8 CDF Projects Implementation

Strategies employed by an organization including proper prior planning for the potential investment and business environment risks are critical in determining how an organization will succeed in its short term and long term plans (Mwangi, 2013). Additionally, proper coordination of the various functions of an organization will determine the ability of the top management to contain the risks. According to Gabriel & Daniel (2014), planning (defining objectives, goals, performance standards

and operating procedures) and formulating working committees enhances stakeholder participation.

4.8.1 Frequency Distributions for CDF Projects Implementation

The different aspects of planning which impacts on the CDF implementation aspects of the CDF projects in Njoro Constituency, Nakuru County, Kenya were examined using various metrics. Table 4.25 shows the results of this examination.

Table 0.25; Frequency Distributions for CDF Projects Implementation

	SA Freq. (%)	A Freq. (%)	U Freq. (%)	D Freq. (%)	SD Freq. (%)
Type of CDF projects undertaken	25 (37.3%)	37 (55.2%)	3 (4.5%)	1 (1.5%)	1 (1.5%)
Scope of CDF support to a given project	12 (17.9%)	45 (67.2%)	8 (11.9%)	1 (1.5%)	1 (1.5%)
Financial year of CDF support to a given project	14 (20.9%)	28 (41.8%)	17 (25.4%)	4 (6.0%)	4 (6.0%)
CDF project completion rate	28 (41.8%)	34 (50.7%)	5 (7.5%)	0 (0.0%)	0 (0.0%)
Project distribution across the county	24 (35.8%)	28 (41.8%)	8 (11.9%)	5 (7.5%)	2 (3.0%)

Source; Research Data (2017)

The metrics included the amount of funds allocated to projects, timeliness of funds allocation, and distribution of funds across diverse projects. Additionally, the budgetary plans of allocated funds, and financial compensation to CDF committees were part of the metrics used to examine the financial aspects which impact on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya.

Slightly more than half of the respondents affirmed that the type of projects undertaken and the project completion rate had impacted on the implementation of the CDF projects in Njoro Constituency (55.2% and 50.7% respectively). Additionally, there was strong affirmation that the type of projects undertaken and the project completion rate had impacted on the implementation of the CDF projects in Njoro

Constituency (37.3% and 41.8% respectively). There were no opposing responses (0.0% disagree and strongly disagree) on the impact of completion rate on the implementation of CDF projects in Njoro Constituency. A negligible and equal number of respondents (1.5%) disagreed and strongly disagreed that the type of CDF projects undertaken had an impact on the implementation of CDF projects in Njoro Constituency.

Most of the respondents affirmed (67.2%) that the scope of CDF support to a given project had an impact on its implementation. An additional 1.9% strongly affirmed (17.9%) that the scope of CDF support to a given project had an impact on its implementation. The financial year of CDF support to a given project impacted its implementation as affirmed by 41.8% of the respondents. However, 25.4% were not sure, and 6.0% disagreed, and 6.0% strongly disagreed on the impact of the financial year of CDF support to a given project on its implementation.

4.8.2 Means and Standard deviations for CDF Projects Implementation

The study sought to examine whether on average, the different aspects of planning have an impact on the implementation aspects of the CDF projects in Njoro Constituency, Nakuru County, Kenya. This was examined using the mean scores and standard deviations of various metrics. These included the type of CDF projects undertaken, scope of CDF support to a given project, financial year of CDF support to a given project, CDF project completion rate, and project distribution across the county, and results presented in Table 4.26.

Table 0.26; Means and Standard Deviations for CDF Projects Implementation

	N	Mean	Std. Dev.
Type of CDF projects undertaken	67	4.25	0.74
Scope of CDF support to a given project	67	3.98	0.70
Financial year of CDF support to a given project	67	3.65	1.06
CDF project completion rate	67	4.34	0.61
Project distribution across the county	67	4.00	1.02

Source; Research Data (2017)

The respondents were inclined to agree that on average, all the aspects of planning had an impact on the CDF projects implementation as they had mean scores in the category $3.5 \leq \mu_x < 4.5$. When the mean scores were ranked from the highest to the lowest, the rate of completion of the CDF project scored the highest mean (4.34). This implied that on average, the respondents felt it had greater influence on the CDF projects implementation in Njoro Constituency. This was followed by the Type of CDF projects undertaken (4.25), project distribution across the county (4.00), the scope of CDF support to a given project (3.98) and financial year of CDF support to a given project (3.65).

There was moderate consensus ($0.5 \leq \sigma_x < 1$) on the impact of the type of CDF projects undertaken (std.dev.=0.74), the scope of CDF support to a given project (std. dev.=0.70), and the CDF project completion rate (std.dev.=0.61) as the responses were moderately dispersed from the mean for each of the metrics. The responses for financial year of CDF support to a given project (std. dev.=1.06), and project distribution across the county (std. dev.=1.02) were widely dispersed from the mean which implied no consensus ($\sigma_x \geq 1$) on either of the metrics on their impact of the CDF projects implementation in Njoro Constituency.

4.8.3 Multiple Linear Regression

The multiple linear regression was undertaken with the composite variables for monitoring and evaluation, stakeholders' participation, risk management, and financial resources as the independent variables and implementation of CDF projects as the dependent variable. The multiple correlation coefficient (R) was used to determine whether there was a correlation between the independent variables (monitoring and evaluation, stakeholders' participation, risk management, and financial resources) and implementation of CDF projects (dependent variable). The multiple correlation coefficient was 0.667 as shown in Table 4.27.

Table 0.27; Model Summary for CDF Projects Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667 ^a	.445	.409	.38607

a. Predictors: (Constant), Financial Resources, Risk Management, Stakeholder Participation, Monitoring and Evaluation

This implied that there was a strong positive correlation between implementation of CDF projects and monitoring and evaluation, stakeholders' participation, risk management, and financial resources.

The coefficient of determination (R Square) was used to determine the level of variability in implementation of CDF projects that can be accounted for by monitoring and evaluation, stakeholders' participation, risk management, and financial resources.

The coefficient of determination of the model with monitoring and evaluation, stakeholders' participation, risk management, and financial resources as the independent variables and implementation of CDF projects as the dependent variable was 0.445. This implies that 0.445 (44.5%) of the variability in implementation of CDF projects can be accounted for by monitoring and evaluation, stakeholders' participation, risk management, and financial resources. Therefore, other factors not

in this multiple linear regression model could account for 55.5% of the variability in implementation of CDF projects.

The analysis of variance (ANOVA) for the composite variables of monitoring and evaluation, stakeholders' participation, risk management, and financial resources was undertaken. The p-value was used to determine whether the multiple regression model with the composite variable for monitoring and evaluation, stakeholders' participation, risk management, and financial resources as the independent variables and implementation of CDF projects as the dependent variable was reliable. The threshold used for reliability of the regression model was a p-value less than 0.05 ($p < 0.05$), as presented in Table 4.28.

Table 0.28; ANOVA for CDF Projects Implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.406	4	1.851	12.422	.000 ^b
	Residual	9.241	62	.149		
	Total	16.647	66			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Financial Resources, Risk Management, Stakeholder Participation, Monitoring And Evaluation

This multiple linear regression model gave a p-value of 0.000 which was less than 0.05. Therefore, the threshold for reliability was achieved thus the regression model was considered viable.

The unstandardized coefficients (beta coefficients) were used to explain the amount of change in the implementation of CDF projects (dependent variable) that would result from a unit increase in a given independent variable while the other independent variables were held constant. The independent variables of the multiple linear

regression were monitoring and evaluation, stakeholders' participation, risk management, and financial resources. The beta coefficients were 0.096, 0.128, 0.021, and 0.357 corresponding to monitoring and evaluation, stakeholders' participation, risk management, and financial resources respectively, and the value of the constant was 1.669 as presented in Table 4.29.

Table 0.29; Coefficients for CDF Projects Implementation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.669	.369		4.528	.000
1 Monitoring and Evaluation	.096	.116	.113	.828	.411
Stakeholder Participation	.128	.101	.170	1.277	.206
Risk Management	.021	.080	.028	.265	.792
Financial Resources	.357	.103	.451	3.463	.001

a. Dependent Variable: Project Implementation

The resulting model was;

$$\text{Project Implementation} = 1.669 + 0.096 (\text{Monitoring and Evaluation}) + 0.128 (\text{Stakeholder Participation}) + 0.021 (\text{Risk Management}) + 0.357 (\text{Financial Resources})$$

The constants' value of 1.669 implied that the implementation of CDF projects will be at 1.669 without considering monitoring and evaluation, stakeholders' participation, risk management, and financial resources. A coefficient of 0.096 implied that a unit increase in monitoring and evaluation would result in a 0.096 increase in the implementation of CDF projects with the other variables kept constant. Similarly, a coefficient of 0.128 in respect to stakeholder participation implied that a unit increase in stakeholders' participation would result in a 0.128 increase in the implementation of CDF projects with the other variables kept constant.

Additionally, a coefficient of 0.021 in respect to risk management implied that a unit increase in risk management would result in a 0.021 increase in the implementation of

CDF projects with the other variables kept constant. Finally, a coefficient of 0.357 in respect to financial resources implied that unit increase in financial resources would result in a 0.357 increase in the implementation of CDF projects with the other variables kept constant.

Therefore monitoring and evaluation, stakeholders' participation, risk management and financial resource. However, unlike financial resource; monitoring and evaluation, stakeholders' participation and risk management were not statistically significant predictors of the implementation of CDF projects. The order of influence of the independent variables on implementation of CDF projects from the variable with greater influence was financial resources, stakeholders' participation, monitoring and evaluation and lastly risk management.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of the findings in chapter four from the examination of the effects of strategic planning on the implementation of CDF projects in Njoro constituency, Nakuru County, Kenya. The examination was based on four objectives that is examination of the effect of monitoring and evaluation, stakeholders' participation, risk management, and financial resources on the implementation of CDF projects in Njoro constituency, Nakuru County, Kenya. This chapter then represents the conclusions, and recommendations for improvement and further research.

5.2 Summary of Findings

The summary of the study was examined using the specific research objectives;

5.2.1 Monitoring and Evaluation

The study examined the average impact and dispersion of responses of monitoring and evaluation aspects on the implementation of constituency development funded projects in Njoro Constituency, Nakuru County, Kenya using mean scores and standard deviations of various metrics respectively. Therefore, in the context of supervision, the mean scores and standard deviations of visits by national CDF managers, project supervision by Njoro CDF managers, and supervision activities by the Member of Parliament were examined.

The average impact of funds allocated for monitoring and evaluation activities, and the impact of technical expertise of M& E officers on the implementation of CDF projects in Njoro Constituency, Nakuru County, Kenya was also examined. On

average, the respondents were inclined to agree ($3.5 \leq \mu_x < 4.5$) that visits by national CDF managers and project supervision by Njoro CDF managers, funds allocated for monitoring and evaluation activities, and technical expertise of M& E officers had an impact on the implementation of CDF projects in Njoro Constituency. Additionally, the responses on these metrics had moderate dispersion from the mean which implied there was moderate consensus ($0.5 \leq \sigma_x < 1$) that each had an impact on the implementation of CDF projects in Njoro Constituency. However, there was uncertainty ($2.5 \leq \mu_x < 3.5$) on average on the impact of supervision activities by the Member of Parliament as well as a lack of consensus on the metric ($\sigma_x \geq 1$).

5.2.2 Stakeholders' Participation

The average impact of stakeholder participation aspects on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya were examined. The mean scores and standard deviations of the stakeholder participation aspects were used to examine the average impact and level of consensus. These aspects included the stakeholders' identification of developmental needs, involvement in project implementation e.g. labour supply, involvement in monitoring and evaluation aspects, stakeholder access to information on the project aspects and consultation amongst stakeholders in project implementation.

All the mean scores of the stakeholders' participation matrix were in the category $3.5 \leq \mu_x < 4.5$. This implied that on average, the respondents were inclined to agree that each of the stakeholders' participation aspects had an impact on CDF projects implementation in Njoro Constituency. Additionally, the respondents had moderate consensus ($0.5 \leq \sigma_x < 1$) on impact of all the aspects on stakeholders' participation in CDF projects implementation in Njoro Constituency except stakeholder identification

of developmental needs where there was no consensus as it had a standard deviation above one (1.08). This was because the responses for each of these aspects were moderately dispersed from the mean.

When ranked using the mean scores, from the aspect with the highest mean to the lowest, stakeholder involvement in project implementation e.g. labour supply had the highest mean among the metrics. This implied that on average, it had greater impact on the implementation of CDF projects in Njoro Constituency than the other stakeholders' participation aspects (mean score=4.31; std. dev.=0.80). This was followed by stakeholder involvement in monitoring and evaluation aspects, consultation amongst stakeholders in project implementation, stakeholder identification of developmental needs and stakeholder access to information on the project aspects.

5.2.3 Risk Management

The average impact of risk management aspects on CDF implementation in Njoro Constituency, Nakuru County, Kenya was examined using the mean scores of various metrics. The metrics that were used to examine the risk management aspects included risk identification process in CDF, risk mitigation measures put in place, and the technical expertise on risk management amongst CDF committee members. Additionally, incorporation of risk management on every stage of project implementation, and diversity of risks identified were among the metrics on risk management.

On average, the 67 respondents were inclined to agree ($3.5 \leq \mu_x < 4.5$) that each of the risk management aspects had an impact on CDF implementation in Njoro

Constituency. The responses on each of the aspects were moderately dispersed from the mean which implied that there was moderate consensus ($0.5 \leq \sigma_x < 1$) among the respondents that each of the metrics had an impact on CDF implementation in Njoro Constituency.

5.2.4 Financial Resources

The mean scores various metrics of the financial aspects were used to get the average impact of the metrics on CDF projects implementation in Njoro Constituency, Nakuru County, Kenya. These included mean scores for the amount of funds allocated to projects, timeliness of funds allocation, and distribution of funds across diverse projects, the budgetary plans of allocated funds, and financial compensation to CDF committees. The respondents on average were inclined to agree ($3.5 \leq \mu_x < 4.5$) that the amount of funds allocated to projects, timeliness of funds allocation, distribution of funds across diverse projects, and the budgetary plans of allocated funds each had an impact on CDF projects implementation in Njoro Constituency.

The respondents were on average uncertain ($2.5 \leq \mu_x < 3.5$) whether financial compensation to CDF committees had an impact on CDF projects implementation in Njoro Constituency. The responses for timeliness of funds allocation and distribution of funds across diverse projects were moderately dispersed from the mean which implied moderate consensus ($0.5 \leq \sigma_x < 1$) on the impact of the two metrics on CDF projects implementation in Njoro Constituency. On the other hand, the responses for the amount of funds allocated to projects, budgetary plans of allocated funds, and financial compensation to CDF committees were widely dispersed from the mean. This implied no consensus ($\sigma_x \geq 1$) on the impact of the three metrics on CDF projects implementation in Njoro Constituency.

5.2.5 CDF Projects Implementation

The study sought to examine whether on average, the different aspects of planning have an impact on the implementation aspects of the CDF projects in Njoro Constituency, Nakuru County, Kenya using the mean scores and standard deviations of various metrics. These included the type of CDF projects undertaken, scope of CDF support to a given project, financial year of CDF support to a given project, CDF project completion rate, and project distribution across the county. The respondents were inclined to agree that on average, all the aspects of planning had an impact on the CDF projects implementation as they had mean scores in the category $3.5 \leq \mu_x < 4.5$.

When the mean scores were ranked from the highest to the lowest, the rate of completion of the CDF project scored the highest mean (4.34). This implied that on average, the respondents felt it had greater influence on the CDF projects implementation in Njoro Constituency. This was followed by the type of CDF projects undertaken, project distribution across the county, the scope of CDF support to a given project and financial year of CDF support to a given project.

There was moderate consensus ($0.5 \leq \sigma_x < 1$) on the impact of the type of CDF projects undertaken, the scope of CDF support to a given project, and the CDF project completion rate as the responses were moderately dispersed from the mean for each of the metrics. The responses for financial year of CDF support to a given project, and project distribution across the county were widely dispersed from the mean which implied no consensus ($\sigma_x \geq 1$) on either of the metrics on their impact of the CDF projects implementation in Njoro Constituency.

5.3 Conclusions

The study sought to determine the effect of monitoring and evaluation on the implementation of CDF project in Njoro Constituency. In view of this objective, the study concludes that monitoring and evaluation has no significant influence on implementation of CDF projects. In view of the second objective that sought to establish the effect of stakeholders' participation on the implementation of CDF project in Njoro Constituency, the study concludes that stakeholder participation has no significant influence on implementation of CDF projects. Likewise in addressing the third objective of the study on the effect of risk management on the implementation of CDF project in Njoro Constituency, the study concludes that risk management has no significant influence on implementation of CDF projects. Finally, on the last objective of the study on the effect of financial resources on the implementation of CDF project in Njoro Constituency, the study concludes that financial resources have significant influence on implementation of CDF projects.

5.4 Recommendations

In establishing the effect of monitoring and evaluation on the implementation of CDF project in Njoro Constituency, majority of the respondents indicated that the Member of Parliament does not supervise the implementation of CDF projects. In view of these findings, the study recommends the Member of Parliament to offer supervisory to the projects regularly in order to monitor and evaluate its implementation progress. The study found out that majority of respondents cited that stakeholders did not have access to information on the project aspects and therefore this study recommends that stakeholders' access to information on the project aspects to be enhanced so that the stakeholders may contribute towards the success of the project.

In assessing the effect of risk management on the implementation of CDF project in Njoro Constituency, the study found out that majority of respondents on said that there are no risk mitigation measures put in place for the implementation of CDF projects. In this respect, the study recommends risk mitigation measures to be put in place to prevent the collapse of the CDF projects or reduce the amount of loss as a result of unforeseen risks. From the last objective, the study recommends CDF committees to equally distribute funds across diverse projects as well as formulate budgetary plans for the allocated funds. Thus recommendation is based on the finding that majority of respondents were disagreed that there was fair distribution of funds to diverse projects and that budgeting of allocated funds was hardly done.

5.5 Suggestions for Further Studies

The items that had widely distributed responses around the mean, that is, items with a standard deviation greater than 1 informed the suggestions for further studies. This is because there was there was no consensus on these items which implied the study could not conclusively measure their influence on implementation of CDF projects.

Therefore, the study makes the following suggestions for further studies;

- i. An examination of the role of supervision activities by the Member of Parliament on implementation of CDF projects
- ii. An examination of the influence of stakeholder identification of developmental needs on implementation of CDF projects
- iii. An examination of the effect of amount of funds allocated to projects on implementation of CDF projects
- iv. An examination of the influence of budgetary plans of allocated funds on implementation of CDF projects
- v. An examination of the role of financial compensation to CDF committees on implementation of CDF projects

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APPENDIX I

CONSENT STATEMENT TO RESPONDENTS

My name is Samuel Kimani Rukwaro, a Masters of Business Administration (MBA) student at Kenyatta University, Nakuru Town Campus. You have been selected as part of the study entitled “**Strategic Planning and Implementation of Constituency Development Funds Projects in Njoro Constituency, Nakuru County, Kenya**”.

Kindly do take a few minutes to respond to the questions in the attached questionnaires. Your input will be integral in the successful completion of the research project. Your response will be treated with utmost confidentiality and will only be used for academic purposes. No financial compensation will be made for participating in this study. In case of any need for more clarification, kindly don't hesitate to contact me.

Yours' Sincerely,

Samuel Kimani Rukwaro

APPENDIX II
THE EFFECTS OF STRATEGIC PLANNING ON THE IMPLEMENTATION
OF CONSTITUENCY DEVELOPMENT FUNDS PROJECTS IN NJORO
CONSTITUENCY, NAKURU COUNTY, KENYA
QUESTIONNAIRE

Instructions: Please complete the following questionnaire appropriately.

Confidentiality: The responses you provide will be strictly confidential. No reference will be made to any individual(s) in the report of the study.

Please tick or answer appropriately for each of the Question provided.

PART A: BACKGROUND INFORMATION

- | | | |
|---|---------------------------|-----|
| 1) What is your gender? | Male | [] |
| | Female | [] |
| 2) What is your highest education level? | College Level | [] |
| | Graduate Level | [] |
| | Post Graduate | [] |
| 3) How Long have you worked in the CDF projects? | 0-5 Years | [] |
| | 6-10 Years | [] |
| | Over 10 Years | [] |
| 4) Which of the following best describes your position? | Project Manager | [] |
| | Committee Members | [] |
| | Community Representatives | [] |

PART B: MONITORING AND EVALUATION

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

	<i>The following monitoring and evaluation aspects impact on CDF implementation;</i>	SA	A	U	D	SD
5)	Visits by National CDF Managers					
6)	Project Supervision by Njoro CDF managers					
7)	Supervision activities by the Member of Parliament					
8)	Funds allocated for Monitoring and Evaluation Activities					
9)	Technical Expertise of M& E officers					

PART C: STAKEHOLDERS' PARTICIPATION

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

	<i>The following stakeholder participation aspects impact on CDF implementation;</i>	SA	A	U	D	SD
10)	Stakeholder identification of developmental needs					
11)	Stakeholder involvement in project implementation e.g. labour supply					
12)	Stakeholder involvement in monitoring and evaluation aspects					
13)	Stakeholder access to information on the project aspects					
14)	Consultation amongst stakeholders in project implementation					

PART D: RISK MANAGEMENT

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

	<i>The following risk management aspects impact on CDF implementation;</i>	SA	A	U	D	SD
15)	Risk identification process in CDF aspects					
16)	Risk mitigation measures put in place					
17)	Technical expertise on risk management amongst CDF committee members					
18)	Incorporation of risk management on every stage of project implementation					
19)	Diversity of risks identified					

PART E: FINANCIAL RESOURCES

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

	<i>The following financial aspects impact on CDF implementation;</i>	SA	A	U	D	SD
20)	Amount of funds allocated to projects					
21)	Timeliness of funds allocation					
22)	Distribution of funds across diverse projects					
23)	Budgetary plans of allocated funds					
24)	Financial Compensation to CDF committees					

PART E: CDF PROJECTS IMPLEMENTATION

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

	<i>Different aspects of planning impacts on the following CDF implementation aspects;</i>	SA	A	U	D	SD
25)	Type of CDF projects undertaken					
26)	Scope of CDF support to a given project					
27)	Financial year of CDF support to a given project					
28)	CDF project completion rate					
29)	Project distribution across the county					

APPENDIX III

LIST OF CDF PROJECTS IN NJORO CONSTITUENCY

serial	Project Name	Sub-project/Activities
1	Mugumo Sec School	Construction of a classroom
2	Teret Dispensary	Finishing of the maternity wing
3	Taita Mauche Dispensary	Finishing of the outpatient wing
4	Pwani Dispensary	Finishing of outpatient wing
5	Gichobo Dispensary	Fencing and construction of an ablution block
6	Mukungugu Pri School	Completion of pit latrines
7	Bagaria Pry School	Construction of Two classrooms to completion
8	Cheptoroi Pri School	Construction of one classroom to completion
9	Ewaat Pri School	one classrooms
10	Gathima Pri School	One classroom
11	Gatimu Primary School	Walling, Roofing, fixing of door & windows plastering and internal painting
12	Gichobo Pri School	Two classrooms
13	Kianjoya Pri School	Completion of 3 classrooms
14	Kamungei Pri School	Construction of one classroom to completion
15	Kapyemit Primary School	Construction of one classroom to completion
16	Kariaini Pri School	Construction of three classrooms to completion
17	Karogoe Primary School	Purchase and planting of tree seedling in the School;
18	Koilonget Primary School	Fixing of Veranda, Flooring, fixing of door and windows.
19	Lulukwet Primary School	Flooring, plastering, fitting of door, windows of a classroom
20	Lulukwet Primary School	Construction of Two classrooms to completion
21	Makutano Pry School	Two classrooms
22	Mauche Pri School	Construction of one classroom
23	Mukungugu Pri School	purchase and planting of tree seedling in the School;
24	Musegekwa Primary School	Two classrooms
25	Mutamaiyu Primary School	Two classrooms
26	Mutumuru Primary School	Completion of a classroom
27	Mwenyere Primary School	one classrooms
28	Mwigito Pri School	one classrooms
29	Ngibioni Pry School	Construction of one new classroom to

		completion.
30	Njoro Central Primary School	Construction of Two classrooms
31	Piave Pri School	purchase and planting of tree seedling in the School;
32	Piave Primary School	Construction of one classroom to completion
33	Sigor Pry School	completion of One classroom
34	Siryat Primary School	Completion of one classroom
35	Tagitech Pry School	Construction of Two classrooms to completion
36	Tebeswet Pri School	One classrooms
37	Tengecha Pri School	Two classrooms
38	Teret Primary School	completion of Admin block
39	Tritagoi Primary School	one classrooms
40	Utafiti Primary Schol	purchase and planting of tree seedling in the School;
41	Utalii Primary School	Three classrooms
42	Gatimu Secondary School	One classroom
43	Lare Vision Secondary School	completion of girls dormitory
44	Larmudiac Secondary School	Two classroom
45	Mosop Secondary School	Two Classrooms
46	Mosop Secondary School	purchase and planting of tree seedling in the School;
47	Nessuit Secondary School	Construction of a laboratory
48	Nessuit Secondary School	purchase and planting of tree seedling in the School;
49	Ngwataniro Secondary School	completion of dormitory
50	Njoro Township Secondary School	Completion of a twin laboratory
51	Piave Sec School	Construction of a laboratory
52	Ogiek Nessuit Secondary	Completion of laboratory
53	Cheptoroi Sec School	Completion of the kitchen
54	Ewaat Secondary	Completion of laboratory
55	Sururu Secondary	C
56	Samoei Mauche Sec School	one classrooms
57	Subuku Secondary School	purchase and planting of tree seedling in the School;
58	Taita Mauche Secondary School	purchase and planting of tree seedling in the School;
59	Teret High School	Purchase of School bus
60	Astu Mau Narok	Completion of office
61	Gichobo Chief Office	Chiefs office
62	Mahiga Chiefs Office	construction of chiefs office
63	Mau Narok Acc Office	Construction of Assistant County Commissioner's office.(ACC)
64	Naishi Police Station	office & cell
65	Njoro Ocpd Office	Construction of the OCPD office
66	Teret Ap Post	Construction of AP camp
67	Naishi Boda Boda Shed	Construction of a boda boda shed

68	Mau Narok Boda Boda Shed	Construction of a boda boda shed
69	Mauche Boda Boda Shed	Construction of a boda boda shed
70	Nessuit Boda Boda Shed	Construction of a boda boda shed
71	Kerma Boda Boda Shed	Construction of a boda boda shed
72	Kwa Chief Njoro Boda Boda Shed	Construction of a boda boda shed
73	Kihingo Boda Boda Shed	Construction of a boda boda shed