DETERMINANTS OF IMPLEMENTATION OF CONSTITUENCY
DEVELOPMENT FUND PROJECTS IN NJORO SUB-COUNTY, NAKURU
COUNTY, KENYA.

BY

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OCTOBER 2018
DECLARATION

I hereby declare that the work in this research is my original work and has not been submitted to any other institution, partially or entirely for the award of a degree.

Signed ........................................ Date ...............................

Boniface Gikombi Gicharu

C153/NKU/PT/32444/2015

This project proposal has been presented with my approval as the Supervisor

Signed ........................................ Date .............................

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DEDICATION
I dedicate this project to my family for their support. God bless you all
ACKNOWLEDGEMENT
I appreciate Dr. Jane Gakenia for her support and guidance throughout the project. I would also like to appreciate all those who participated in the project and took part in the survey. My gratitude to you all.
ABSTRACT

The involvement of the central government in the development of socioeconomic development at the constituency level is important in facilitating nationwide sustainable development, despite geopolitical differences. Since introduction, the Constituency Development Fund (CDF), now NG-CDF, in 2003 has facilitated socioeconomic development across the nation and especially in areas that were previously marginalized, by allocating part of the national resources to constituencies for development purposes. The allocated funds are then allocated to development initiatives depending on the community needs. However, numerous issues have risen in the management and implementation of the NG-CDF projects, raising a question on the underlying determinants on the implementation of such projects. This study sought to examine the determinants of the implementation of NG-CDF projects in Njoro Sub-county, Kenya. Njoro Sub-county is in Nakuru County, and covers six wards namely; Njoro, Lare, Nesuit, Kihingo, Mauche, and Mau Narok. The study evaluated the roles of training, stakeholder involvement and the availability of funds on the implementation of NG-CDF projects, with the government law and policy as a moderating variable. The study used a descriptive design as it intended to describe the relationship between the independent and the dependent variables. The target population for the study was project coordinators, committee members and community representatives. Stratified sampling and data were collected using a structured questionnaire. The validity and reliability of the research instrument was evaluated in the pilot test as well as through the expert help from the supervisor. Descriptive and inferential statistics were undertaken using SPSS V.22 and the results will then be used to derive conclusions and make inferences in relation to the research objectives and questions. The correlation analysis showed there existed a positive relationship between the dependent and the independent variables as there was a positive correlation. A regression analysis model was fitted to explain the relationship between the independent and the dependent variables. The study recommended the emphasis of proper training, complete stakeholder involvement throughout the project stages, allocation of sufficient funds to finance the NG-CDF projects and the emphasis of the established government regulations to enhance the effectiveness of the implementation process.
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<th>Abbreviation</th>
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<td>ANOVA</td>
<td>Analysis of Variance</td>
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<td>CDF</td>
<td>Constituency Development Fund</td>
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<td>NG-CDF</td>
<td>National Government Constituency Development Fund</td>
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<td>PMC</td>
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DEFINITION OF TERMS

Adequate Funds: The allocation of enough funds that will allow the identified projects to be completed successfully and in the required time.

Constituency: The unit of political representation represented by an elected member of parliament.

National Government Constituency Development Fund (NG-CDF): Financial allocations allocated to Constituencies by the National Government to facilitate the implementation of public and community-based socioeconomic projects in education and security.

NG-CDF project: A project that is intended to provide or improve the required socioeconomic welfare of the community that is funded by the NG-CDF. That is, projects in Education and Security.

Project: A set of interrelated activities that have a specific starting and end points intended to achieve certain outcomes.

Project Implementation: The actualization and execution of planned projects with the objective to fulfill the intended purpose of the project.

Stakeholder: Any person that is considered as either an interested person or one who is interested in a given project; that is the targeted community, project coordinators, and members of the Project Management Committees (PMC).
Stakeholder: The engagement or involvement of all stakeholders in the activities of the project.

Training: Any exercise that entails imparting relevant skills, knowledge, and competence required in carrying out a given task/activity.
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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Project implementation defines the actualization of all the proposed project activities with the aim of achieving the project activities and delivering the projected results and outcomes. In other words, this is the phase of project management in which the outlined plans and vision becomes reality. The success of a project depends on the effectiveness of the entire process from the identification, planning, allocation of resources and eventual implementation (Lester, 2007).

The implementation of community based projects enables the community to set and accomplish sustainable goals for their intended development activities (Gitonga, 2012). The implementation phase is purposeful and is described in sufficient details such that independent observers can identify or detect the presence and the strength of the identified sets of activities related to the implementation. The results of the project implementation are measured based on how the objectives defined at the project identification stage are accomplished. Fundamentally, the implementation of any given project depends on a variety of factors. These include; proper planning, effective communication between the stakeholders, adequate financing and resource allocation, and organizational factors (Lester, 2007).

Despite the importance of the project implementation in the achievement of project objectives, most implementers fail in actualizing the identified strategies effectively. Sterling (2013) observes that the problem in implementation is not in the formulation of the required strategies but instead, the difficulty lies in the implementation since it is a
considerably complex and intensive process. The need for effective implementation rarely gets the highly required attention and therefore, most of the projects face the risk of stalling at this stage. Sterling (2013) also notes that it is important to note that even the most well-designed and creative project activities and strategies are quite useless if they cannot be implemented effectively.

The success of a project is significantly determined by the availability of adequate finances and resources. Financing is described as one of the factors that determine the implementation of projects. According to Magano (2008), project funding is an element that contributes directly to the success of a project. For positive outcomes to be achieved, the financial needs of the entire project should be included in the planning and implementation proposals. This is because adequate financing fast speeds up the rate at which the project activities are executed, by ensuring that the project teams and managers are well-resources to undertake the project activities. Since each project activity costs money in terms of material costs, human resource and other forms of costs, inadequate finances causes project activities to stop.

The effectiveness of the implementation of CDF projects depends on adequate financing and resource availability to maintain all project activities from the inception to the completion stages. The availability of adequate finances, according to Chandra (2008) has a direct relation with the successful accomplishment of project objectives. Inadequate financing is a major setback in the management and maintenance of project activities which eventually leads to the eventual failure of the entire project. With the rising involvement of the government in community-based socioeconomic projects growing in Kenya (Baskin, 2010), the main objective of the CDF is allocating adequate funds to
community-based projects through annual budgetary allocations by the national government to each of the constituencies. The devolution of national resources at the community level is intended to spur socioeconomic development which would translate to overall economic development and poverty eradication. Despite this national allocation, some of the identified CDF projects still fail as a result of insufficient funding.

Stakeholder involvement and participation throughout the project cycle is essential in ensuring maximum project output and returns. Community and stakeholder involvement is significant in ensuring efficient project implementation as it allows maximum contribution by all participants and creates a sense of ownership. According to Zena (2012), some of the public projects started without the involvement of the projected beneficiaries in the identification based on their needs therefore failing to get their approval and support. This observation is affirmed by Nekesa (2012) in her report on the CDF funded projects in Nambale Constituency where she observed that most of the CDF projects stalled as stakeholders ended up blaming each other with allegations of misappropriation. Best project management practices are those that respect the choices and interests of the project teams and stakeholders and engaged them in all the important aspects of the project and promised effective and efficient project closure with desirable outcomes. This is only achievable when the project meets the needs and objectives of the community.

Primarily, stakeholder participation implies that all the participants play their roles collaboratively. The community must own the project, the implementers must impart the required skills to the project teams and the implementing agency must constantly monitor and assess the progress of the project to ensure maximum output and results. This is
based on the comprehension that the process through which a project is implemented has numerous effects on its use, operation, and maintenance (Mulwa, 2007).

Training is essential in the enhancement of human capital and in ensuring that all the project stakeholders are fully aware of the objectives of the project and that they possess the relevant skills and competencies. Training is a critical aspect of the project team management. Burke (2013) postulates that the main purpose of training is to improve skills and knowledge and to drive a change in behavior or attitudes, to enhance the transformation of theoretical concepts into concrete concepts. Training is considered as one of the potential factors of motivation for the entire project management and implementation teams. Additionally, Burke (2013) further explains that education and training are vital useful in imparting skills necessary for the resolution of emergent problems and to provide opportunities for creativity and innovation required to address future problems. The level of skills and overall competence is essential in ensuring that all the players in the project get a clear understanding of their designated roles, depending on the scope of their responsibility.

The importance of training is equally highlighted by (Kerzner, 2013) in the observation that there always exists a gap between what the employees know and what they should actually know. If training is thereby not done, then the project teams operate inefficiently from a point of ignorance. Therefore, training is a critical element in gaining a competitive edge and in improving the overall performance. The greatest implementation attributes arise from the contexts of human capital management to facilitate the achievement of project objectives since well-managed teams are highly likely to manage their duties properly. The main focus of the project manager should be on the
development of their abilities and skills so that they can contribute effectively towards the accomplishment of the project goals and objectives (Gikonyo, 2008). Where project teams are recruited on the basis of political affiliations rather than based on their competence, the public projects are highly likely to be poorly managed and implemented.

Bagaka (2008), in an analysis of the implementation of CDF-funded projects reveals a significant disconnect between the local nature of the capital expenditure decisions, financing of operations and the maintenance of these projects with local benefits. Since the government holds the policy monopoly, when it steps in to facilitate the operation of those projects, the beneficiaries from those operational projects do not incur the recurrent costs of operating and maintain their capital projects. Given the intrinsic and discretionary nature of capital spending attached to political symbolism in launching CDF projects, multiple new projects are undertaken while the existing ones are inadequately funded and left to stall and deteriorate. This according to Zablon (2008) leaves a major gap in the implementation of CDF projects. Zablon also observed that upon reaching the constituency level, the allocated funds are not often used for the initially identified purpose and as a result, they do not benefit the citizens. Public projects have constantly failed to materialize due to multiple challenges that stem from the misappropriation of funds, poor planning, incomplete projects, lack of technical capacity, patronage due to excessive powers of the members of parliament, and a set of other weaknesses which undermine the usefulness and success of the fund.

The involvement of the government in the development of community-based socioeconomic initiatives and at the grassroots level has considerably gained international recognition in diverse countries such as Pakistan, Jamaica, Zambia, India, Nepal,
Jamaica, Malawi, Bhutan, India, Uganda Papua New Guinea and Kenya (Tsubura, 2013). This involvement is mainly through specialized policy and financial allocations such as the Constituency Development Funds, which decentralize national resources to benefit communities through development initiatives determined by their political representatives. Upon the allocation, community projects are identified based on the need and are slotted for implementation.

**Constituency Development Fund**

The 2003 CDF Act that resulted in the CDF funds provides 2.5% of Gross Domestic Product for CDF. In this case, the CDF involve redistribution of decision-making responsibilities for project identification, planning, and implementation and monitoring from the Central Government to the constituencies (Namano, 2015). The CDF Act also outlines the policy guidelines to guide the implementation of CDF funded projects throughout the project phases, from the identification to completion, allocation of funds to the required projects, as well as the selection and management project teams and their designated responsibilities (National Council for Law, 2016). The policy framework is essential in eliminating major setbacks that may undermine the implementation of community-based projects and especially as a result of political interferences. This implies that the success of a project throughout the different phases must ensure that the managers, implementers and the stakeholders must own the project throughout the project to facilitate the successful implementation. Public initiatives that recognize the involvement of the local people throughout the project's lifecycle enhanced the outcomes of the project as compared to the projects that ignored the people. This is since the involvement of the people facilitates the project ownership.
This study explored the determinants of the effective implementation of NG-CDF projects in Njoro Sub-county. Njoro Sub-County, constituency number 167, is located in Nakuru County, and comprises of 6 wards (“Njoro Constituency,” 2017). The Sub-County covers a geographical area of 713.30 KM², and has a population of 184,859 people, according to the 2009 census statistics (Kenya National Bureau of Statistics, 2009).

1.2 Statement of the problem

The principle objective of NG-CDF is facilitating economic transformation for the local communities through poverty eradication and social empowerment. Besides, it was hoped that fiscal decentralization would enhance the participation of the local communities in promoting decision making in community development, enhancing accountability and transparency and promote good governance (Bagaka, 2008). Unfortunately, a significant majority of the NG-CDF projects have continuously stalled thereby failing to assist the community in improving their welfare. Audit reports, Project Implementation Status reports, as well as civil society groups’ reports have continuously indicated a rise in the number of stalled projects funded by the NG-CDF across the country. According to Lumiti (2008), some constituencies are unable to successfully implement their projects due to lack of clear implementation plans. This leaves many stalled projects despite the huge amounts of resources allocated. Lumiti also observes that some constituencies lack adequate capacity to utilize the CDF funds hence the gross misappropriation of public resources.

Radoli (2009) explores some of the factors undermining the efficacy and efficiency of the CDF as well as some economic and political aspects associated with the fund. Globally,
most of the studies conducted on CDF focused on the project identification and planning while in Kenya, most of the studies concentrated on the monitoring structures and means of the improving their capacity.

According to the Project Implementation Status (PIS) report, 42% of the CDF projects earmarked in the 2013/2014, 2014/2015, and 2015/2016 financial years were not completed raising questions as to why the implementation was ineffective (The NG-CDF Board, 2016). The study sought to examine the roles of training, stakeholder involvement, the availability of adequate funds and resources, and government laws and legislations and how they influence the effective implementation of CDF projects in Njoro Sub-County.

**Objectives of the study**

The study was guided by the following objectives.

i. To determine how the training of stakeholders influences the implementation of NG-CDF projects in Njoro Sub-county.

ii. To determine how stakeholder involvement influence the implementation of NG-CDF projects in Njoro Sub-county.

iii. To determine how availability of funds influence the implementation of NG-CDF projects in Njoro Sub-county.

iv. To determine how government laws moderate the implementation of NG-CDF projects in Njoro Sub-county

1.3 **Research questions**

The study sought to answer the following question:
i. How does training of stakeholders influence the implementation of NG-CDF projects in Njoro Sub-county?

ii. How does stakeholder involvement influence the implementation of CDF projects in Njoro Sub-county?

iii. How does availability of funds influence the implementation of NG-CDF projects in Njoro Sub-county?

iv. How do government laws moderate the implementation of NG-CDF projects in Njoro Sub-county?

1.4 Justification and significance of the study

1.4.1 Justification of the study

The implementation of NG-CDF projects is important in facilitating nationwide sustainable development across the entire nation and thereby, it is equally important to understand the factors that influence the implementation of such projects. Previous studies have identified various factors that influence the implementation of CDF projects in various constituencies. According to the 2014/2015 audit report by the Office of the Auditor-General, the implementation of CDF projects in Njoro Sub-county was not completely successful as indicated in the Auditor General’s Disclaimer of Opinion (Auditor-General 2016). Additionally, from the Project Implementation Status (PIS) report, 42% of the CDF projects earmarked in the 2013/2014, 2014/2015, and 2015/2016 financial years were not completed raising questions as to why the implementation was ineffective (The NG-CDF Board, 2016). The current study will examine the roles of training, stakeholder involvement, the availability of adequate funds and resources, and
government laws and legislations and how they influence the effective implementation of CDF projects in Njoro Sub-county.

1.4.2 Significance of the study

The findings of the study were used in explaining the determinants of implementation of NG-CDF funded projects in Njoro Sub-county. The findings of the study were also useful in making general inferences which will create awareness that can be employed to in making improvements in the established policies to facilitate capacity building and formulate appropriate programs to empower stakeholders at the national and Sub-county levels. The study also give insights into the success determinants in the implementation of public projects through NG-CDF funds. Besides, the findings opened an opportunity for future research into policy development for purposes of improving public socioeconomic welfare in the country.

1.5 Scope of the study

The study focused on public NG-CDF-funded projects in Njoro Sub-county, Nakuru County. Projects were selected based on their proximity and access by the researcher. Respondents were selected on their likelihood to access relevant information. The targeted respondents included the project coordinators, members of the Project Management Committees (PMC) and community representatives. These respondents were projected to have adequate information regarding the implementation and management of CDF projects.
1.6 Limitations of the study

The research was impacted by certain limitations which include inadequate resources such as limited time and finances to facilitate the collection of relevant data, as well as inadequate access to information. To overcome the challenges, the researcher collaborated with other parties to help with the data collection and analysis to ensure that the study was completed in the specified time.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter examined the empirical literature, theoretical framework, summary of reviewed literature, and conceptual framework. The literature related to the identified variables and how they influence the effective implementation of NG-CDF projects were reviewed. The theoretical framework evaluates the theories that support the study. Finally, the conceptual framework presented an illustration of the relationship between the dependent and the independent variables.

2.2 Empirical Literature
The empirical literature examined the specific research objectives in detail. To give a detailed analysis of the study, the section evaluated the key issues influencing the effectiveness of the implementation of the NG-CDF projects as determined in previous studies, as well as the theoretical constructs of the study. Also, the section examined the critical gaps in the previous studies in order to formulate new ideas in relation to the research topic and objectives.

2.2.1 Implementation of NG-CDF projects
The CDF Act of 2007, the public procurement and disposal act of 2005 and the CDF implementation guidelines of 2004 prepared by the National Management committee provides that CDF projects be implemented by the government departments under which they fall (Gikonyo, 2008). Communities in the respective constituencies are required to participate actively throughout the implementation stage to ensure that the objectives of the projects are adequately met while utilizing the allotted resources within the stipulated
periods. The effectiveness of the implementation phase is determined by many factors, key among which, is the common understanding of the project mission. According to the Project Management Institute (2008), the project mission entails the identification of the general objectives of the project. The research also observed that the project mission is a critical factor of success as it guides the documentation of the project activities in line with the overall goal and intentions.

A study by Auya (2005) on the challenges undermining the CDF development programs in North Mugirango established that the implementation of these projects was faced by numerous factors. These include low community participation in the selection of CDF committee members as well as in the identification of the projects. Additionally, Katamei et.al, 2015 observed that the implementation of CDF projects in Marakwet West Constituency was undermined by the poor or no community receptivity, which includes the little understanding of the process of implementation, poor leadership skills by the project managers, poorly implemented values and belief systems and lack of commitment to the implementation of the projects. The performance and effectiveness of the implementation process is evaluated on the basis of the cost, time and the overall quality of the project (Williamson et.al, 2014).

2.2.2 Training and implementation of NG-CDF projects

Training is an intensive process that intends to impart the required skills, and knowledge to ensure professionalism in the project implementation. Stakeholders must be trained in line with the requirements and the objectives of the project at hand. Inadequate or lack of training implies that the project members act from points of guesswork and ignorance and therefore the outcomes of the project are undesirable (Kerzner, 2013). Community based
projects have usually failed to materialize due to lack of training, as observed by Zainabu (2008), in her study on the self-help projects in Kwale Constituency. Zainabu insists that a well-trained team member is able to assess the course of the project in line with the internal and external circumstances and is therefore able to identify and fix and deviations.

In many cases, members of the project teams are selected with minimal consideration of their skills and how they contribute to the success of the implementation of the intended projects (Adedeji & Olotuah, 2012). For the project to be successful, the selected team must possess the skills that support the implementation of the project activities and have the technical capability to implement the decisions made. Nallathiga & Kumar (2012) asserted that the success of a project is dependent on the relationship between the leader, project teams and a skilled and resourceful team which ensures that the project requirements are implemented thoroughly. Additionally, the indicate that resourceful project teams are created through a combination of skill, teamwork, motivation, experience, accountability and a sense of need into a defined project structure. Training is useful in realizing this objective through the inculcation of the relevant skills and values that are required for the successful completion of the project. Chesiyna & Wanyoike (2016) in the study on the Implementation of CDF projects in Baringo Central Constituency established that stakeholders were not adequately trained on the relevant issues especially since the project managers found training to be relatively expensive. The study underlined training as an important affair in ensuring the effectiveness of the implementation phase.
In a study on the development projects, Auya (2015) found that one of the main challenges facing the CDF fund in North Mugirango Constituency was that members of the CDF committees were selected on the basis of whether they supported the MP during their campaign. The selection did not involve any interviews and the community members were not involved in the selection. Auya established that the committee members did not possess the required skills and some had very low academic qualification, with a majority of the members being trained teachers, with or with no experience of know-how in project management. This finding cuts across all other constituencies and therefore the need for the placement of training to impart the relevant skills and knowledge to facilitate better outcomes.

The strategic goal of training project stakeholders is building competence. The focus on competence in project management is rooted in the conventional assumption that people who manage or work in a project tend to perform more effectively if they are competent and this leads to successful outcomes (Smith, 2010). Training is necessary as it allows PMCs to adopt a wider variety of options in their project enterprises, a strategy that appeals to the targeted beneficiaries. Additionally, the human resource capacity of the project teams facilitates the allocation of tasks that befits each of the members. Where project stakeholders lack the necessary skills, it is important to organize for the training of requisite skills and especially in projects where the staff are sent out to undertake or oversee the project activities on their own (Meredith, 2011).

2.2.3 Stakeholder involvement and implementation of NG-CDF projects

NG-CDF since its enactment has had a remarkable impact in the promotion of sustainable development through the actualization of key socioeconomic projects across the nation.
However, it is evident that most of the allocations lack transparency whereby the supposed beneficiaries are not adequately involved in the determination of the most required projects and in the management of the funds thereby leaving major gaps for the loss of funds (Davidson, 2009). The engagement of the stakeholder is defined as a critical factor in ensuring the project success, as it helps the project members and all the participants to access and manage the project environment effectively (Llewellyn, 2009). It is also useful in bringing out the interests and roles of all the stakeholders clearly whilst identifying the probable causes of conflicts which may undermine the outcomes of the project. Llewellyn also points out that the engagement of the stakeholders allows the identification of the prevailing relationships between the participants and which can be leveraged to create useful partnerships and coalitions needed in building collaborations on the basis of mutual respect and trust.

Bourne (2009) outlines that active building and management of strong relationships with all the project stakeholders is necessary for ultimate success. Active interactions between the participants facilitates a comprehensive evaluation of the existing relationships, starting with a detailed discussion of the qualifications, and the necessary changes that the managers may have to institute as they exercise their executive roles. Additionally, it requires the recognition of the importance of purposeful and targeted communication that is needed to unite and support the work of the teams. Studies have identified that the active support of stakeholders, from the project coordinators, project sponsors to the targeted community is necessary for driving desirable results. Successful project managers do not only comprehend this necessity but they are equally ready to do all it takes to ensure that the stakeholders understand and actualize their required roles. The
communication process is in determining the effectiveness of stakeholders’ participation as it is essential in adjusting expectations and changing perceptions, making them more realistic, as well as in helping the acquisition of necessary support for the effective delivery of each role (Bourne, 2009).

This observation is also confirmed by Mille and Marsh (2014), who observed that the isolation of all the stakeholders is a major challenge in the accomplishment of the project objectives. Accordingly, projects where the stakeholders are ignored only succeed to a certain level while in projects where the project managers build strong mutual relationships with all the identified stakeholders are completed successfully and end up with wider connections and ownership among the target communities. The involvement of stakeholders in decision making through participatory analysis in the case of community projects is according to Chikati (2009) a critical method of operation. Stakeholders may have varying interests, influence or level of involvement but it is very important to first, identify all stakeholders and then manage them properly since they can have positive and/or negative influence on the entire project. Creating a sense of project ownership is vital in ensuring long term sustainability of the project. Maritim (2013) notes that the participation of the community members in conjunction with the project developers should be insisted; otherwise the successful implementation of community-based projects will remain a dream. She illustrates how numerous health and community agencies created a development initiative that relied on the principles of equity, multidisciplinary collaboration, participation and empowerment, to enhance the achievement of the project objectives.
Hassan (2012) in the study on the Influence of Stakeholders role on performance of constituency development fund projects; a case of Isiolo North Constituency, Kenya, observed that stakeholders play an important role in the project planning and performance, and that there is a positive collaboration between the participation of stakeholders and the performance of a project. Similarly, Askari (2011), in the study on the Factors influencing effective implementation of Monitoring and Evaluation practices in donor funded projects in Kenya, A case of Turkana district. Established that the involvement of stakeholders in the monitoring and evaluation process and that the participation of stakeholders in the projects illuminates the community needs and incorporates the interest and acceptability of projects.

2.2.4 Availability of funds and the implementation of NG-CDF projects

The availability of funds and resources is postulated to have a direct connection with the effective implementation of projects (Chandra, 2008). Although the amount of resources available may theoretically be sufficient in the completion of a project, certain difficulties may arise as a result of how the project activities are scheduled. Usually, there may be several activities scheduled to occur at the same time but it may be impossible given the amount of resources available. The composition and allocation of project resources is a significant factor that influences the implementation of public projects. Multiple studies have established that the availability of resources has a positive influence on the outcomes of projects. Kasoo (2010) postulated that the sources and compositions of the project resources and funds play a vital role in influencing the project success.

According to Oyalo & Bwisa (2015) outlined that the budgetary allocations are not sufficient to finance all the socioeconomic needs of the communities. The current
allocation of 2.5% of the total national revenues to the CDF kitty is significantly low and many feel that there is the need to increase this allocation. A survey by Ochanda (2010), observed that it is still evident that the amount of cumulated funds that flow through the treasury at the district level is significantly higher than the entire CDF allocation. The entire allocated amounts at the Sub-county level are to be spent on the basis of the functional criteria stipulated in the law. One such criterion dictates that not less than 73% of the total allocation of the total allocation should be utilized in development initiatives.

For projects to be funded by the NG-CDF allocation they must first be development-based and not recurrent, for example, funds may be used in construction of classrooms but not for the payment of teacher salaries. Also, the development must be community-based such that the benefits of the project spread to the members of the community.

Kirui et.al, (2015) in a study on the determinants of the timely completion of projects funded by the NG-CDF, then CDF, in Ainamoi constituency established that the projects were often funded as per the bill of quantity and most of the projects were either funded partially without observance of the initial project plans. Daib (2015) also established that many CDF programs especially in areas where they were highly needed suffered the problem of underfunding. This is probably as a result of the ambiguity and the inadequacy of the CDF legislation, for instance, a report by the National Taxpayers Association (2012) indicates that the CDF Act of 2003 allots money for emergencies but it does not explain what is to be considered as an emergency. Mushori (2015), Determinants of effective M&E of county government funded infrastructural development projects, Nakuru East constituency, Nakuru County, observed that budgetary allocations have a high influence on the completion of projects. The study also
indicated that there lacked specific allocation for various project activities and which undermined the outcomes of the CDF projects. Besides, by putting some money as CDF running costs, it allows the drawing of the money intended for development to offset office running costs at the expense of other projects. This also implies that the Act treats the CDF office as a development project itself.

2.2.5 Government laws and the implementation of NG-CDF projects

The policy and legal framework stipulates the programs and the activities involved in the implementation of the NG-CDF projects. The CDF Act was initially implemented through the CDF Act of 2003, which has since been reviewed and amended to become the NG-CDF Act in 2016. The act provides that at least 2.5% of the total national revenue be allotted to constituencies for purposes of development initiatives at the constituency level. The disbursement of the funds is to be done under the guidance and direction of the National Management Committee in accordance with section 5 of the Act. Additionally, 75% of the total disbursement is allocated equally to all the constituencies, with the remaining 25% allocated on the basis of the poverty index (section 19 of the CDF Act).

The decentralization and devolution of national resources is considered as an important move by the central government in facilitating equalized development, even though there are major concerns on the utilization of the funds at the Sub-county level. The organization and management structure of the NG-CDF is described as a major concern especially due to the involvement of politicians in the disbursement of the resources. Usually, politicians can control and dictate the formulation of projects as well as the allotment of funds to the identified projects. Aside, the politicians can influence the monitoring and evaluation processes on projects, the information given to the
stakeholders as well as the areas to be given priorities in the consideration of the NG-CDF projects (Kenya Human Rights Commission, 2010). Due to this influence, CDF projects may then be based and ranked on the grounds of political benefits instead of the ultimate benefits to the entire community, as is the primary objective.

The regulatory environment should allow for procedures and policies that ensure order in the management of NG-CDF projects to meet the intended benefits. Politicians are required to interact with all project stakeholders to allow for a unified agreement and to avoid the misrepresentation of community interests (Pasape et.al, 2013).

2.3 Research Gaps

The literature review examined underlined the importance of training stakeholders, stakeholder involvement, availability of funds and government laws in the implementation of NG-CDF projects.

Previous studies observed that training is a crucial factor in implementation process. Gacheru (2017) observed that the level of skill, qualification and competence of the project teams is directly related to the effective implementation of a project, and that projects that integrate people with adequate experience and qualification are delivered within the expected time and benefits are sustained effectively. However, the study did not identify the methods used in training and enhancing the competence of the project stakeholders. Similarly, Chesiyna & Wanyoike (2016) observed that stakeholders were not continuously trained on relevant issues in project implementation, since training is considered as an expensive venture thereby minimizing the training opportunities for the members. However, the study did not evaluate the extent of the training in
implementation as well as the methods and the forms of training that should be made to enhance the implementation of the projects. A study on the role of training in implementation of NG-CDF projects had not been conducted in Njoro Sub-county.

Moreover, previous studies regarded stakeholder involvement as a positive input in the implementation of NG-CDF projects. Hassan (2012) observed that stakeholders play a significant role in project planning and performance, and that there exists a positive association between the participation of stakeholders and the performance of the project. Despite the finding, the study did not identify the role of the community in ensuring the project performance, or the extent of participation of stakeholders in the implementation process. Aside, it did not identify how the information is harmonized and used in making decisions regarding the project implementation. Askari (2011) observed that stakeholders are mainly observed in monitoring and evaluation process and that the Involvement of stakeholders illuminates the community needs and arouses interest in the project. However, it did not examine the level of participation, as it did not identify if participation was required throughout the project stages or in the high or low levels.

Previous studies also highlighted that the availability of funds impacts on the implementation of projects. Daib (2015) found that Project completion was affected by lack of funds and underfunding, and that under costing and inaccurate project estimates often cause projects to stall. On the other hand, the study did not identify whether the budgetary allocations and utilization decisions were made independently, as well as whether the funds allocated for specific project activities were used for those activities during implementation. Similarly, Mushori (2015) established that budgetary allocations have a high influence on the completion of projects. Mushori observed that there lacked
specific allocation for various project activities, such as Monitoring and Evaluation in most projects. This study did not examine whether the allocation decisions for the funds are independent. Besides, it did not determine whether the funds allocated for specific project activities were used for those activities. The current study sought to examine the identified gaps, with a specific focus on Njoro Sub-county.

2.4 Theoretical review

The subsection evaluates the theories concerning the project management, and their relevance to the current study.

2.4.1 Resource Based View Theory

The Resource Based View Theory is associated with the resource mobilization variable. Resource mobilization entails the maximization of the uses and utilization of the available funds and resources. The theory was formulated by Werner and Rumelt in 1984, and it explains that organizations have unique capabilities and resources that differentiate them from other organizations hence their competitive advantage (Muthuuri, 2014). The theory is constantly used in the modern times in analyzing competitive advantage (Tan & Meyer, 2010).

This theory provides a good assessment of how constituencies can utilize the financial resources provided by the central government to effectively implement projects in the constituencies. The theory is important in ensuring that the NG-CDF finances are properly utilized and that their use if maximized. Additionally, the theory is important in ensuring that any other sources of finances available are well accounted for. An
evaluation of the sustainability of the NG-CDF funds and projects is essential in preventing the failure of projects.

The theory postulates that firms obtain better outcomes depending on how they combine the various resources used within their processes. Resources are classified as either tangible or intangible (Chege, 2015). Tangible resources are characterized as fixed and current and can be used for longer period of time, for instance, machinery and equipment. Intangible resources on the other hand are those resources that do not have a physical existence, such as skills and expertise and are required in the utilization of the tangible resources. The resource based theory was useful in the study as the study entailed the examination of the role of financial and other resources, such as human resource in the implementation of NG-CDF projects.

2.4.2 Stakeholder theory

The stakeholder theory is associated with the stakeholder participation variable in the study. The engagement of people in all the project activities contributes directly to the attainment of the project objectives and especially when the objectives match the community needs, in the instance that the project at hand is community-oriented. The stakeholder theory was instituted by Richard Edward Freeman in 1980. The theory is drawn from the extensive study and analysis of management practices (Wagner et.al, 2011). The approach was integrated into the management theory as a solution to the discontentment with the unilateral financial criteria of efficiency.

Freeman (2010) instituted a model that comprised of various elements of the stakeholder analysis. At the primary level, understanding the actual stakeholders and their perceived
roles and interests is imperative. Systematically, a stakeholder map is utilized as a starting point and which is then used in classifying the various stakeholders on the basis of their stake or interest, and by their authority or power. Harrison et.al, (2015) defines stakeholders as the community, special groups, environmentalists, the media and the society in general. The approach roots a bilateral interaction between all the relevant stakeholders and the organization with one approach focused on how the organization relates with its shareholders and the other approach focused on how the shareholders hold the organization accountable. Furthermore, it insists on the need for investing in the relationships with all those who play a role in the project or firm, with the stability of the engagements depending on the sharing in various values. As a result, this theory makes it possible for governments to integrate principles and values of good leadership in the formulation and actualization of the outlined plans.

In light of the NG-CDF projects, project managers should pay attention on those likely to be affected by a given policy or decision to ensure balanced interests and to enhance the quality of the implementation process through minimized conflicts and differences during implementation. When local communities are involved throughout the project activities, NG-CDF projects perform better. The involvement of the community ensures the full representation of community needs and thus the full acceptability of the projects.

2.5 Conceptual framework

The conceptual framework presents a conceptualized model representing the relationship between the research variables diagrammatically. The conceptual framework for the study is illustrated in figure 1.0 below.
Figure 2.1 Conceptual Framework

Conceptual Framework

Independent Variables

**Training of Stakeholders**
- Number of trainings on Project Management Committee (PMC)
- Content and relevance of training
- Project management training

**Stakeholder involvement**
- Frequency of consultative meetings
- Participation of all stakeholders
- Issues addressed in the stakeholder meetings

**Availability of funds**
- Amount allocated
- Timely Disbursement of funds
- Management of public finances

Government laws
- CDF act
- Procurement laws
- Budget Regulation

Moderating variable

Dependent variable

**Implementation of CDF projects**
- Timely completion of CDF projects
- Completion within outlined cost
- Achievement of project objectives
- Degree of satisfaction from all stakeholders
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the methods and procedures used in conducting the study. The chapter covers the research design, the target population, sampling method and sample size, sampling techniques, research instruments, data collection, data analysis and the ethical consideration in the data collection and analysis.

3.2. Research Design

The research design provides the framework used in the collection and analysis of the data in the study (Coopers & Schindler, 2011). The research designs provides a distinct template that is utilized in the processes of collecting, managing and interpreting the data so that the results gathered match and back up the objectives and aims identified in the study. The study used a descriptive research design. A descriptive study seeks to describe the specific characteristics that are associated with the target population or group (Kothari, 2008). A descriptive study measures and summarizes the fundamental aspects of the data in the study. The study sought to collect and identify data on the determinants of the effective implementation of NG-CDF projects in Njoro Sub-county and examined the probable recommendations. It evaluated and discussed factors concerning the allocation of funds, training, and stakeholder participation and their role in the effective implementation of NG-CDF projects in the Sub-county.

3.3 Target Population

According to Saunders et.al, (2012) a target population is a large group comprising of all the entities that a researcher seeks to draw conclusions and make inferences from in for
the study. Thereby, the target population must be identified in a study. The target population for the study was the project coordinators, PMC members, and community representatives who are involved in the NG-CDF projects in Njoro Sub-county. In total, there are 35 ongoing projects. The management and oversight of these projects includes project coordinators, members of the PMC, community representatives who form the project committee. The project coordinators provided information regarding the project funding, resource allocation, training, as well as the role of government legislations, while the community representatives provided information on their satisfaction on their involvement in project activities as well as their contentment on the outcomes of the projects and on the work done by the project facilitators. The main assumption was that the target population composed of people from diverse socio-economic classes.

Table 3.1 Population frame

<table>
<thead>
<tr>
<th>Classification</th>
<th>Population size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project coordinators</td>
<td>34</td>
<td>5.7</td>
</tr>
<tr>
<td>PMC members</td>
<td>328</td>
<td>54.7</td>
</tr>
<tr>
<td>Community representative</td>
<td>238</td>
<td>39.7</td>
</tr>
<tr>
<td>Total</td>
<td>600</td>
<td>100</td>
</tr>
</tbody>
</table>

3.4. Sample Size and Sampling Technique

3.4.1 Sample size

A sample size is described as a group of the entire population that is taken as a representative of the population (Coopers & Schindler, 2011). Sampling technique is the method used in the selection of the proportion of entities from the population under study.
that will be used. The sample size was calculated using the Yamane (1967) formula as follows;

\[ n = \frac{N}{1 + Ne^2} \]

Where; \( n \) is the sample size

\( N \) is the population

\( e \) is the margin of error

Using the formula, at 95% confidence interval and a 10% margin of error, the approximate sample size was calculated as follows;

\[ n = \frac{600}{1 + 600(0.1)^2} \]

\( n = 86 \)

### 3.4.2 Sampling Procedure

The sampling procedure is the process through which the sample is selected from the population in the study. The study used the stratified random sampling method. Stratified random sampling involves the classification of the sample into specific classes, known as strata, whereby each stratum has a distinct characteristic. The method is preferred as the population can be classified into project coordinators, committee members and community representatives. The number of respondents in each class were proportional to the size of the specific stratum. The sampling frame was as outlined in table 3.2 below;
Table 3.2 Sampling frame

<table>
<thead>
<tr>
<th>Classification</th>
<th>Percentage</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project coordinators</td>
<td>5.7</td>
<td>5</td>
</tr>
<tr>
<td>PMC members</td>
<td>54.7</td>
<td>47</td>
</tr>
<tr>
<td>Community representatives</td>
<td>39.7</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>86</td>
</tr>
</tbody>
</table>

3.5 Data Collection Instruments

A structured questionnaire and interviews were used to collect primary data. The questionnaires were self-administered to the respondents. The questionnaire had two parts and composed of open and close ended questions on the research variables. Questionnaires are useful in the collection of information that cannot be observed directly since they inquire on the experiences, attitudes and feelings of the targeted individuals on the particular subject (Mellenbergh, 2008).

3.6 Pilot-Study

The questionnaires were evaluated and reviewed to determine their effectiveness in the collection of data intended for the study. A small pilot sample of 20 respondents with the same characteristics as the target respondents was sampled, and the collected data was reviewed to examine the validity and reliability subject to the research objectives and questions.
3.5 Validity and Reliability of the Instruments

3.5.1. Validity of the Instruments

The validity of a research instrument is defined as the quality of the instrument that ensures that it measures what it is expected to measure. Validity allows the researcher to draw meaningful conclusions from the results gathered using the instrument. To ensure the validity of the research instrument, the content was evaluated by the researcher and the research supervisor. Validity of content provides a logical assessment of whether the instrument covers what it is supposed to cover. In addition, the ease of understanding of the questions provided was evaluated during the pilot test. This helped in making the necessary adjustments to ensure that the content was valid.

3.5.2. Reliability of the Instruments

Reliability is explained as the ability of the research instrument to ensure consistency of the data collected in the research (Kothari, 2008). The reliability of the research instrument was established using a retest method. The pilot test was conducted twice in the same group after one week and the results were analyzed. The coefficient reliability was calculated to determine the relationship and the consistency using the Cronbach coefficient. The reliability analysis was conducted to evaluate the consistency of the questions in the questionnaires. The Cronbach’s alpha was used to test the reliability of the Likert scale which was used in collecting the data. Cronbach (1951) highlights that a scale is reliable if it has an alpha value that is greater than or equal to 0.7 based on the standardized items. The results of the reliability analysis are presented in table 3.3 below.
<table>
<thead>
<tr>
<th>Item</th>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha based on standardized Items</th>
<th>No. of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>.719</td>
<td>.734</td>
<td>5</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>.723</td>
<td>.746</td>
<td>7</td>
</tr>
<tr>
<td>Availability of Funds</td>
<td>.761</td>
<td>.791</td>
<td>4</td>
</tr>
<tr>
<td>Project Implementation</td>
<td>.767</td>
<td>.787</td>
<td>4</td>
</tr>
<tr>
<td>Government Regulation</td>
<td>.743</td>
<td>.786</td>
<td>14</td>
</tr>
<tr>
<td>Community Perception</td>
<td>.745</td>
<td>.773</td>
<td>17</td>
</tr>
</tbody>
</table>

Source (Field Data, 2018)

From the table, all the alpha coefficients of all items in each category were reliable. Training had a reliability coefficient of 0.734, stakeholder involvement had a reliability coefficient of 0.746, availability of funds, 0.791, project implementation, 0.787, government regulation, 0.786 and community perception 0.773.

3.6 Data Collection Procedures

The data collection began with the collection of an authorization letter to conduct the research upon defending the research proposal successfully. Next, an authorization from the National Commission for Science, Technology and Innovation (NACOSTI) was collected in order to facilitate the smooth collection of required data. The targeted respondents were given the letter of consent to ensure that they understood the purpose of
the study before filling in the questionnaires. Questionnaires were self-administered. The main advantage of self-administered questionnaire is that both the researcher and the respondent can seek clarification on the responses and on the questions respectively during the interview. This way, the researcher gets the right information in relation to the study.

**3.7 Data Analysis**

The collected data were classified into sub-samples, edited and cleaned to remove any errors and remove ambiguity. The cleaned data was coded and analyzed using SPSS 22 for both descriptive and inferential statistics. Descriptive statistics are useful in summarizing and presenting data. The results were interpreted using frequencies and percentages. The inferential statistics used in the study were used to derive the relationships that exist between the variables. The inferential statistics that were used in the study are, correlation analysis, ANOVA (Analysis of Variance), and multiple regression analysis. The regression analysis was used in examining the overall effects of the independent and dependent variables. The multiple regression model is used in predicting the dependent variable based on the value of two or more independent variables. In this case, the study intended to model the relationship between the dependent variable and the independent variables. The significance of the factors was tested at a 95% confidence level. The regression model used for the study was;
\[ Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]

Where; \( Y \) is the implementation of NG-CDF projects

\( \alpha \) is the intercept of the model

\( \beta \) is the coefficient of the independent variables

\( X_1 \) is Training

\( X_2 \) is Stakeholder Involvement

\( X_3 \) is Availability of funds

\( \varepsilon \) is estimated error of the regression model

### 3.8 Ethical Considerations

To ensure that the study met the ethical requirements, the researcher considered and was guided by the principles of voluntary participation of respondents, privacy and confidentiality of the respondents and the objectives of the study were explained to the respondents before they responded to the questionnaire. In addition, the researcher sought clearance to conduct the survey from Kenyatta University, School of Humanities and Social Sciences, as well as from the National Commission for Science, Technology and Innovation (NACOSTI). The respondent’s consent to participate in the survey was also sought and no participant was coerced to participate in the survey. The information gathered was only used for purposes of the study.
4.1 Introduction

This section covers the data analysis, results and the discussions on the findings of the study. The primary objective of the study was to examine the determinants of the implementation of NG-CDF projects in Njoro Sub-County. The study collected data on various factors and data was analysed and the findings were presented based on the questions identified in the questionnaire.

4.2 Response Rate

The study targeted project coordinators, PMC members, and community representatives in 35 projects. A sample of the 86 respondents was targeted as the representative sample in the study. Out of the 86 questionnaires administered, 73 responses were collected which represented 84.9% a response rate which was sufficient for the analysis. Mugenda and Mugenda (2012) highlights that a sample more than 50% is appropriate for a study. The results are shown in table 4.1 below.

<table>
<thead>
<tr>
<th>Table 4.1 Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Returned questionnaires</td>
</tr>
<tr>
<td>Unreturned questionnaires</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source (Field Data, 2018)
4.3 Demographic data on respondents

In this section, the demographic data on the respondents is presented.

4.3.1 Gender of respondents

The results on the gender of the respondents are presented in table 4.2 below.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>46</td>
<td>63</td>
</tr>
<tr>
<td>Female</td>
<td>27</td>
<td>37</td>
</tr>
</tbody>
</table>

| Total          | 86        | 100     |

Source (Field Data, 2018)

From the results, 63% of the respondents were male while 37% were female. This indicates that the NG-CDF project are dominated by male.

4.2.2 Age of the respondents

The results on the age brackets of the respondents are presented in table 4.3 below.
Table 4.3 Age of the respondents

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 years</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td>21-30 years</td>
<td>17</td>
<td>23.3</td>
</tr>
<tr>
<td>31-40 years</td>
<td>11</td>
<td>15.1</td>
</tr>
<tr>
<td>41-50 years</td>
<td>31</td>
<td>42.5</td>
</tr>
<tr>
<td>Above 51 years</td>
<td>13</td>
<td>17.8</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

From the results, 1.4% of the respondents were aged below 20 years. 23.3% of the respondents were aged between 21-30 years, 15.1% were aged between 31-40 years, 42.5% were aged between 41-50 years while 17.8% were aged above 51 years. From the results, a majority of the respondents were aged between 41-50 years.

4.3.3 Role of the respondent

The study sought to establish the roles of the respondents in the NG-CDF projects. The respondents were classified as either project coordinators, PMC members, or community representatives. The results on the roles of the respondents in the NG-CDF projects are presented in table 4.4 below.
From the table, 12.3% of the respondents were project coordinators, 42.5% were PMC members while 45.2% were community representatives. In general, a majority of the respondents in the study were community representatives which highlights the inclusion of the community members in the implementation of NG-CDF projects.

### 4.3.4 Level of education of the respondents

The study sought to establish the highest level of education of the respondents. The findings are presented in table 4.5 below.

**Table 4. 5 Highest level of education**

<table>
<thead>
<tr>
<th>Highest level of education</th>
<th>Frequency</th>
<th>percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>7</td>
<td>9.6</td>
</tr>
<tr>
<td>College</td>
<td>38</td>
<td>52.1</td>
</tr>
<tr>
<td>University</td>
<td>18</td>
<td>24.7</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>10</td>
<td>13.7</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>
From the table, 9.6% of the respondents had attained a secondary school certification as their highest level of education. 52.1% had attained a college certification, 24.7% had attained a university degree while 13.7% had attained a postgraduate degree as their highest level of education. The results imply that majority of the respondents had attained a satisfactory level of education in relation to their roles in the implementation of NG-CDF projects.

4.3.5 Work experience

The results on the working experience of the respondents are presented in table 4.6 below.

<table>
<thead>
<tr>
<th>Work Experience</th>
<th>Frequency</th>
<th>percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>55</td>
<td>75.3</td>
</tr>
<tr>
<td>6-10 years</td>
<td>15</td>
<td>20.5</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>3</td>
<td>4.1</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Field Data, 2018)

From the findings, majority of the respondents had worked with the NG-CDF for between 0 and 5 years. 20.5% of the respondents had worked between 6 and 10 years while 4.1% had worked for above 10 years. The results show that a majority of the respondents had worked for relatively short periods of time, between 0 and 5 years.
4.4 Training

In this section, the study sought to establish various aspects on training on the implementation of NG-CDF projects.

4.4.1 Effectiveness of trainings

In this section, the study sought to examine the effectiveness of the training process on the respondents. The results are tabulated in table 4.10 below.

Table 4.7 Effectiveness of Training processes

<table>
<thead>
<tr>
<th>The following aspects training impact on CDF implementation:</th>
<th>SA %</th>
<th>A %</th>
<th>U %</th>
<th>D %</th>
<th>SD %</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainings should be done regularly on the implementation of projects</td>
<td>60.3</td>
<td>39.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4.60</td>
<td>0.493</td>
</tr>
<tr>
<td>The numbers of trainings conducted influences the outcomes of the project</td>
<td>53.4</td>
<td>34.2</td>
<td>11.0</td>
<td>1.4</td>
<td>0</td>
<td>4.40</td>
<td>0.740</td>
</tr>
<tr>
<td>Trainings should be done in a formal way</td>
<td>41.1</td>
<td>42.5</td>
<td>13.7</td>
<td>2.7</td>
<td>0</td>
<td>4.22</td>
<td>0.786</td>
</tr>
<tr>
<td>The content delivered during training should be relevant to the implementation of the projects</td>
<td>58.9</td>
<td>31.5</td>
<td>8.2</td>
<td>1.4</td>
<td>0</td>
<td>4.48</td>
<td>0.709</td>
</tr>
<tr>
<td>There should be proper distribution of NG-CDF funds for diverse projects across the constituency</td>
<td>75.3</td>
<td>21.9</td>
<td>0</td>
<td>1.4</td>
<td>1.4</td>
<td>4.68</td>
<td>0.685</td>
</tr>
</tbody>
</table>

Source (Field Data, 2018)

From the table, the mean on the first statement was 4.60 which implies that the respondents strongly agreed with the statement. This implies that the respondents recognized the need for the regular training of the stakeholders on the implementation of
projects. The mean on the second, third and fourth statements are 4.40, 4.22, and 4.48 respectively which imply that the respondents agreed with the statement. The mean of the fifth statement is 4.68 which corresponds to strong agreement on the statement. The findings imply that the respondents recognized the importance of regular training on implementation of projects and they acknowledged that the number of trainings, mode of training and the content of the training influence the outcomes of the implementation process. Aside, they appreciated that there should be proper distribution of the funds for diverse projects to meet the community requirements. The findings correspond to Gacheru (2017) conclusion that the level of skills, qualification and competence of the project teams is directly related to the effective implementation of a project.

4.5 Stakeholder involvement

In this section, the study sought to examine the level of stakeholder involvement in the implementation of NG-CDF projects in the sub county. 4.5.3 Effectiveness of the stakeholder involvement in project work

The study sought to examine the effectiveness of the stakeholder involvement in project work. The results are summarized in table 4.13
Table 4.8 Effectiveness of the stakeholder involvement

<table>
<thead>
<tr>
<th>The following stakeholder involvement aspects impact on CDF implementation;</th>
<th>SA %</th>
<th>A %</th>
<th>U %</th>
<th>D %</th>
<th>SD %</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder should be involved in the identification of NG-CDF projects</td>
<td>65.8</td>
<td>30.1</td>
<td>1.4</td>
<td>0</td>
<td>2.7</td>
<td>4.56</td>
<td>0.781</td>
</tr>
<tr>
<td>Stakeholders’ understanding of their roles in facilitating the implementation of NG-CDF projects</td>
<td>43.8</td>
<td>42.5</td>
<td>9.6</td>
<td>0</td>
<td>4.1</td>
<td>4.22</td>
<td>0.932</td>
</tr>
<tr>
<td>Stakeholders’ access to adequate information on the project aspects</td>
<td>32.9</td>
<td>52.1</td>
<td>11.0</td>
<td>4.1</td>
<td>0</td>
<td>4.14</td>
<td>0.769</td>
</tr>
<tr>
<td>Adequate consultation throughout the project activities</td>
<td>46.6</td>
<td>38.4</td>
<td>11.0</td>
<td>0</td>
<td>4.1</td>
<td>4.23</td>
<td>0.950</td>
</tr>
<tr>
<td>Input given in the consultation should be used in the implementation process</td>
<td>54.8</td>
<td>43.8</td>
<td>0</td>
<td>0</td>
<td>1.4</td>
<td>4.51</td>
<td>0.648</td>
</tr>
<tr>
<td>Issues addressed in consultative meetings should be relevant to the project implementation</td>
<td>64.4</td>
<td>30.1</td>
<td>5.5</td>
<td>0</td>
<td>0</td>
<td>4.59</td>
<td>0.597</td>
</tr>
<tr>
<td>Stakeholder involvement influences satisfaction on the outcomes of the project</td>
<td>53.4</td>
<td>31.5</td>
<td>11.0</td>
<td>4.2</td>
<td>0</td>
<td>4.42</td>
<td>0.841</td>
</tr>
</tbody>
</table>

Source (Field Data, 2018)

From the table, the mean of the first statement was 4.56, which implies that the respondents strongly agreed with the statement. This means that the respondents strongly agree that the stakeholders should be involved in the identification of NG-CDF projects in their areas. The means for the second, third and fourth statements were 4.22, 4.14 and 4.23 respectively. This implies that the respondents agreed with the statements. The mean for the fifth and sixth statements were 4.51 and 4.59 which corresponds to “strongly agreed.” The mean for the last statement was 4.42 which corresponds to “agreed.” The results imply that the respondents acknowledged the need for the comprehensive involvement and participation of the stakeholders in the identification of NG-CDF projects. Besides, the results imply that stakeholders should be consulted through the
process and that their input should be considered in the implementation as it influences their satisfaction in the projects. The results confirm the conclusion that the engagement of the stakeholders is a critical factor in ensuring the project success, as it helps the project members and all the participants to access and manage the project environment effectively (Llewellyn, 2009)

4.6 Availability of funds

In this section, the study sought to establish the outcomes of various aspects on the availability of funds and their role in the NG-CDF Projects.

4.6.1 Accessibility of funds

The results on the different aspects on the availability of funds are summarized in table 4.14 below.

Table 4.9 Accessibility of funds

<table>
<thead>
<tr>
<th>The following aspects of funds availability impact on CDF implementation;</th>
<th>SA %</th>
<th>A %</th>
<th>U %</th>
<th>D %</th>
<th>SD %</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The funds allocated to the NG-CDF projects are sufficient in meeting the project requirements</td>
<td>11.0</td>
<td>27.4</td>
<td>13.7</td>
<td>35.6</td>
<td>12.3</td>
<td>2.89</td>
<td>1.253</td>
</tr>
<tr>
<td>The allocated funds used for the required project activities</td>
<td>16.4</td>
<td>54.8</td>
<td>26.0</td>
<td>2.7</td>
<td>0</td>
<td>3.85</td>
<td>0.720</td>
</tr>
<tr>
<td>There is adequate compensation to the stakeholders and committees during the projects</td>
<td>5.5</td>
<td>21.9</td>
<td>34.2</td>
<td>20.5</td>
<td>17.8</td>
<td>2.77</td>
<td>1.149</td>
</tr>
<tr>
<td>There is proper distribution of NG-CDF funds for diverse projects across the constituency</td>
<td>12.3</td>
<td>27.4</td>
<td>31.5</td>
<td>20.5</td>
<td>8.2</td>
<td>3.15</td>
<td>1.139</td>
</tr>
</tbody>
</table>

Source (Field Data, 2018)

The mean of the first statement is 2.89 which corresponds to uncertain. This implies a level of uncertainty on the assertion that the funds allocated to the NG-CDF projects are
sufficient in meeting project requirements. The mean for the second statement is 3.85 which implies that the respondents agreed that the allocated funds are used for the required project activities. The means for the third and fourth statements are 2.77 and 3.15 which also implies uncertainty in the statements. The level of uncertainty on whether the funds are sufficient, the compensation of the stakeholders and in the distribution of funds means that there may be some critical gaps in the financial openness of the financial management processes during the implementation of the NG-CDF projects in the constituency. The findings on the inadequate funds matches the conclusions made by Oyalo & Bwisa (2015) that the budgetary allocations are not sufficient to finance all the socioeconomic needs of the communities

4.8 Government Regulations

This subsection sought to examine the role of government regulations in the implementation of NG-CDF projects. The outcomes are discussed below.

4.8.1 Effectiveness of the government regulations

This section sought information on various aspects of the effectiveness of the government regulations that govern the NG-CDF. The results are presented in table 4.20
Table 4.10 Effectiveness of the regulations

<table>
<thead>
<tr>
<th></th>
<th>SA %</th>
<th>A %</th>
<th>U %</th>
<th>D %</th>
<th>SD %</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The NG-CDF policies are properly designed to facilitate economic development locally</td>
<td>27.4</td>
<td>41.1</td>
<td>23.3</td>
<td>5.5</td>
<td>2.7</td>
<td>3.99</td>
<td>1.007</td>
</tr>
<tr>
<td>The NG-CDF policies are properly designed to facilitate the coordination of public projects</td>
<td>24.4</td>
<td>42.1</td>
<td>24.3</td>
<td>7.5</td>
<td>1.7</td>
<td>3.85</td>
<td>0.981</td>
</tr>
<tr>
<td>CDF committees are committed towards ensuring that the established policies regulate the implementation and management of projects</td>
<td>21.9</td>
<td>39.7</td>
<td>28.8</td>
<td>8.2</td>
<td>1.4</td>
<td>3.73</td>
<td>0.947</td>
</tr>
<tr>
<td>The policies provide proper evaluation and monitoring of projects</td>
<td>24.7</td>
<td>46.6</td>
<td>17.8</td>
<td>8.2</td>
<td>2.7</td>
<td>3.82</td>
<td>0.991</td>
</tr>
<tr>
<td>The policies provide a good regulatory framework against project duplication and misappropriation</td>
<td>28.8</td>
<td>42.5</td>
<td>18.2</td>
<td>9.2</td>
<td>1.3</td>
<td>3.89</td>
<td>0.966</td>
</tr>
<tr>
<td>The policies maintain accountability and transparency in the use and management of funds</td>
<td>35.6</td>
<td>27.8</td>
<td>27.0</td>
<td>5.5</td>
<td>4.1</td>
<td>3.86</td>
<td>1.097</td>
</tr>
<tr>
<td>The policies ensure autonomy in facilitating the local growth and community development</td>
<td>29.8</td>
<td>38.7</td>
<td>19.2</td>
<td>8.2</td>
<td>4.1</td>
<td>3.81</td>
<td>1.076</td>
</tr>
</tbody>
</table>

Source (Field Data, 2018)

From the table above, the means for the statements are 3.99, 3.85, 3.73, 3.82, 3.89, 3.86 and 3.81 respectively. All these means imply that all the respondents agreed with the statements. As such, it is evident that the respondents agreed that NG-CDF policies in place are effectively designed to enhance the management and the implementation of the NG-CDF projects. The respondents acknowledged that the policies are properly designed to facilitate local economic development and the coordination of public projects. Moreover, the respondents agreed that the policies provide for proper monitoring and evaluation of the projects and equally provide a good regulatory framework against
project duplication and misappropriation. The respondents also acknowledged that the policies maintain accountability and transparency in the management of NG-CDF funds and that they ensure autonomy in facilitating the local growth and community development.

4.10 Inferential statistics

Inferential statistics are used in drawing conclusions on the general population by using the statistical estimates obtained from the sample analyzed. Various statistical estimates were used. These were; the reliability analysis which was done using the Cronbach’s alpha, a correlation analysis, regression analysis model, and Analysis of Variance (ANOVA).

4.10.1 Correlation analysis

Correlation measures the strength and direction of the relationship between the variables under study. The Pearson’s correlation coefficient is denoted by $r$, and the coefficients range between -1 to 1, whereby -1 indicates a strong negative relationship between the variables and 1 indicates a strong positive relationship. Bivariate Pearson correlation was used to analyze the relationship between the dependent and the independent variables. The results of the analysis are presented in table 4.27 below.


Table 4.11 Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Project Implementation</th>
<th>Training</th>
<th>Stakeholder Involvement</th>
<th>Availability of funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Correlations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Implementation</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>73</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>Pearson Correlation</td>
<td>.567**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>73</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>Stakeholder Involvement</td>
<td>Pearson Correlation</td>
<td>.656**</td>
<td>.254*</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.005</td>
<td>.058</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>73</td>
<td>73</td>
<td>73</td>
</tr>
<tr>
<td>Availability of funds</td>
<td>Pearson Correlation</td>
<td>.775**</td>
<td>.603**</td>
<td>.345*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.007</td>
<td>.004</td>
<td>.025</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>73</td>
<td>73</td>
<td>73</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*
Correlation is significant at the 0.05 level (2-tailed).

Source (Field Data, 2018)

From the table, the Pearson’s correlation coefficient for Training was 0.567, indicating a strong positive correlation between training and the implementation of NG-CDF projects. The variable was statistically significant since the p-value, 0.008, was less than the significance level, 0.05. The correlation coefficient for the variable stakeholder involvement was 0.656 which also indicated a strong positive correlation between the variable and the implementation of NG-CDF projects. The p-value, 0.05 was also less than 0.05, which implied that the variable was statistically significant. The correlation coefficient for the variable availability of funds was 0.775 which also implied a strong
positive correlation between the variable and the dependent variable. The p-value, 0.07 was less than 0.05 which implied that the variable was statistically significant.

4.10.2 Regression Analysis

Regression analysis was used to estimate the relationship of the dependent and the independent variables. The model summary table, Analysis of Variance (ANOVA) table, and the model coefficients table are presented below. Table 4.28 below presents the model summary

Table 4.12 Model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.767&lt;sup&gt;b&lt;/sup&gt;</td>
<td>.775</td>
<td>.735</td>
<td>.972</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Training, Stakeholder involvement, Availability of funds

Source (Field Data, 2018)

From the table, the R Squared is 0.775. The value implies that 77.5% of the variation in the dependent variable, project implementation, can be explained by the independent variables; training, stakeholder involvement and availability of funds.

Table 4.29 below presents the Analysis of Variance (ANOVA).
The Analysis of Variance was conducted to examine the significance of the model. A model is said to be significant when the p-value is less than or equal to 0.05 (P ≤ 0.05). From the table, the model had an F-statistic value of 7.943 and a p-value of 0.033. Therefore, the model was statistically significant.

Table 4.30 below presents the regression coefficients table.
Table 4.14 Coefficients Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.740</td>
<td>.248</td>
<td></td>
<td>3.255</td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td>.265</td>
<td>.103</td>
<td>.175</td>
<td>2.549</td>
</tr>
<tr>
<td></td>
<td>Stakeholder Involvement</td>
<td>.396</td>
<td>.088</td>
<td>.313</td>
<td>1.002</td>
</tr>
<tr>
<td></td>
<td>Availability of funds</td>
<td>.428</td>
<td>.096</td>
<td>.342</td>
<td>0.237</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Project Implementation

Source (Field Data, 2018)

Interpretation

From the table, the significance values of all the independent variables are less than 0.05. As such, they were considered to be statistically significant. The regression model was derived as;

\[ Y = 3.740 + 0.265X_1 + 0.396X_2 + 0.428X_3 + \varepsilon \]

Where 3.740 is the intercept of the model

X1 is Training

X2 is Stakeholder Involvement
X3 is Availability of funds

ε is estimated error

From the model, it was evident that there exists a positive relationship between the dependent variable and the independent variables. The intercept, 3.740 implies the constant level of the dependent variable. The coefficient 0.265 indicates that a unit change in the training would result in a 0.265 increase in the implementation of NG-CDF projects. The coefficient 0.396 implies that a unit change in the stakeholder involvement would result in a 0.396 increase in the implementation of NG-CDF projects. The coefficient 0.428 implies that a unit change in the availability of funds would lead to a 0.428 increase in the implementation of NG-CDF projects. The positive nature of the coefficients implies there exists a positive relationship between the independent and the dependent variables and that a positive change in the independent variables would lead to an increase in the dependent variable.
CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction
This chapter presents a detailed discussion of the results and findings obtained in the data analysis and a conclusion on the study in relation to the study objectives and research questions. The primary objective of the study was to explore the determinants of the implementation of NG-CDF in Njoro Sub-county. The study sought to examine the roles of training, stakeholder involvement, and adequate funding with the government regulation as a moderating factor in the implementation of public projects.

5.2 Summary of major findings
To achieve the primary objective of the study, there were three main variables that were categorized as the independent variables namely; training, stakeholder involvement, and availability of funds. Government regulation was classified as the moderating variable with the implementation of NG-CDF projects classified as the dependent variable. Pearson’s correlation analysis and regression analysis were used to test the strength and the direction of the relationship between the dependent and the independent variables. The Analysis of Variance (ANOVA) test indicated that all the test variables were statistically significant since the p-values were less than 0.05.

5.2.1 Training
The descriptive analysis revealed that the stakeholders consider training as one of the most important aspects in enhancing their capacity in the project work. Aside, it was evident that there are significant gaps in the training process since the stakeholder are not
trained continuously and the training is not often offered on all project activities. There exists some major gaps in the training processes and there is need to address them to enhance the output of the stakeholders and the efficiency of the implementation process. The analysis revealed that there exists a strong positive correlation between training and project implementation as indicated by the correlation coefficient \( r \) equal to 0.567. The positive relationship was also confirmed by the outcomes of the regression analysis whereby the variable had a regression coefficient equal to 0.265. The variable was statistically significant as the p-value was less than 0.05. Training was available for the stakeholders even though it was apparent that there lacked a uniform and a comprehensive training program since stakeholders were trained at different project stages. Aside, information on the project work was disseminated through different methods with public participation forums being the main method in use. The importance of training in enhancing the outcomes of the project implementation process was evident and therefore, there is need to create a rationalized training program to enhance the capacity of the stakeholders and optimize their participation in the project activities. Aside, the results highlighted the preference for formalized training whereby the content delivered should be relevant to the projects at hand. As such, it can be deduced that training is a core factor in facilitating the success of the project implementation process.

5.2.2 Stakeholder involvement

The study sought to establish the influence of stakeholder involvement on the implementation of NG-CDF projects. The descriptive analysis revealed that there is a satisfactory level of stakeholder involvement in the implementation of the NG-CDF projects in the area. Aside, it was evident that the community considers their involvement
as a primary factor in the success of the projects as they contribute immensely towards the project activities. The involvement is often done at different stages and therefore, it is important that the implementers consider comprehensive involvement throughout the project stages. The results indicated that stakeholders were often involved in the identification and management of NG-CDF projects, although some of the stakeholders were not involve throughout the process. Similarly, the stakeholders indicated that they were involved at different project stages. The involvement was considered as a proper factor in ensuring that there was complete understanding of the project objectives and minimized the incidence of project opposition and resistance. The findings also indicated the existence of a positive correlation between stakeholder involvement and effectiveness of the project implementation. The Pearson’s correlation coefficient was 0.656 indicating a strong positive correlation. The regression coefficient, 0.396 also confirmed the existence of a positive relationship. The variable was also confirmed to be statistically significant. These outcome implied that the involvement of stakeholders was critical in facilitating the effectiveness of the project implementation. The findings implied that stakeholders should be involved in the identification of the projects since their involvement grants them sufficient understanding on their roles and contributions in the projects. Aside, there is need for adequate consultation throughout the project activities, whereby the input given is essential in enhancing the implementation process. The involvement of stakeholders is vital in influencing and enhancing their satisfaction on the outcomes of the projects. The community, being a key player in the projects make useful contributions towards the implementation of the projects, which ranges from capital contribution and necessary inputs required in the decision and policy making. Therefore,
there is need to ensure the comprehensive involvement of all stakeholders throughout the project activities to enhance the outcomes of the public projects.

5.2.3 Availability of Funds

The findings revealed that there was a positive relationship between availability of funds and the implementation of projects. Accordingly there are major gaps in the availability and the accessibility of funds. The study confirmed that the funds allocated are often insufficient and may not be enough to finance all the project activities. The study outlined the availability of funds as a primary factor in determining project success. The findings revealed that the funds allocated to the projects are not often sufficient in meeting the project requirements. The inadequacy of funds was highlighted as a major factor undermining the implementation of the projects. This implies that the project implementers may be unable to achieve the project objectives due to scarce financial resources. Aside, the funds allotted were often used for the required project activities. Aside, there is significant uncertainty on the compensation of stakeholders and on the distribution of the funds for various projects in the region. These could be due to the inaccessibility of the financial information and financing records for the public projects. The inferential analysis revealed the presence of a strong positive relationship between the availability of funds and effective project implementation. The Pearson’s correlation coefficient was 0.775 indicating a strong positive relationship. The variable was also statistically significant as the p-value was less than 0.05. The regression analysis also confirmed the positive relationship with the regression coefficient for the variable being 0.428. These findings affirm that availability of funds is crucial in influencing the effectiveness of the implementation process for the public projects.
5.3.4 Government regulation

Government regulations were considered as the moderating variable. From the findings, it was evident that there is adequate awareness of the established regulations that guide the management and implementation of the NG-CDF projects. The findings implied that the regulations were useful in guiding the project process at each of the stages, as well as in guiding the financing and budgeting requirements. The CDF Act was outlined as the primary source of the information on the legal constructs of the NG-CDF. There is need to promote the access to information on the CDF Act as it is an important source of information on the fund, its objectives, management and operational parameters.

The results also implied that the regulations are properly structured to promote local economic development and in facilitating the coordination and management of the public projects. The policies are well structured to guide the evaluation and the monitoring of the projects and at the same time provide functional regulatory frameworks against project mismanagement and the misappropriation of the funds. In essence, the policies are designed to enhance stakeholder accountability and ensure transparency in the use of public resources and in the management of public projects. Most importantly, the distinction of roles is critical in promoting autonomy in the development process as derived from the findings.

The findings revealed that poor implementation was the main form of misappropriation in the public projects. Other vices such as the irregular awarding of tenders, bribery and discrimination in project management were uncommon in the area. However, there is inadequate awareness on the existing feedback and complaints channels’. The uncertainty
on the complaints channels implies that there is uncertainty on the actions taken against those who engage in the misappropriation of funds or the mismanagement of the projects.

The results indicated that there is a commendable level of equalized development across the constituency as the implementers ensure equal development through balanced allocation. The tendering and the allocation processes in the constituency were also found to be fair and balanced which is equally commendable. The implementers also prioritize the community proposals in planning and implementing the projects which therefore means that the projects are highly likely to meet the community requirements.

5.3 Conclusions

The study established that training, stakeholder involvement and availability of funds positively affect the implementation of NG-CDF projects. Therefore, the study concludes that there is need to create formalized, rationalized, and comprehensive training programs for all those involved in the implementation of public projects. The training should be done at all the project stages to ensure that there is complete awareness of the project objectives for all the participants and to minimise the resistance and opposition to the projects.

In addition, there is need to ensure the complete involvement of stakeholders at all the project stages and activities. This way, the project objectives are likely to be achieved and the cooperation between the stakeholders is useful in maintaining a smooth implementation process. Collaboration between the stakeholders is also essential in enhancing the decision making process since the stakeholders are given opportunities to give their inputs and feedback for improved policy and decision outcomes.
Similarly, there is need to create effective funding processes to ensure the availability of adequate funds for the success of the project activities. Since lack of sufficient funds was highlighted as one of the main challenges to effective implementation, the funding and budgeting agencies should create frameworks that ensure availability of adequate funds to maximise the success of the projects.

Aside, it is important that more awareness is created to ensure the access to knowledge on the regulations guiding the implementation of public projects. The CDF Act was noted as the main source of knowledge on the regulations available and therefore, there is need for more awareness on the policies. The regulations are structured to ensure that they enhance accountability and transparency of the implementers. It is also important that the stakeholders and the general community are empowered to ensure that they can give their feedback and complaints to enhance the outcomes of the implementation and the projects.

5.4 Recommendations

The study recommends the creation of rationalized training programs to ensure that the project stakeholders and the community are properly trained on the project activities and throughout the project stages. Adequate training would ensure minimization of the resistance to projects. The training process should also include the creation of awareness on the established government regulations to enhance the awareness of the general public.

The study also recommends the creation of a structural framework that incorporates the community throughout the entire project process and activities. Since the community is a primary stakeholder in NG-CDF projects, it is important that they are included
throughout the implementation process and that their inputs are considered when making project-related decisions.

Finally, the study also recommends the creation of strategic approaches to ensure the allocation of adequate funds for the identified projects. This would ensure that the NG-CDF projects are allocated sufficient financial resources and that the implementation process is improved since there is access to adequate resources.

5.5 Areas for Further Research

The study recommends similar research in other sub-counties to allow for the comparison of the results. Besides, the study recommends a study on the challenges that face the implementation of community-based projects to reinforce the communities approaches to development.
REFERENCES


65


APPENDIX I

LETTER OF CONSENT

To the respondent(s)

Dear sir/madam

RE: REQUEST FOR YOUR PARTICIPATION

My name is Boniface Gikombi Gicharu, a postgraduate student at Kenyatta University, Nakuru Campus. I am conducting a study on the “Determinants of the implementation of NG-CDF Projects in Njoro Sub county, Kenya”.

The purpose of this letter is to request your consent to participate in a short survey by filling out the attached questionnaire. The information collected will be treated as confidential and will only be used for academic purposes of the study. Participation is on voluntary basis and no compensation will be given in return.

Respondents are encouraged to fill out the questions in the questionnaire truthfully and objectively, and should you require any clarification, kindly seek clarification and/or assistance. Your participation is highly appreciated.

Thank you for your participation

Yours sincerely

Boniface Gikombi Gicharu
APPENDIX II

QUESTIONNAIRE

DETERMINANTS OF THE IMPLEMENTATION OF NG-CDF PROJECTS IN
NJORO SUB-COUNTY, NAKURU COUNTY, KENYA

The purpose of the questionnaire is to collect data on the determinants of the implementation of NG-CDF projects in Njoro Sub-county, Kenya. Kindly take your time and respond to all the questions to the best of your knowledge and ability. Tick the applicable answer in every question.

SECTION I: PROFILE OF THE RESPONDENT

1. Gender

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
</tr>
</tbody>
</table>

2. Age

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 years</td>
<td></td>
</tr>
<tr>
<td>21-30 years</td>
<td></td>
</tr>
<tr>
<td>31-40 years</td>
<td></td>
</tr>
<tr>
<td>41-50 years</td>
<td></td>
</tr>
<tr>
<td>Above 51 years</td>
<td></td>
</tr>
</tbody>
</table>
3. Which description matches your role in the NG-CDF projects

<table>
<thead>
<tr>
<th>Role</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project coordinator (manager)</td>
<td></td>
</tr>
<tr>
<td>PMC member</td>
<td></td>
</tr>
<tr>
<td>Community Representative</td>
<td></td>
</tr>
</tbody>
</table>

4. What is your highest level of education

<table>
<thead>
<tr>
<th>Level</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary school</td>
<td></td>
</tr>
<tr>
<td>College</td>
<td></td>
</tr>
<tr>
<td>University</td>
<td></td>
</tr>
<tr>
<td>Postgraduate</td>
<td></td>
</tr>
</tbody>
</table>

5. How long have you worked in NG-CDF projects?

<table>
<thead>
<tr>
<th>Duration</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td></td>
</tr>
<tr>
<td>6-10 years</td>
<td></td>
</tr>
<tr>
<td>Above 10 years</td>
<td></td>
</tr>
</tbody>
</table>
SECTION II

PART A: TRAINING

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

<table>
<thead>
<tr>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Uncertain</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

The following aspects training impact on CDF implementation;

<table>
<thead>
<tr>
<th>The following aspects training impact on CDF implementation;</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainings should be done regularly on the implementation of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The numbers of trainings conducted influences the outcomes of the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trainings should be done in a formal way</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The content delivered during training should be relevant to the implementation of the projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There should be proper distribution of NG-CDF funds for diverse projects across the constituency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART B: STAKEHOLDER INVOLVEMENT

7. For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale. Scale (SA: 5, A: 4, U: 3, D: 2, SD: 1)

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

<table>
<thead>
<tr>
<th>The following stakeholder involvement aspects impact on CDF implementation;</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder should be involved in the identification of NG-CDF projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders’ understanding of their roles in facilitating the implementation of NG-CDF projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders’ access to adequate information on the project aspects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequate consultation throughout the project activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Input given in the consultation should be used in the implementation process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issues addressed in consultative meetings should be relevant to the project implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder involvement influences satisfaction on the outcomes of the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART C: AVAILABILITY OF FUNDS

8. 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

Scale (SA: 5, A:4, U:3, D:2, SD: 1)

<table>
<thead>
<tr>
<th>The following aspects of funds availability impact on CDF implementation;</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The funds allocated to the NG-CDF projects are sufficient in meeting the project requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The allocated funds used for the required project activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is adequate compensation to the stakeholders and committees during the projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is proper distribution of NG-CDF funds for diverse projects across the constituency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART E: GOVERNMENT REGULATION FOR NG-CDF

9. Do you agree with the following statements?

**Scale (SA: 5, A: 4, U: 3, D: 2, SD: 1)**

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The NG-CDF policies are properly designed to facilitate economic development locally</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The NG-CDF policies are properly designed to facilitate the coordination of public projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CDF committees are committed towards ensuring that the established policies regulate the implementation and management of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The policies provide proper evaluation and monitoring of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The policies provide a good regulatory framework against project duplication and misappropriation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The policies maintain accountability and transparency in the use and management of funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The policies ensure autonomy in facilitating the local growth and community development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The purpose of the interview is to collect data on the determinants of the implementation of NG-CDF projects in Njoro Sub-county, Kenya. Kindly take your time and respond to all the questions to the best of your knowledge and ability. Tick the applicable answer in every question.

1. In your view, what do you think is the main challenge to the implementation of NG-CDF projects in Njoro Sub-county?

2. What do you think should be done to improve on the training of stakeholders in the implementation of NG-CDF projects?

3. In your opinion, what is the implication of the NG-CDF in promoting local development and facilitating equalization in terms of economic development?

4. What do you think concerning the usefulness of the policies guiding the financial allocation to promote local development in the country?

5. What do you think about the level of independence in managing the development initiatives in your area?

6. What are your concerns on the management and implementation of NG-CDF funds and projects in your region?

7. Do you have any suggestions as to what can be done to improve on the outcomes of the implementation of NG-CDF projects in your area?
APPENDIX IV

MAP OF STUDY AREA
## APPENDIX V

### RESEARCH TIMELINE

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Topic identification</td>
<td></td>
</tr>
<tr>
<td>b. Concept paper approval</td>
<td></td>
</tr>
<tr>
<td>c. Proposal writing and approval</td>
<td></td>
</tr>
<tr>
<td>d. Defense and amendment</td>
<td></td>
</tr>
<tr>
<td>e. Data collection</td>
<td></td>
</tr>
<tr>
<td>f. Data analysis</td>
<td></td>
</tr>
<tr>
<td>g. Defense and approval</td>
<td></td>
</tr>
</tbody>
</table>

- "X" indicates the month when the task was scheduled to be completed.
### APPENDIX VI

CDF PROJECTS IN NJORO SUB-COUNTY

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>PROJECT</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LARE WARD</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NAISHI POLICE STATION</td>
<td>office &amp; cell</td>
<td>Doors, Windows, plastering, grills, ceiling boards and Painting</td>
</tr>
<tr>
<td>Mugumo secondary school</td>
<td>Completion of a classroom</td>
<td>Doors, Windows, plastering and Painting</td>
</tr>
<tr>
<td>Mwenyere prim school</td>
<td>Completion of 2 classrooms</td>
<td>Flooring, keying, painting and labeling</td>
</tr>
<tr>
<td>Naishi Secondary school</td>
<td>Completion of a classroom</td>
<td>Plastering, Flooring and Painting</td>
</tr>
<tr>
<td>GICHOBO PRI SCHOOL</td>
<td>Two classrooms</td>
<td>Flooring, Finishing and Painting</td>
</tr>
<tr>
<td><strong>MAU NAROK WARD</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GATIMU SECONDARY SCHOOL</td>
<td>One classroom</td>
<td>Plastering, Flooring and Painting</td>
</tr>
<tr>
<td>NGWATANIRO SECSCHOOL</td>
<td>completion of a dormitory</td>
<td>Plastering, Flooring, Painting, septic tank and fixing toilets</td>
</tr>
<tr>
<td>Gatimu primary school</td>
<td>completion of a</td>
<td>Doors, Windows, Plastering, Painting, Flooring</td>
</tr>
</tbody>
</table>

78
<table>
<thead>
<tr>
<th>School</th>
<th>Project Description</th>
<th>Ward</th>
</tr>
</thead>
</table>
| Kianjoya primary school       | Completion of 3 classrooms  
Flooring, Veranda and Painting |                 |
| Makutano Primary              | Completion of 2 classrooms  
Flooring, Veranda and Painting |                 |
| Kianjoya Chief Office         | Completion of AP Camp  
Walling, Roofing, plastering, fixing of doors and windows and painting |                 |
| **MAUCHE WARD**               |                                                          |                 |
| LULUKWET PRIMARY SCHOOL       | Two classrooms  
Plastering, fixing of doors and windows and painting |                 |
| MAUCHE PRI SCHOOL             | Construction of one classroom  
Door, Windows, Plastering, Flooring and Painting |                 |
| Ewaat Prim school             | Completion of a classroom  
Flooring, Plastering and Painting |                 |
| TERET PRIMARY SCHOOL          | Completion of Admin block  
Flooring, Plastering and Painting of 1 room, veranda and Ceiling |                 |
| Koilonget primary school      | Completion of a classroom  
Doors, Windows, Plastering, Finishing and Painting |                 |
| Ewaat secondary school        | Completion of a lab  
Installation of Gas, Water and Drainage systems |                 |
<table>
<thead>
<tr>
<th>Ward</th>
<th>School</th>
<th>Project Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taita Secondary School</td>
<td>Completion of a Dorm</td>
<td>Waste drainage, Septic tank and Soak pit</td>
</tr>
<tr>
<td>ACC Mauche</td>
<td>Completion of an office</td>
<td>Ceiling, Wiring and Labeling</td>
</tr>
<tr>
<td>KIHINGO WARD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MUTAMAIYU PRIMARY SCHOOL</td>
<td>Two classrooms</td>
<td>Plastering, veranda, flooring and Painting</td>
</tr>
<tr>
<td>SUBUKU AP CAMP</td>
<td>Completion of AP houses/toilet</td>
<td>Ceiling, wiring and toilet</td>
</tr>
<tr>
<td>LUSIRU SECONDARY</td>
<td>Completion of 4 classrooms</td>
<td>Plastering, veranda, flooring and Painting</td>
</tr>
<tr>
<td>LARMUDIAC SECONDARY SCHOOL</td>
<td>Completion of 2 classrooms</td>
<td>Painting and labeling</td>
</tr>
<tr>
<td>ACC KIHINGO OFFICE</td>
<td>Completion of the office</td>
<td>Wiring and labeling</td>
</tr>
<tr>
<td>NJORO WARD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MWIGITO PRI SCHOOL</td>
<td>one classrooms</td>
<td>Plastering, Flooring, Finishing and Painting</td>
</tr>
<tr>
<td>NJORO CENTRAL PRIMARY SCHOOL</td>
<td>Two classrooms</td>
<td>Walling, Roofing, Plastering, Flooring, Finishing and Painting</td>
</tr>
<tr>
<td>TENGECHA PRI SCHOOL</td>
<td>Two classrooms</td>
<td>Plastering, Flooring, Finishing and Painting</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>NJORO TOWNSHIP SEC SCHOOL</td>
<td>Completion of a laboratory</td>
<td>Installation of Gas, Water and Drainage systems &amp; Labeling</td>
</tr>
<tr>
<td>CHEPTOROI PRI SCHOOL</td>
<td>one classrooms</td>
<td>Painting and labeling</td>
</tr>
<tr>
<td>KAIYABA PRIM SCHOOL</td>
<td>Completion of 2 classrooms</td>
<td>Verandah and labeling</td>
</tr>
<tr>
<td>TAITA MAUCHE PRIM NESSUIT WARD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Musegekwa Primary School</td>
<td>Completion of 2 classrooms</td>
<td>Flooring, Veranda and Painting</td>
</tr>
<tr>
<td>Tagitech Primary School</td>
<td>Completion of 2 classrooms</td>
<td>Flooring, Veranda and Painting</td>
</tr>
<tr>
<td>Ogiek Nessuit secondary school</td>
<td>Completion of a lab</td>
<td>Installation of Gas, Water, Drainage systems, Flooring and Painting</td>
</tr>
</tbody>
</table>
## APPENDIX VII

### RESEARCH BUDGET

<table>
<thead>
<tr>
<th>Item</th>
<th>Unit</th>
<th>Unit Cost.</th>
<th>Subtotal</th>
</tr>
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<tbody>
<tr>
<td>Modem Purchase</td>
<td>1</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Internet Bundles</td>
<td>5 GBs</td>
<td>1,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Printing of Proposal Copies</td>
<td>6 Books</td>
<td>500</td>
<td>3,000</td>
</tr>
<tr>
<td>Binding of proposal copies</td>
<td>6 Books</td>
<td>80</td>
<td>480</td>
</tr>
<tr>
<td>Printing of questionnaires</td>
<td>1</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Photocopying questionnaires</td>
<td>85</td>
<td>2</td>
<td>170</td>
</tr>
<tr>
<td>Data collection permit</td>
<td>1</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Research assistants</td>
<td>1</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Printing of final report</td>
<td>6</td>
<td>800</td>
<td>5,400</td>
</tr>
<tr>
<td>Binding of report (hard binding)</td>
<td>6</td>
<td>400</td>
<td>2,400</td>
</tr>
<tr>
<td>Sub Total</td>
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<td></td>
<td>30,490</td>
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<tr>
<td>Contingency Fee</td>
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<td></td>
<td>2,050</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>32540</strong></td>
</tr>
</tbody>
</table>
APPENDIX VIII
NACOSTI AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Ref No: NACOSTI/P/18/88014/25579
Date: 9th October, 2018

Boniface Gikombi Gicharu
Kenyatta University
P.O. Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Determinants of implementation of Constituency Development Fund Projects in Njoro Sub County, Nakuru County, Kenya” I am pleased to inform you that you have been authorized to undertake research in Nakuru County for the period ending 9th October, 2019.

You are advised to report to the County Commissioner and the County Director of Education, Nakuru County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.
THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licences is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licenced research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and Innovation

P.O. Box 30623 - 00106, Nairobi, Kenya

Email: dn@nacosti.go.ke, registry@nacosti.go.ke

Website: www.nacosti.go.ke

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:

MR. BONIFACE KIKOMBI GICHARI
OF KENYATTA UNIVERSITY, 554-20107
Njoro, has been permitted to conduct research in Nakuru County on the topic: DETERMINANTS OF IMPLEMENTATION OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN NJORO SUB-COUNTY, NAKURU COUNTY, KENYA.

for the period ending:

9th October, 2019

Signature

Applicant

Permit No.: NACOSTI/P/18/88014/25579
Date Of Issue: 9th October, 2018
Fee Received: Ksh 1000

Director General
National Commission for Science, Technology & Innovation
OFFICE OF THE PRESIDENT
MINISTRY OF INTERIOR AND CO-ORDINATION
OF NATIONAL GOVERNMENT

Telegrams: “DISTRICTER
Email: dcnjoro08@gmail.com

When replying please Quote
Ref. No. ED. 12/10 VOL.I/150

DEPUTY COUNTY COMMISSIONER
NJORO SUB-COUNTY
P.O BOX 500
NJORO.

18th October, 2018

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION
BONIFACE GIKOMBI GICARU

The above mentioned person has been authorized to carry out research on
“determinants of implementation of Constituency Development Fund Project” in
Njoro Sub-County, Nakuru County for a period ending 9th October, 2019.

Kindly accord necessary support to facilitate the success of his research.

L. M. MWATATA
DEPUTY COUNTY COMMISSIONER
NJORO SUB-COUNTY.

Copy to
County Commissioner
NAKURU COUNTY

Your letter Ref No. CC.SR.EDU 12/1/2 Vol. III(162) dated 17th October refers
APPENDIX X

AUTHORIZATION LETTER FROM COUNTY DIRECTOR OF EDUCATION

MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING OF BASIC EDUCATION

COUNTY DIRECTOR OF EDUCATION
NAKURU COUNTY
P. O. BOX 259,
NAKURU.

17th October, 2018

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION –BONIFACE GIKOMBI GICHARU
PERMIT NO. NACOSTI/P/18/88014/25579

Reference is made to letter NACOSTI/P/18/88014/25579
dated 9th October, 2018.

Authority is hereby granted to the above named to carry out research on
“Determination of implementation of Constituency Development Fund
Project in Njoro Sub-County, "Nakuru County - Kenya" for a period ending
9th October, 2019.

Kindly accord him the necessary assistance.

G.M. ONTIRI
FOR: COUNTY DIRECTOR OF EDUCATION
NAKURU

Copy to:

- Kenyatta University
  P.O Box 43844 – 00100
  NAIROBI
APPENDIX XI

AUTHORIZATION FROM COUNTY COMMISIONER

THE PRESIDENCY
MINISTRY OF INTERIOR AND
CO-ORDINATION OF NATIONAL GOVERNMENT

Telegram: “DISTRICTER” Nakuru
Telephone: Nakuru 055-2212515
When replying please quote

Ref No. CC. SR .EDU 12/1/2 VOL.111/162) 17th October 2018

COUNTY COMMISSIONER
NAKURU COUNTY
P.O. BOX 81
NAKURU

Deputy County Commissioner
NJORO SUB COUNTY

RE:- RESEARCH AUTHORIZATION
BONIFACE GIKOMBI GCHARU

The above named student has been authorized to carry out research on
“determinants of implementation of Constituency Development Fund Projects”
in Njoro Sub County, Nakuru County for a period ending 9th October, 2019

Please accord him all the necessary support to facilitate the success of his
research.

JOHN KICHWEN
FOR COUNTY COMMISSIONER
NAKURU COUNTY
APPENDIX XII

RESEARCH AUTHORIZATION

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C155/NKU/PT/32444/2015

DATE: 30th August, 2018

Director General,
National Commission for Science, Technology
and Innovation
F.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,


I write to introduce Boniface Gikombi Gicharu who is a Postgraduate Student of this University. The student is registered for M.PPA degree programme in the Department of Public Policy and Administration.

Boniface intends to conduct research for a M.PPA Project Proposal entitled, “Determinants of Implementation of Constituency Development Fund Projects in Njoro Sub-County, Nakuru County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. PAUL OKEMO
FOR: DEAN, GRADUATE SCHOOL
APPENDIX XII

APPROVAL OF RESEARCH PROPOSAL

KENYA'TTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

FROM: Dean, Graduate School
TO: Boniface Gikombi Gicharu
C/o Public Policy and Administration Dept.

DATE: 30th August, 2018
REF: C153/NKU/PT/32444/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 22nd August, 2018 approved your Research Project Proposal for the M.PPA Degree Entitled, “Determinants of Implementation of Constituency Development Fund Projects in Njoro Sub-County, Nakuru County, Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy and Administration Department.

 Supervisors:

1. Dr. Jane Gakenia Njoroge
   C/o Department of Public Policy and Administration
   Kenyatta University

AM/IIN

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