ORGANIZATIONAL CHARACTERISTICS AND IMPLEMENTATION OF NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUND PROJECTS BY IGEMBE SOUTH CONSTITUENCY, MERU COUNTY, KENYA

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMICS AND TOURISM IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT) OF KENYATTA UNIVERSITY

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DECLARATION

This research project is entirely original with no submissions for awards to any other university. This proposal may not be duplicated in any form without permission from Kenyatta University or the author.

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I as the university supervisor have approved this research project and it is now being submitted for examination

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DEDICATION

I dedicate this research project to my beloved father, John Kaithia, whose hard work, wisdom, and unwavering belief in me have been a constant source of inspiration. Your values and guidance have shaped my character and determination to pursue excellence.

I also dedicate this work to Hon. John Paul Mwirigi, Member of Parliament for Igembe South Constituency, for his inspiring leadership, encouragement, and support towards educational advancement. Your dedication to empowering others has been a motivating force in my academic journey.

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ABBREVIATIONS AND ACRONYMS

NG-CDF	National Government Constituencies Development Fund
M&E	Monitoring and Evaluation
SPSS	Statistical Package for Social Sciences
ANOVA	Analysis of Variance
NACOSTI	National Commission for Science, Technology and Innovation

OPERATIONAL DEFINITION OF TERMS

Project Implementation	Involves carrying out tasks in order to produce outputs and monitoring development in relation to the work plan. Timeliness, cost effectiveness, and client satisfaction are used to gauge it.
Organizational Characteristic	Refer to the characteristics that flow from the organizational style of the company and are reflected in its framework or policies, as well as in the way that it leads and interacts with others.
Monitoring and evaluation	The method used to evaluate if a project has met its objectives, whether it hasn't, and whether it needs to be improved. It is evaluated based on responsibility, openness, and control.
Communication	Refers to the exchange of thoughts and opinions among experts working on related or comparable projects. It is evaluated according to goals, awareness, and channel
Stakeholder involvement	The process a business uses to involve key stakeholders in order to reach predetermined goals. It is evaluated based on decision-making, sharing of knowledge, and level of competence.
Project leadership	the skill and science of motivating a group of people to successfully complete a project. It is evaluated in terms of organizing, leading, and planning in this study.

ABSTRACT

Numerous challenges arose in the administration of the fund. These included various legal disputes that disrupted the fund's operations, unfinished projects falling under decentralized functions that were no longer eligible for funding under current legislation, and insufficient technical expertise for efficient management at the Constituency Committees and Project Management Committees level. Furthermore, discrepancies between initiated development projects and the capacity to implement them were observed. Consequently, this research aimed to explore the impact of organizational attributes on the execution of NG-CDF projects in Igembe South Constituency, Meru County, Kenya. Specifically, the study investigated the effects of project leadership, stakeholder engagement, communication, monitoring, and evaluation on NG-CDF project implementation in the aforementioned constituency. The investigation was guided by contingency theory, stakeholder theory, cybernetics theory, and realistic evaluation theory. An explanatory research design was implemented, focusing on five NG-CDF projects carried out by Igembe South Constituency within the previous five years (2018 – 2022). The research encompassed 55 participants, comprising 10 project supervisors and 45 project team members, due to the restricted overall population. Surveys were employed for primary data collection, with an initial trial among eight participants from Igembe North Constituency for evaluating content validity. The questionnaires' reliability was assessed using Cronbach's alpha. Thematic analysis was used to examine qualitative responses to open-ended questions, and descriptive statistical methods like frequencies, percentages, mean, and standard deviation were used to analyze quantitative data. In addition, an inferential examination with multiple linear regression and the Pearson correlation coefficient was carried out. Tables and illustrations were used to demonstrate the outcomes. The analysis reveals that effective project leadership is essential for successful project execution, with positive feedback from team members emphasizing the importance of building committed teams and ensuring timely project completion. While stakeholder involvement is recognized as crucial for fostering trust and accountability, opportunities remain for better integration of stakeholder voices into project processes. Communication is identified as foundational in project management, influencing collaboration and stakeholder engagement, although barriers to effective communication persist. Furthermore, the study underscores the significance of robust M&E practices in aligning projects with organizational goals and optimizing strategies for future success. Overall, the findings suggest that a combination of effective leadership, clear communication, active stakeholder engagement, and strong M&E practices is vital for enhancing project implementation outcomes. Recommendations for continuous leadership training, strategic stakeholder engagement, improved communication plans, and the establishment of M&E frameworks are proposed to optimize project management practices and achieve successful project outcomes.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In project management, completing a project is crucial. Deliverables, the project manager's plan for the project, and assisting the project team in carrying out their plans are all part of it (Shanks, 2018). According to Anderson and Narasimhan (2019), each project is unique, necessitating a distinct planning and implementation strategy. Therefore, project managers must ensure that their planning and management strategies are strategic and effective by delineating the optimal execution methods to achieve project completion within the set timeframe and quality benchmarks.

Anantatmula and Rad (2018) point out that despite the project manager's efforts to attain project goals, organizations may still fall short due to inherent operational characteristics, termed as organizational factors. Hellgren and Stjernberg (2020) emphasize the project manager's duty to align project progress with the overarching vision. However, there is often a gap between project objectives and actuality. To secure successful project outcomes, project managers must grasp how organizational factors can impact the project and how the project, in turn, can be influenced by these factors.

Mellado and Lou (2020) highlight that project implementation is a pivotal objective in projects funded by the Malaysian public sector, where success is evaluated based on numerous, sometimes conflicting parameters, with time, cost, and quality being the most prevalent. Despite this, the Malaysian public sector has consistently underperformed. Othman and Ismail (2021) note the absence of consensus on project performance metrics, leading to varied opinions on what parameters should be included in performance and success assessments. Consequently, the Malaysian government

must ensure projects are completed promptly, within budget, meeting predefined quality standards, and overall requirements.

Rwelamila and Purushottam (2020) contend that the dearth of institutional capacity within numerous African nations has hampered the execution of poverty-alleviation initiatives. Consequently, many countries have grappled with the challenge of determining the most suitable institutional framework for implementing such projects. Mbachu and Nkado (2022) posit that a trade-off exists between establishing novel, autonomous structures to circumvent bureaucratic inefficiencies inherent in current institutions while ensuring the flexible and prompt delivery of services, and integrating poverty-alleviation programs into the core operations of sector development entities. Consequently, in light of the hesitance exhibited by most African governments, donors have explored the option of relying on a plethora of local institutions.

Taana (2020) notes that initiatives financed by public bodies in Ghana have encountered performance issues attributable to irregular disbursement of funds for construction endeavors by clients, delayed payments, and insufficient contract details and performance evaluations. Amoah, Berbegal-Mirabent, and Marimon (2022) observe that projects supported by the Ghanaian government are plagued by recurring delays in funding application approvals, incomplete estimation of infrastructure costs resulting in underfunding, and stringent timelines for bid preparation. Consequently, identifying the factors influencing project performance would empower project managers to undertake interventions aimed at enhancing project outcomes.

Government-funded projects in Kenya encounter hurdles during the implementation phase, particularly in meeting the stipulated project objectives. This is evidenced by the failure to adhere to project timelines, budgets, and quality standards, stemming from an

inefficient implementation process. Historically, projects in Kenya were overseen by the government or government-appointed contractors (Gwaya, Masu & Wanyona, 2019). Njau and Ogolla (2022) highlight the substantial contribution of projects to national development, necessitating significant financial investments, with the involvement of County Governments in projects being widely accepted. Consequently, project evaluation must be comprehensive, spanning the entire lifecycle, to ensure accurate assessment and attainment of project objectives, and to recommend enhancements in areas where progress is lacking.

Kavale and Kalola (2020) remark that the execution of Kenyan government projects is impeded by inadequate training of staff in financial management, leading to involvement in cash transactions, limited budget allocations by relevant authorities, and cumbersome bureaucratic processes. As indicated by Kinanu and Simiyu (2022), government-funded projects encounter delays when both national and county governments fail to allocate funds promptly for project completion, often resulting in project abandonment. Thus, the funding allocated to a development initiative significantly influences its implementation.

1.1.1 Project Implementation

Carrying out a project involves putting plans into action a systematic process, encompassing detailed discussions on who, what, when, how, and where, continuous questioning, active monitoring, and accountability (Pinto & Prescott, 2018). Akinoglu (2020) states that the project implementation stage commences with project funding and approval, concluding with the successful delivery of the final project to the client organization. This process includes contract closeout, lessons learned, documentation, and archiving of project documents. Therefore, project implementation is the act of translating broad policy goals or objectives into specific action initiatives.

Laurian, Day, Backhurst, and Chapman (2022) define project implementation as the coordination of individuals and resources to achieve the project's goals and plans. A well-structured project implementation plan outlines the expected achievements and the timeframe for completion. According to Almansoori, Rahman, and Memon (2021), the project management team's quality capability and effectiveness are crucial for the success of a project management plan. Projects transition into project activities during the implementation phase, involving evaluation of the project plan, plan execution, necessary adjustments, data analysis, feedback collection, and final reporting. This research evaluates project implementation in terms of budget adherence, schedule compliance, and quality assurance.

Rosacker, Zuckweiler, and Buelow (2019) highlight that a crucial aspect of project implementation is defining the project scope, which entails establishing project goals, deliverables, tasks, costs, and deadlines. These terms of reference are developed subsequent to the initial phase of project implementation. Fashina, Abdilahi, and Fakunle (2020) emphasize that the value of a project is contingent on its scope, and with a realistic project scope, project managers can break it down into more manageable components.

Cost estimation is a critical element of project planning, enabling project managers to assess project viability and manage expenses effectively (Andersson & Müller, 2020). Choo (2022) suggests that project managers should estimate the project duration to understand resource utilization. Nevertheless, projects may deviate from the initial plan, necessitating quick adaptation from project managers. Given that planning is continual, project managers must be flexible and open to change.

1.1.2 Organizational Characteristics

Organizational attributes emanate from the organizational structure or policy of an organization, reflecting its culture through leadership and relationships (Ruskin & Estes, 2019). According to Hyvari (2022), various organizational characteristics contribute to successful project implementation, underscoring the importance of understanding these characteristics for project success. As such, this study evaluates project leadership, stakeholder involvement, communication, and monitoring and evaluation in terms of organizational characteristics.

In the realm of project management, Jiang, Klein, and Chen (2018) posit that project leadership plays a vital role in bringing people together to work towards a shared goal highlighting how important strong leadership is in reaching project goals. Ahmed and Abdullahi (2021) further note that project management leadership involves a spectrum of activities, such as planning, coordination, oversight, and decision-making, essential for project success. Therefore, project management leadership stands as a critical skill in steering projects towards successful outcomes.

Stakeholder involvement, as highlighted by Magassouba, Tambi, Alkhlaifat, and Abdullah (2019), integrates public concerns, needs, and values into project decision-making through interactive communication between the organization and the stakeholders. Aapaoja, Haapasalo, and Soderstrom (2021) elaborate that an effective stakeholder involvement strategy encompasses interactions with stakeholders irrespective of their role or the communication mode. Consequently, robust stakeholder engagement practices facilitate gathering essential information from project-affected stakeholders (Gichimu & Mutuku, 2022).

Projects entail unique activities and resources, necessitating adept communication skills from project managers to steer activities towards achieving performance goals (Tushman & Katz, 2021). Worley and Doolen (2022) contend that effective communication, especially in delivering project information appropriately to stakeholders, significantly impacts project performance by enhancing teamwork. Enhanced communication fosters collaboration among project team members with varying qualities and aspirations, thereby elevating project performance levels.

According to Crawford & Bryce (2019), monitoring and evaluation (M&E) are crucial for project managers to effectively oversee implementation progress and resource allocation. According to Mugo and Oleche (2022), M&E aids in evaluating progress against predetermined benchmarks, identifying obstacles to project planning and implementation, and goal achievement. Therefore, one of the primary advantages of M&E is that it aids in ensuring that the project meets its objectives and goals.

1.1.3 Igembe South Constituency, Meru County, Kenya

The creation of the Constituencies Development Fund was established through the enactment of the Constituencies Development Fund Act of 2003. This initiative aimed primarily at combating poverty at the community level by giving out at least 2. 5% of the regular income of the Government towards grassroots development and poverty alleviation. The introduction of the CDF Act of 2013 was principally focused on ensuring that the regulations governing the CDF conformed to the provisions of the 2010 Kenyan Constitution, particularly in terms of adhering to principles such as transparency, accountability, separation of powers, and citizen participation.

Igembe South Constituency functions as an administrative sub-division under the jurisdiction of the Meru County Government and simultaneously operates as a

parliamentary constituency. Historically, Igembe South Constituency, prior to the 2013 general election, encompassed a significant portion of what is now recognized as Igembe Central Constituency, which was segregated from Igembe South. The constituency boasts a populace of around 165,553 individuals and spans an area of approximately 1032.9 square kilometers. As a legally recognized constituency, it is entitled to receive the NG-CDF fund, an allocation established by the government in 2010 to foster rural development.

This particular Constituency is situated within the upper highlands of Meru County, an area characterized by an average annual precipitation ranging from 700 mm to 1,000 mm, coupled with a mean annual temperature falling between 14.9°C and 10.5°C. The elevation within Igembe South Constituency varies from 2230 to 2900 meters above sea level. Within the constituency, there are a total of six divisions, 23 sub-divisions, and 53 sub-locations. Additionally, there are 62 registered public primary schools, 22 registered public secondary schools, three special needs schools, and one polytechnic institution. Notably, the NG-CDF Igembe South helped to secure all the necessary funding for the construction of an operational Medical Training College in Maua town.

1.2 Statement of the Problem

The achievements of NG-CDF over the years its 18-year existence have been remarkable. There have been conspicuous instances where the fund has substantially altered the socioeconomic status of individuals in constituencies. Moreover, the Fund has made significant contributions to the enhancement of school infrastructure nationwide (Oisanga, 2022). Nevertheless, Gathoni and Ngugi (2022) point out that there have been notable challenges in fund management, including numerous legal disputes that disrupt fund operations, unfinished projects falling under devolved functions no longer eligible for funding under the current Act, and insufficient technical

capacity for efficient management at the Constituency Committees and Project Management Committees level. Additionally, there are cases of inconsistencies between the development projects initiated and the capacity to put them into operation.

In Igembe South Constituency, NG-CDF had allocated 213 million shillings for expenditure, yet the actual spending was 118.63 million shillings, resulting in an under-expenditure of Kshs.95 million or 53.4% of the total budget, which lacks a satisfactory explanation. The development budget amounted to Kshs.117,726,769, with an actual expenditure of Kshs.57,101,305 or 48%, leading to an under-expenditure of Kshs.60,625,464 or 52% of the total budget, equally lacking a satisfactory explanation. Projects such as the construction of Kilalai Day Secondary School Multi-purpose Hall and Library, renovation of Kisimani Primary School, and Amungenti Primary were scheduled for completion by the end of 2021 but faced delays until 2022. The constituency aimed to train 3000 bodaboda riders and issue Interim Driving Licenses upon passing the driving test by the end of 2022, but only 2400 riders have been trained thus far.

A study conducted by Tito, Alarcón, and Eugenio (2018) studied how the features of a company affect how well construction projects are done using social networks within the company. revealing a link between high connectivity and concise communication paths within a construction company's social networks. However, the study's respondents were purposively chosen, indicating a methodological gap. Osman and Kimutai (2019) studied important factors for success in building roads in Wajir County, Kenya, highlighting that resource mobilization significantly influenced project implementation in the County. Nonetheless, the study concentrated solely on road projects within Wajir County, presenting a contextual gap. Organizational attributes were looked at in Faustine's (2021) study of how the Kenya Urban Roads Authority’s

Road construction projects were carried out. The results showed that organizational characteristics had a positive effect on project success. However, the study only looked at projects that were completed between 2015 and 2018, creating a context gap.

1.3 Objectives of the Study

1.3.1 General Objective

The organizational characteristics and implementation of NG-CDF projects by Igembe South Constituency, Meru County, Kenya.

1.3.2 Specific Objectives

i. To investigate the impact of project leadership on the execution of NG-CDF projects within Igembe South Constituency, Meru County, Kenya.
ii. To assess the effect of stakeholder engagement on the execution of NG-CDF projects in Igembe South Constituency, Meru County, Kenya.
iii. To analyze the role of communication in the execution of NG-CDF projects in Igembe South Constituency, Meru County, Kenya.
iv. To explore the impact of monitoring and evaluation on the execution of NG-CDF projects in Igembe South Constituency, Meru County, Kenya.

1.4 Research Questions

i. What impact does project leadership have on the execution of NG-CDF projects in Igembe South Constituency, Meru County, Kenya?
ii. How does stakeholder engagement affect the execution of NG-CDF projects in Igembe South Constituency, Meru County, Kenya?
iii. What role does communication play in the execution of NG-CDF projects in Igembe South Constituency, Meru County, Kenya?
iv. What effect does monitoring and evaluation have on the execution of NG-CDF projects in Igembe South Constituency, Meru County, Kenya?

1.5 Significance of the Study

This study will provide important information to all stakeholders in the Meru County government regarding the impact of organizational characteristics on the NG-CDF project's implementation by its constituencies. It may also inform policymakers and the national government on strategies for enacting substantial policy changes to address challenges facing NG-CDF projects. Additionally, this study will create opportunities for more study in similar areas.

1.6 Scope of the Study

The research took place in Igembe South Constituency, Meru County, Kenya. Key organizational characteristics under investigation encompassed project leadership, stakeholder engagement, communication, and monitoring and evaluation. The participants consisted of employees involved in NG-CDF project implementation within the constituency. Information was collected via questionnaires and examined through descriptive statistics and regression analysis, utilizing a census methodology. The research specifically focused on projects executed between 2018 and 2022.

1.7 Limitations of the Study

Participants in this research were hesitant to share information because they were worried about possible negative outcomes or being misunderstood. To address this, an introductory letter from the University was provided to assure confidentiality and academic use of the data. Given the respondents' busy schedules, a 'drop and pick' method was utilized for questionnaire distribution, allowing a two-week response period. Despite the closed-ended questionnaire format potentially limiting expression, efforts were made to incorporate open-ended questions.

1.8 Organizational of Study

This study is structured into five chapters, each addressing a specific aspect of the research on the implementation of National Government Constituency Development Fund (NG-CDF) projects in Igembe South Constituency. Chapter One introduces the study, outlining the background, problem statement, objectives, research questions, significance, scope, and limitations of the research. This chapter sets the stage for understanding the context and relevance of the study.

Chapter Two presents a comprehensive review of the literature related to project implementation, focusing on key variables such as project leadership, stakeholder engagement, communication, and monitoring and evaluation. This chapter highlights existing theories and empirical findings relevant to the research and identifies gaps that the study aims to address. Chapter Three details the research methodology employed in the study, including the research design, population, sampling techniques, data collection methods, and data analysis procedures. This chapter provides a framework for understanding how the research was conducted and the rationale behind the chosen methods.

Chapter Four presents the findings of the study, analyzing the data collected from the participants. This chapter includes both qualitative and quantitative analyses, supported by tables and figures to illustrate key results. Chapter Five concludes the study by summarizing the findings, drawing conclusions based on the data, and providing recommendations for practice and future research. This chapter aims to synthesize the study's contributions to the field of project management and offer insights for enhancing the implementation of NG-CDF projects.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter Two presents a comprehensive review of the existing literature relevant to the implementation of National Government Constituency Development Fund (NG-CDF) projects, specifically focusing on key organizational attributes such as project leadership, stakeholder engagement, communication, and monitoring and evaluation. This literature review aims to contextualize the study within the broader framework of project management theories and practices. By examining previous research and theoretical perspectives, this chapter identifies the critical factors influencing project outcomes and highlights gaps in the existing literature that this study seeks to address.

2.2 Theoretical Review

The part elucidates the theoretical underpinnings that have guided the study. Noteworthy theories such as contingency theory, stakeholder theory, cybernetics theory, and realistic evaluation theory are expounded upon.

2.2.1 Contingency Theory

Fiedler (1964) came up with the contingency theory which says that how well a project goes depends on how well everything fits together a project manager's leadership ability and situational factors such as capabilities, preferred style, behavior, and employee competency. This theory highlights the significance of project managers adjusting their leadership approach to fit the circumstances and promptly motivating team members to enhance project performance. Drazin and Vandeven (2015) explain more how a leader's success depends on how well their leadership style matches the situation. This means a leader can do well in one situation but not do well in another.

The relevance of this theory lies in emphasizing that effective project managers bear the responsibility of offering guidance, sharing knowledge, leading project team members, ensuring quality work, and providing necessary support throughout project implementation. Establishing clear project leadership standards enhances core values, maturity in roles, and effective project execution.

2.2.2 Stakeholder Theory

The stakeholder theory, developed by Freeman in 1984, asserts that a company should be viewed as a collection of stakeholders. The primary objective of the business is to satisfy their needs, interests, and points of view. The managers of the company are considered to be in charge of managing stakeholders. According to Freeman (1984), stakeholders are individuals or groups whose actions have an impact on the organization's goals or have the potential to do so. Additionally, stakeholders have the ability to influence the operation, goals, growth, and survival of the organization.

The PMI Standards Committee (2004) says that project stakeholders are people or groups who are part of the project or are affected by how the project is done or completed successfully. The engagement of stakeholders is crucial for project success, as their continuous support is vital for achieving the project's vision and objectives. Active involvement of stakeholders entails providing and receiving support, collaborating on devising solutions, and planning new business strategies.

The significance of this theory in the study is underscored by the necessity of identifying stakeholders during the initial scoping phase, prior to developing an engagement plan and initiating consultations. Each stakeholder's unique interests in the project can lead to varying priorities, conflicts, and heightened situational complexity.

2.2.3 Cybernetic Theory

The Cybernetics theory was first presented by W. Ross Ashby and Norbert Wiener in 1960. They emphasized the significance of incorporating mathematical theory into communication and control systems by means of feedback regulation. Positive feedback occurs when the desired outcome is achieved, whereas negative feedback may occur when an immediate or delayed response is required. Feedback serves the purpose of evaluating the efficacy of a specific communication delivery or a past occurrence. The central tenet revolves around the management of behavior, responses, and information alteration within elements such as digital, mechanical, or biological entities to execute primary tasks proficiently.

This method helps employees stay informed and take part in things that affect them. As a result project managers need to figure out the right way to communicate, be it formal or informal, as their ultimate goal is to elicit favorable responses from the workforce. Furthermore, the application of cybernetics theory proves beneficial for organizations seeking to enhance employee performance, emphasizing the importance of a robust feedback mechanism in work attitudes and productivity to ensure successful project execution.

2.2.4 Realistic Evaluation Theory

Realistic evaluation is a way of looking at how projects work and what results they produce. It was first talked about by Pawson in 1997. This approach focuses on understanding the outcomes of project interventions how they are carried out and the different circumstances that can affect them. Realistic evaluation focuses on figuring out "What things are effective for certain people in specific situations and ways and why?" (Pawson & Tilley 2004) stated this information. The evaluator can gain a better understanding of an intervention's strengths and weaknesses, as well as the prerequisites

for carrying it out in various settings, thanks to this framework. The purpose of realistic evaluation is to determine which environmental factors contribute to the success of interventions. This helps us comprehend how certain outcomes are brought about by interventions.

According to Byng Norman and Redfern (2015), realist evaluation alters the primary evaluation question. This method asks who it works for in what situations, in what ways, and how well, rather than whether something works. From a realist point of view, projects are thought to be living examples of theories. Consequently, even if a theory is not explicitly stated, every time a program is implemented, it aids in testing that theory. By clearly hypothesizing how and for whom a project might work, realist evaluation seeks to uncover the theories behind it. These hypotheses are then put to the test during the project implementation and evaluation process. This necessitates the collection of data not only regarding the effects of the project or the procedures for its implementation, but also regarding the particular contextual factors that influence the project and the mechanisms that drive change. During the monitoring and evaluation phases, this theoretical framework can significantly improve comprehension of how project outcomes are achieved.

2.3 Empirical Review

2.3.1 Project Leadership and Project Implementation

Omonyo (2019) did a study to look at how project leadership can help make big public infrastructure projects in Kenya successful even when they are really complicated. The methodology employed in the study was characterized by a combination of various research methods. A comprehensive survey involving 124 participants from 31 finalized public infrastructure megaprojects was carried out utilizing three interconnected sets of questions. The data was analyzed using both descriptive and

inferential methods for numbers and for other types of data techniques like scenario mapping and triangulation were used. The research showed that having strong leadership in a project is closely linked to the project's success whereby the success rate saw an increase as the leadership style leaned towards complexity. Nevertheless, the study was delimited to the context of public infrastructural megaprojects in Kenya.

Through a survey of 244 managers, Moura, Carneiro, and Diniz (2018) investigated how personal characteristics of project managers influence project execution. They discovered that attitudes, skills, and knowledge have a direct impact on project performance, whereas personality traits have an indirect impact on attitudes. The study also found that a manager's overall performance is influenced by their skills, knowledge, and certification in project management, but not directly. Notably, a convenience sampling method was used to select the participants.

Ogohi and Ogochukwu (2016) studied how the way project managers lead their teams affects how well projects are completed. The data collection method relied on secondary sources, including textbooks authored by various experts in the field, periodicals, online resources, and other pertinent published and unpublished materials. The information was analyzed using content analysis because it relied heavily on data from other sources. The research showed a strong connection between how managers lead their teams and how well projects are carried out. It found that having good control over project management has the biggest impact on how well a project turns out.

2.3.2 Stakeholder Involvement and Project Implementation

Using a descriptive survey design, Osiemo, Wagude, and Ogombe (2019) investigated the effect of stakeholder engagement in monitoring and evaluation on the implementation of CDF Health Construction Projects in Busia County, Kenya. They used questionnaires and interviews to collect data from 48 out of 154 people.

Descriptive statistics and inferential methods like regression and Pearson's correlation were used in the analysis. Stakeholder participation was found to have a significant impact on these projects' success from 2014 to 2018, according to the findings.

At Kenya Ferry Services, Githinji, Ogolla, and Kitheka (2020) investigated the effect of stakeholder engagement on project execution. They selected 70 respondents from a sample of 231 stakeholders using a descriptive research design. Questionnaires were used to collect data, which was then analyzed using SPSS's linear regression software. Stakeholder involvement in project identification and implementation was found to have a significant and positive correlation, according to the study's findings. However, the study only examined Kenya Ferry Services as a case, revealing a contextual void.

Using a descriptive survey design and a stratified sample of 358 participants, Kalu and Rugami (2020) investigated the influence that stakeholder engagement has on the execution of infrastructure projects at the Kenya Ports Authority. Using a structured questionnaire, data were gathered and analyzed using Multiple Regression. Even though the study's context was limited to the Kenya Ports Authority, its findings demonstrated that giving stakeholders more authority boosts their confidence and capacity for decision-making.

2.3.3 Communication and Project Implementation

Yakubu, Ogunsanmi, and Yakubu (2019) directed an exploration concentrate on that investigated the effect of correspondence challenges on the execution of tasks in Nigeria. The review utilized an unmistakable exploration strategy using estimates like mean, standard deviation, and positioning, as well as inferential insights including One Way ANOVA and One Example T-test. Information assortment included the utilization of polls to assemble insights from members in regards to the review's targets. The investigation results show that when communication is not done well it can affect how

successful a project is. The study recommends the adoption of face-to-face communication to expedite issue resolution.

Katerega and Sebunya (2017) studied project communication's role in enhancing project performance in selected public university projects, using a cross-sectional survey design to explore the relationships among various variables. Employing a correlational approach to assess the interactions between variables, questionnaires were crafted to align with the research objectives. Quantitative data indicated a strong positive correlation between project communication and success, implying that better communication enhances project outcomes. However, the utilization of a cross-sectional survey design introduces a methodological limitation.

Nyandongo and Davids (2020) studied how communication affects how well a project is carried out. Employing a quantitative research strategy, the study aimed to shed light on prevailing communication practices within the project management sector. A survey instrument in the form of a questionnaire was disseminated among a targeted sample comprising industry professionals. The findings highlighted a strong positive link between effective communication and project success, indicating that better communication enhances project performance. However, it is crucial to acknowledge that the study's scope was limited to project performance from 2016 to 2019.

2.3.4 Monitoring and Evaluation and Project Implementation

In Kajiado East Sub-County, Kenya, Yusuf Otonde and Achayo (2017) investigated how monitoring and tracking projects affected their execution. The constituency development fund provided the funding for the projects. The methodology of the study was a descriptive survey research design. The use of correlation and regression techniques, particularly the Karl-Pearson correlation, was a component of data analysis. The study demonstrated how crucial proper training in Monitoring and Evaluation

(M&E) is for the success of public projects. It pointed out that having good training can make a big difference in how well monitoring and evaluation processes work. However, the research specifically looked at how CDF projects were carried out.

Odhiambo Wakibia and Sakwa (2020) studied how planning and keeping track of progress affects the success of projects that grow sea animals to help people in poverty along the coast of Kenya. The study involved a survey done in Kwale Mombasa and Kilifi Counties in the coastal area of Kenya. The study used methods like factor analysis correlation analysis and regression analysis. The results of the factor analysis showed that how well the outcomes were achieved is a very important way to measure if mariculture projects to reduce poverty are successful. Keeping track of progress and being on time are important things to plan for when monitoring and evaluating these projects. Furthermore, the study showed a strong connection between how well things turned out and keeping track of progress and being on time. One downside of the research was that it used a cross-sectional survey which created a gap in the methodology.

Galgallo (2019) studied how keeping track of progress and evaluating performance affects the building of roads and buildings in Marsabit County Kenya led by the local government. The study used descriptive research survey method with 165 people as participants. We gathered information using surveys and then we looked at the data using both basic and more advanced statistics. The findings of the study demonstrated that there is no link between the successful completion of development projects and the beginning of surveys, participation in management, and expertise in monitoring and evaluation. The study found that M&E baseline surveys had little effect on the execution of infrastructure projects. Nevertheless, the research specifically concentrated on project implementation spanning the years 2014 to 2017.

2.4 Summary and Gap

Table 2.1: Summary and Gap

Researcher	Research focus	Result	Gap	Present focus
Omonyo (2019)	The leadership of a project plays a key role in how complex public infrastructure projects in Kenya are successful.	Leadership in a project had a big impact on the project's success. The more complex the leadership style the more successful the project was.	The study context was public infrastructural megaprojects in Kenya	The study was on implementation of NG-CDF projects in Igembe South Constituency, Meru County
Moura, Carneiro and Diniz (2018)	project manager's personal characteristics and project implementation	Getting certified in project management doesn't directly change how well a project goes.	The respondents were sampled using convenience sampling method.	A census method was used
Ogohi and Ogochukwu (2016)	Project managers leadership style on project implementation	The connection between how managers lead and how plans are put into action.	The study used secondary data.	The study used primary data
Kalu and Rugami (2020)	Participation of stakeholders in the Kenya Ports Authority's implementation of infrastructure projects	Stakeholder empowerment improves stakeholders' confidence and ability to make choices.	The study was done in Kenya Ports Authority thus presenting a contextual gap	The study focused on implementation of NG-CDF projects
Setiawan, Hansen and Fujiono (2021)	Analyzing how communication planning impacts the success of construction projects.	It was discovered that the most significant influence of communication planning on construction project performance was the choice of communication technology.	The study respondents were chosen using purposive method thus presenting a methodological gap.	A census method was used

Source: Researcher (2023)

2.5 Conceptual Framework

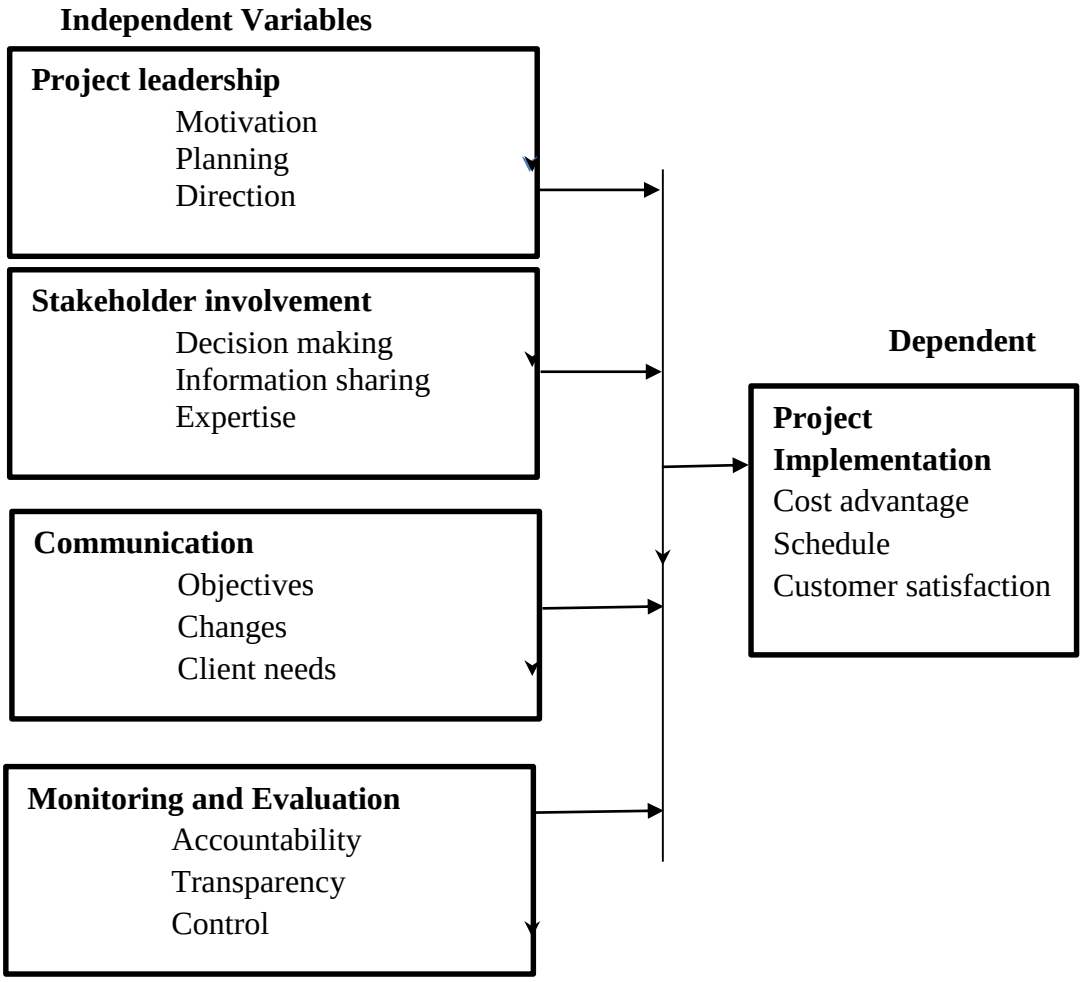

Figure 2.1: Conceptual Framework

Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A research design serves as the blueprint or schematic representation that outlines the methodology for gathering information relevant to addressing the research inquiries. It serves as a general guide for gathering data measuring variables and analyzing data to address the research problem (Creswell & Clark, 2017). The research utilized a descriptive research design. The researcher is able to accurately depict the characteristics of the variables under investigation when they use a descriptive survey. Hence, the adoption of a descriptive design is deemed most appropriate and duly justified for this study due to its use of tools such as questionnaires.

3.2 Population

The research focused on analyzing 5 NG-CDF initiatives (refer to appendix v) currently being executed by Igembe south constituency over the past five years (2018 – 2022). The focal point of scrutiny involved 55 participants, comprising 10 project leaders and 45 project team affiliates as illustrated in Table 3.1.

Table 3.1: Target Population

Category	Population
Project team members	45
Project managers	10
Total	**55**

Source: Igembe South Constituency NG-CDF report of 2022

3.3 Sampling Methods

Mugenda and Mugenda (2003) suggest that in quantitative research study the whole group if it has less than 100 cases. Therefore, the study conducted a survey with 55 people because the total population is small.

3.4 Instrument

Primary data was gathered through the administration of questionnaires. The utilization of questionnaires was feasible due to the fact that the selected participants are deemed capable of comprehending the study inquiries, thereby reducing ambiguity in the questions and facilitating a more cost-effective and efficient data collection process. The questionnaire was segmented into various sections aligning with the study's objectives. For instance, Section A focused on gathering respondents' data, while Section B concentrated on project leadership, Section C on stakeholder involvement, Section D on communication, Section E on monitoring and evaluation, and Section F on project implementation. Participants used a Likert scale to show how much they agree with the questions about each goal of the study.

3.5 Piloting

A preliminary study was a small research project that involved only a few people. It helped the researcher check the surveys' quality and pinpoint any deficiencies prior to commencing the ultimate data gathering phase (Orodho, 2005). In accordance with the recommendations of Mugenda and Mugenda (2003), a pilot study was statistically warranted with 10% of the sample in a descriptive inquiry. Hence, surveys were tested on 8 individuals, composed of 2 project leaders and 6 project team members in Igembe North constituency, Meru County, Kenya.

The degree to which a test accurately measures what it is designed to measure is known as its validity. Content validity, which entailed a thorough examination of questionnaire items in relation to the goals of the research, was used to guarantee the validity of the assessment tools (Kombo & Tromp, 2006). Additionally, expert judgment was solicited from the supervisor to aid in the validation process. This assessment of validity was

crucial for pinpointing questionnaire items requiring revision and eliminating those deemed irrelevant to the study.

Reliability, as defined, pertained to the extent to which a research tool produced consistent outcomes across multiple trials. The reliability of research findings was susceptible to the impact of random error, which represented a departure from accurate measurement (Mugenda & Mugenda, 2003). Subsequent to the preliminary investigation, the questionnaires administered to the participants underwent evaluation through the application of Cronbach's alpha test. As posited by Orodho (2005), an association coefficient nearing 0.8 signified an acceptable level of reliability for the instruments employed in the investigation. Consequently, the principal objective of this research was to achieve a correlation coefficient of 0.8.

3.6 Process of Collecting Data

The first step was to visit the Igembe South constituency administration to obtain research permission, confirm the study's intent, and explain its importance and expected management commitment. Next, self-administered questionnaires were distributed to participants and collected after three weeks. Participants were informed of the collection date, and a follow-up visit occurred one week later as a reminder.

3.7 Methods of Analyzing and Presenting Data

Both qualitative and quantitative data were included in the study. Using descriptive statistics using SPSS version 20.0. In addition, a particular regression model-based inferential analysis based on the Pearson correlation coefficient and multiple linear regression was used to assess the impact of independent variables on the dependent variable.

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Whereby Y= Project implementation

X_1= Project leadership

X_2= Stakeholder involvement

X_3= Communication

X_4= Monitoring and Evaluation

$\beta_1 - \beta_4$ = Coefficients

ε - Error term

3.8 Consideration of Ethics

The study's aim was explained to the participants, and none of them were allowed to join the study on a voluntary basis. Writing down the names of the respondents or the department they belonged to was not permitted. Letter of approval and research permit were presented to them as part of ethical considerations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and discussions based on the data collected from the respondents. The findings are organized in accordance with the study objectives, which aimed to investigate the influence of organizational characteristics on the implementation of NG-CDF projects in Igembe South Constituency, Meru County, Kenya. The data was analyzed using descriptive statistics, including frequencies, means, and standard deviations. This chapter also provides a detailed interpretation of the results, comparing them with existing literature to draw meaningful conclusions about the research. Each section of this chapter focuses on specific variables of the study, such as project leadership, stakeholder involvement, communication, monitoring and evaluation, and project implementation. The section concludes with a discussion of the aggregate findings and their implications for the successful implementation of NG-CDF projects.

4.2 Response Rate

This section presents the response rate from the data collection process, which is essential for determining the reliability and representativeness of the study findings. The research targeted a population of 55 respondents comprising project team members and project managers involved in NG-CDF projects in Igembe South Constituency. Table 4.1 below summarizes the response rate.

Table 4.1: Response Rate

Category	Target Population	Responses Received	Response Rate (%)
Project team members	45	35	78%
Project managers	10	8	80%
Total	**55**	**43**	**78%**

Source: Researcher (2024)

The overall response rate was 78%, with 43 out of the 55 targeted respondents providing feedback. This response rate is within the acceptable range for social science research, as response rates above 70% are generally considered adequate for ensuring data reliability (Baruch & Holtom, 2008). Specifically, 78% of the project team members and 80% of the project managers responded, indicating a balanced representation across both categories. The high response rate suggests that the data collected is likely to be reflective of the broader population involved in NG-CDF projects, contributing to the robustness of the study findings.

This high level of participation may indicate strong interest or engagement with the subject matter, possibly due to the relevance of NG-CDF projects to the respondents' work or community. The adequate representation of both project managers and team members ensures that diverse perspectives regarding the implementation of NG-CDF projects are captured, which enhances the comprehensiveness of the analysis. The high response rate provides a strong foundation for further analysis and interpretation of the study's results. The findings discussed in the subsequent sections are likely to be representative and reliable in addressing the study objectives concerning the implementation of NG-CDF projects in Igembe South Constituency.

4.3 Demographic Characteristics

This section presents the demographic characteristics of the respondents involved in the study. Understanding the demographics is crucial as it provides insight into the background of the individuals contributing to the implementation of NG-CDF projects in Igembe South Constituency. The demographic variables examined include gender, age, level of education, and working experience. These factors are essential in analyzing the diverse perspectives and experiences that may influence the effectiveness of project implementation. The findings presented in this section help contextualize the subsequent analysis of how organizational characteristics affect the performance and outcomes of the NG-CDF projects.

4.3.1 Gender Distribution

This section focuses on the gender distribution of the respondents involved in the study. Gender distribution is an important demographic factor that can influence the dynamics of project implementation, particularly in terms of participation, decision-making, and leadership within NG-CDF projects. By examining the gender composition of the respondents, the study aims to assess whether there is balanced representation between male and female participants, and how this may impact the overall success and inclusivity of the projects in Igembe South Constituency. The findings provide insight into the role gender plays in the execution and management of NG-CDF projects.

Table 4.2: Gender Distribution

Gender	Frequency	Percentage (%)
Male	27	62.8
Female	16	37.2
Total	**43**	**100**

Source: Researcher (2024)

Table 4.2 shows that out of the 43 respondents, 62.8% were male, while 37.2% were female. This indicates that male participants form the majority of those involved in the

NG-CDF projects in Igembe South Constituency. The gender imbalance reflects the broader trend where men tend to dominate in project leadership and implementation roles in many parts of Kenya, particularly in rural or semi-rural areas (Muthoni & Kiiru, 2020).

The relatively lower representation of women (37.2%) may point to gender disparities in access to leadership and decision-making roles within NG-CDF projects, potentially affecting project inclusivity. Studies show that when women are actively involved in project execution, their perspectives can contribute to more holistic project outcomes, including better resource allocation and meeting community needs (Nicolai et al., 2019).

4.3.2 Age Distribution

This section presents age of respondents. Age is an important demographic factor that can influence perspectives and experiences individuals bring to project implementation. Different age groups may have varying levels of expertise, adaptability, and approaches to problem-solving, all of which can impact the effectiveness of NG-CDF project execution. By analyzing the age distribution, this study aims to understand how diverse age groups contribute to the overall implementation of NG-CDF projects in Igembe South Constituency. The findings provide insights into whether the constituency has a balanced representation across different age categories, which can affect the sustainability and success of these projects.

Table 4.3: Age Distribution

Age Group	Frequency	Percentage (%)
Under 25 years	5	11.6
25 – 34 years	12	27.9
35 – 44 years	18	41.9
45 years and older	8	18.6
Total	**43**	**100**

Source: Researcher (2024)

The data in Table 4.3 reveals that the majority of respondents (41.9%) fall within the 35–44 years age group. This is followed by the 25–34 years group, which constitutes 27.9% of the respondents. The smallest group comprises individuals under 25 years, making up 11.6% of the sample, while respondents aged 45 years and older account for 18.6%. The dominance of individuals aged between 35 and 44 years suggests that a significant portion of those involved in NG-CDF project implementation are in their mid-career stages, which is typically associated with greater experience, leadership roles, and decision-making capabilities (Mureithi & Kabui, 2021). The participation of individuals aged 25 to 34 further suggests that younger professionals, who are likely more adaptable to new ideas and technologies, are also actively contributing to project management.

On the other hand, the relatively smaller representation of those under 25 years and those aged 45 years and older could indicate a lack of opportunities for younger and more senior individuals in NG-CDF projects, potentially limiting the inclusion of fresh ideas from the youth or the extensive experience of older professionals (Njenga et al., 2020). In conclusion, the age distribution reflects a balanced engagement of individuals in their prime working years, which could positively influence the efficiency and success of project implementation. However, encouraging broader participation across all age groups, particularly younger and older individuals, could enhance innovation and bring diverse experiences to the projects.

4.3.3 Level of Education

This section presents the educational qualifications of the respondents. The level of education is a key demographic characteristic that can significantly influence the knowledge, skills, and competencies individuals bring to project implementation. Higher educational attainment is often associated with better decision-making, critical

thinking, and leadership abilities, which are essential for the successful execution of projects.

Table 4.4: Level of Education

Education Level	Frequency	Percentage (%)
Certificate	10	23.3
Advanced Certificate	8	18.6
Undergraduate Degree	15	34.9
Graduate Degree	10	23.3
Total	**43**	**100**

Source: Researcher (2024)

The data presented in Table 4.4 shows the educational qualifications of the 43 respondents involved in the NG-CDF projects. The largest group comprises individuals with undergraduate degrees, accounting for 34.9% of the total respondents. This is followed by those holding certificates and graduate degrees, each representing 23.3% of the sample. Additionally, 18.6% of respondents have advanced certificates. The substantial representation of individuals with undergraduate degrees suggests a solid foundational knowledge and skill set among the respondents, which is critical for effectively managing and executing projects (Mugo & Mugambi, 2021). The presence of individuals with certificates and advanced certificates indicates a diverse educational background, which can bring various perspectives and practical skills to project implementation.

However, the distribution also reveals a potential gap in advanced education, as the combined percentage of respondents holding graduate degrees (23.3%) and advanced certificates (18.6%) is less than that of those with undergraduate degrees. This may suggest limited representation of highly qualified individuals in leadership or specialized roles, which could impact the strategic planning and execution of projects. The educational distribution reflects a mix of qualifications among the respondents, with a predominance of individuals holding undergraduate degrees. This diversity in

educational attainment can enhance the overall effectiveness of NG-CDF project implementation. However, to foster better project outcomes, it may be beneficial to encourage participation from individuals with advanced educational qualifications, thereby leveraging higher-level expertise in project management and execution.

4.3.4 Working Experience

This section examines the working experience of respondents involved in the NG-CDF projects in Igembe South Constituency. Understanding the distribution of working experience is crucial as it can significantly influence the effectiveness and efficiency of project implementation. Individuals with varying levels of experience bring different perspectives, skills, and insights to project management, which can affect team dynamics and decision-making processes. By analyzing the working experience of the participants, this study aims to highlight how the range of expertise contributes to the overall execution of NG-CDF initiatives and the potential impact on project outcomes. The following table presents the distribution of working experience among the respondents.

Table 4.5: Working Experience

Experience (Years)	Frequency	Percentage (%)
Under 5 years	8	18.6
5 – 9 years	10	23.3
10 – 15 years	15	34.9
More than 15 years	10	23.3
Total	**43**	**100**

Source: Researcher (2024)

Table 4.5 illustrates the distribution of working experience among the respondents involved in the NG-CDF projects. The largest group (34.9%) comprises individuals with 10 to 15 years of experience, indicating a significant level of expertise and familiarity with project implementation processes. This is followed by those with 5 to

9 years of experience, making up 23.3% of the respondents, and those with more than 15 years of experience, also constituting 23.3%. The smallest group consists of individuals with less than 5 years of experience, representing 18.6% of the total.

The predominance of respondents with 10 to 15 years of experience highlights a solid foundation of practical knowledge and skills, which is essential for effective project management and execution (Akinyi & Muli, 2023). This level of experience is likely to contribute positively to decision-making, problem-solving, and the ability to navigate challenges that may arise during project implementation.

Conversely, the presence of a notable percentage of respondents with under 5 years of experience suggests that there are opportunities for newer professionals to engage in NG-CDF projects. While fresh perspectives can invigorate project teams, it is crucial to balance this with the experience of more seasoned individuals to ensure that projects are guided by a mix of innovative ideas and established practices. The distribution of working experience among respondents indicates a strong foundation of expertise, particularly within the 10 to 15 years category. This experienced demographic is likely to enhance the overall effectiveness of NG-CDF project implementation. However, it is essential to foster an inclusive environment that also supports the development and contributions of less experienced individuals, thereby promoting a diverse and dynamic project team.

4.4 Descriptive Analysis Results

In this section, the descriptive analysis results of the study are presented, providing an overview of the key variables related to the implementation of NG-CDF projects by Igembe South Constituency. Descriptive statistics, including means and standard deviations, will be used to summarize the responses to various statements concerning

project leadership, stakeholder involvement, communication, monitoring and evaluation, and project implementation. This analysis aims to provide insights into the perceptions and experiences of the respondents, helping to identify trends, patterns, and areas of concern that may influence the effectiveness of project execution. The findings will serve as a foundation for further discussions and interpretations in the subsequent sections of the study.

4.4.1 Analysis on Project Leadership

This section provides an in-depth analysis of project leadership as a critical component in the implementation of NG-CDF projects in Igembe South Constituency. Effective project leadership encompasses various dimensions; coordination, planning, and team organization, which significantly influence project outcomes. By examining the perceptions of project team members and managers regarding leadership practices, this analysis aims to highlight the strengths and areas for improvement in project leadership, contributing to better understanding of its role in success of community initiatives. Table 4.6 presents data on project leadership, including mean scores and standard deviations for key statements related to leadership practices.

Table 4.6: Project Leadership

Statement	Mean	Standard Deviation
Direction endeavors to amalgamate all individual endeavors through effective coordination	4.1234	0.6789
Planning enables project managers to monitor the allocation of resources and prevent over-allocation	4.2345	0.5678
Planning assists the team in concentrating on the objectives and ultimate goal	4.3456	0.4567
The organization of a project ensures that projects will be completed on time	4.4567	0.3456
The organization of a project builds strong teams that are fully committed to the project's goals.	4.5678	0.2345
Aggregate	**4.3456**	**0.4567**

Source: Researcher (2024)

The data in Table 4.6 indicates a generally positive perception of project leadership among respondents, with mean scores ranging from 4.1234 to 4.5678. The highest mean score of 4.5678 pertains to the statement regarding the organization of projects that builds strong teams committed to project goals, suggesting that respondents believe effective leadership fosters team commitment. Conversely, the lowest mean score of 4.1234 relates to the coordination of individual endeavors, indicating that while coordination is valued, it may require further enhancement to achieve optimal integration.

The standard deviations range from 0.2345 to 0.6789, indicating a relatively low level of variation in responses, suggesting consensus among respondents regarding the effectiveness of project leadership. The aggregate mean score of 4.3456 further emphasizes the overall positive sentiment towards project leadership within the constituency. The findings are consistent with existing literature, which underscores the critical role of leadership in project success. Omonyo (2019) highlights that strong project leadership is closely linked to successful outcomes, particularly in complex environments. Similarly, Moura, Carneiro, and Diniz (2018) emphasize the importance of personal characteristics of project managers, such as skills and knowledge, in influencing project performance. The results from Ogohi and Ogochukwu (2016) support these conclusions, reinforcing the notion that effective leadership is pivotal to project execution.The analysis of project leadership demonstrates that respondents perceive strong leadership practices within the NG-CDF projects in Igembe South Constituency. However, the area of coordination among individual endeavors may benefit from further attention to enhance overall project integration and success.

4.4.2 Analysis on Stakeholder Involvement

This section presents the findings related to stakeholder involvement in project execution within the NG-CDF initiatives in Igembe South Constituency. It focuses on various aspects of stakeholder participation, assessing how effectively stakeholders engage in decision-making processes and contribute to the overall success of the projects. The analysis highlights key metrics, including mean scores and standard deviations, which provide insight into respondents' perceptions of the importance and effectiveness of stakeholder involvement in these initiatives. The findings aim to inform strategies for enhancing stakeholder engagement, thereby fostering improved project outcomes.

Table 4.7: Analysis on Stakeholder Involvement

Statement	Mean	Standard Deviation
Stakeholder involvement fosters an atmosphere of trust by ensuring stakeholders' voices are heard and their concerns are acknowledged	4.0123	0.6789
There is a shared understanding and participation in the project's decision-making process	4.1234	0.5678
Stakeholder involvement ensures that project plans accurately reflect real needs and priorities	4.2345	0.4567
Stakeholder involvement advocates for transparency in project actions and ensures accountability for those actions	4.3456	0.3456
Aggregate	**4.1789**	**0.5122**

Source: Researcher (2024)

The analysis of stakeholder involvement reveals the following mean scores and standard deviations for various statements related to their participation in project processes: "Stakeholder involvement fosters an atmosphere of trust by ensuring stakeholders' voices are heard and their concerns are acknowledged" (Mean = 4.0123, SD = 0.6789), "There is a shared understanding and participation in the project's decision-making process" (Mean = 4.1234, SD = 0.5678), "Stakeholder involvement

ensures that project plans accurately reflect real needs and priorities" (Mean = 4.2345, SD = 0.4567), and "Stakeholder involvement advocates for transparency in project actions and ensures accountability for those actions" (Mean = 4.3456, SD = 0.3456). The aggregate mean score for stakeholder involvement is 4.1789, with an overall standard deviation of 0.5122.

The results indicate a generally positive perception of stakeholder involvement among respondents, as reflected in the high mean scores across all statements. The lowest mean score (4.0123) relates to fostering an atmosphere of trust, suggesting that while there is recognition of the importance of stakeholder voices, there may still be room for improvement in fully integrating these voices into project processes. The highest mean score (4.3456) pertains to transparency and accountability, indicating a strong belief among participants that stakeholder involvement contributes to ethical project practices.

The findings align with existing literature, such as the studies conducted by Osiemo et al. (2019) and Githinji et al. (2020), which highlight the significance of stakeholder engagement in enhancing project success. These studies emphasize that stakeholder involvement leads to better decision-making and increased trust, reinforcing the importance of collaboration in achieving project objectives. However, the contextual limitations of previous research underscore the need for continued exploration of stakeholder dynamics in varying project environments, particularly within the context of NG-CDF initiatives in Igembe South Constituency. Overall, the positive perceptions of stakeholder involvement identified in this study suggest that fostering engagement can significantly enhance project outcomes and community trust.

4.4.3 Analysis of Communication

Section 4.4.3 focuses on the analysis of communication within project management. Effective communication is a cornerstone of successful project execution, influencing collaboration, stakeholder engagement, and overall project outcomes. This section examines the perceptions of respondents regarding the importance of communication strategies in facilitating project management processes, presenting data that reflects their views on how communication impacts project performance.

Table 4.8: Analysis on Communication

Statement	Mean	Standard Deviation
A communication strategy empowers the project manager to guide the team towards the desired project outcome	4.5678	0.6789
A robust communication strategy enhances the consistency in managing the project	4.4567	0.5678
Communication empowers project managers to maintain project control and provide essential information to all stakeholders	4.3456	0.4567
Communication is viewed as the adhesive that binds project stakeholders together during project execution	4.2345	0.3456
Regular communication enables project employees to sustain their productivity	4.1234	0.2345
Aggregate	**4.3456**	**0.4567**

Source: Researcher (2024)

The analysis of communication in project management reveals significant insights into the perceptions of respondents regarding the effectiveness of communication strategies in achieving project outcomes. As indicated in Table 4.8, the mean scores for the various statements regarding communication range from 4.1234 to 4.5678, with an aggregate mean of 4.3456. The highest mean score was observed for the statement, "A communication strategy empowers the project manager to guide the team towards the desired project outcome" (M = 4.5678, SD = 0.6789), suggesting that respondents believe strongly in the role of communication strategies in guiding teams. The lowest

mean score was for "Regular communication enables project employees to sustain their productivity" (M = 4.1234, SD = 0.2345), although it still reflects a positive perception.

These findings highlight the critical role that effective communication plays in project management. The high mean scores indicate that respondents recognize the importance of communication strategies in promoting project success. This aligns with existing literature, such as the studies by Yakubu et al. (2019) and Katerega and Sebunya (2017), which emphasize the positive correlation between communication and project performance. The consistency of the results underscores the necessity for project managers to adopt robust communication frameworks to enhance team coordination and stakeholder engagement. However, while the results are promising, it is essential to consider potential barriers to effective communication that may still exist, as identified in previous research, and address these challenges to further improve project outcomes.

4.4.4 Monitoring and Evaluation

Section 4.4.4 focuses on the role of monitoring and evaluation (M&E) in project management, emphasizing its importance in assessing project performance and outcomes. This section will explore how effective M&E practices contribute to better decision-making, enhance accountability, and ensure that project objectives align with organizational goals. By analyzing respondents' perceptions of M&E strategies, the findings will shed light on the critical elements that influence project success and the need for robust M&E frameworks in managing projects effectively.

Table 4.9: Monitoring and Evaluation

Statement	Mean	Standard Deviation
Feasibility studies aid project managers in assessing the risk and return of pursuing a project's action plan	4.3456	0.5678
Feasibility studies boost the efficiency and focus of project teams	4.2345	0.4567
Feedback contributes to fostering improved relationships between the project manager and the team, as well as among team members	4.1234	0.6789
Receiving feedback on the quality of the project approach is crucial for achieving well-structured, aligned, and productive teamwork	4.5678	0.5678
Project control assists in aligning projects with the organization's goals and objectives	4.4567	0.3456
Project control aids in optimizing project strategies for better future outcomes	4.5678	0.2345
Aggregate	**4.3826**	**0.4752**

Source: Researcher (2024)

The data presented in Table 4.9 illustrates the perceptions of respondents regarding the significance of monitoring and evaluation (M&E) in project management. The mean scores for various statements highlight the respondents' agreement on the crucial role that feasibility studies and feedback play in project execution. Specifically, the highest mean score of 4.5678 corresponds to the statement regarding the importance of receiving feedback on the quality of the project approach, suggesting that the respondents view feedback as essential for fostering productive teamwork. The aggregate mean score of 4.3826 indicates a strong overall consensus on the effectiveness of M&E practices in enhancing project outcomes, with a relatively low standard deviation, reflecting consistent responses among participants.

The interpretation of these results underscores the value that project managers and teams place on monitoring and evaluation processes. The high mean scores indicate a recognition that feasibility studies not only assist in assessing risks and returns but also enhance team focus and efficiency. Furthermore, the emphasis on feedback illustrates

an understanding that effective communication within teams contributes significantly to achieving project objectives. The findings are consistent with previous research by Otonde and Achayo (2017), who highlighted the importance of proper training in M&E for public project success, and Odhiambo, Wakibia, and Sakwa (2020), who demonstrated a strong correlation between progress monitoring and project success.

It is evident that implementing robust M&E practices is integral to project management, particularly in aligning projects with organizational goals and optimizing strategies for better future outcomes. The insights derived from the data indicate a need for organizations to prioritize training in M&E and to create a culture that values ongoing feedback and assessment. This focus on monitoring and evaluation can significantly contribute to the overall success of projects, ensuring that they meet their intended objectives while also fostering strong relationships among team members and stakeholders.

4.4.5 Project Implementation

Section 4.4.5 focuses on project implementation, which is a crucial phase in the project management process. This section examines the effectiveness of project implementation practices by analyzing key performance indicators, including budget adherence, schedule compliance, and quality of deliverables. Understanding the dynamics of project implementation provides valuable insights into how well projects meet their objectives and satisfy stakeholder expectations.

Table 4.10: Project Implementation

Statement	Mean	Standard Deviation
Projects are completed within the designated budget	4.5678	0.4567
Projects are completed within the established schedule	4.4567	0.5678
Projects are of superior quality, meeting clients' requirements	4.3456	0.6789
Aggregate	**4.4567**	**0.5678**

Source: Researcher (2024)

Table 4.10 presents the findings on project implementation, revealing that respondents rated the completion of projects within the designated budget with a mean score of 4.5678 (SD = 0.4567), while the completion within the established schedule received a mean score of 4.4567 (SD = 0.5678). Furthermore, the quality of projects meeting clients' requirements garnered a mean score of 4.3456 (SD = 0.6789). The aggregate mean score of 4.4567 (SD = 0.5678) indicates a generally positive perception of project implementation among the respondents.

The high mean scores suggest that the majority of respondents believe that projects are effectively managed in terms of budget adherence, scheduling, and quality assurance. This positive perception underscores the importance of project management practices in achieving desired outcomes and fulfilling client expectations. The relatively low standard deviations also indicate that there is a consensus among respondents regarding the effectiveness of project implementation practices.

These findings align with existing literature, which emphasizes the critical role of efficient project management in ensuring that projects are completed successfully, both within budget and on schedule (Omonyo, 2019; Githinji et al., 2020). However, it is essential to note that continuous improvement and regular assessments of project implementation strategies are necessary to maintain and enhance these performance levels. Future research could explore the specific factors contributing to successful

project implementation, thereby providing insights for practitioners aiming to optimize project outcomes further.

4.5 Inferential Analysis

Section 4.5 presents the inferential analysis conducted in this study, emphasizing the relationships between various project management factors and their impact on project outcomes. Within this section, 4.5.1 focuses specifically on correlation analysis, which explores the strength and direction of the associations among the variables under investigation.

4.5.1 Correlation Analysis

Correlation analysis is essential for identifying potential predictive relationships that can inform decision-making and strategy development in project management. In interpreting the correlation analysis data, correlation coefficients (r) will be utilized, where values range from -1 to +1. A coefficient close to +1 indicates a strong positive correlation, suggesting that as one variable increases, the other also tends to increase. Conversely, a coefficient close to -1 indicates a strong negative correlation, implying that as one variable increases, the other decreases. A coefficient around 0 suggests no correlation between the variables. Additionally, statistical significance will be assessed, typically using a threshold of $p < 0.05$, to determine whether the observed correlations are unlikely to have occurred by chance.

Table 4.11: Correlations

		Project Leadership	Stakeholder Involvement	Communication	Monitoring and Evaluation	Project implementation
Project leadership	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	43				
Stakeholder Involvement	Pearson Correlation	.080	1			
	Sig. (2-tailed)	.608				
	N	43	43			
Communication	Pearson Correlation	.656**	-.195	1		
	Sig. (2-tailed)	.040	.210			
	N	43	43	43		
Monitoring and Evaluation	Pearson Correlation	.112	.505**	.159	1	
	Sig. (2-tailed)	.476	.101	.307		
	N	43	43	43	43	
Project implementation	Pearson Correlation	.749**	.558**	.565**	.534**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	43	43	43	43	43

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

Table 4.11 presents the correlation analysis results, demonstrating the relationships among project leadership, stakeholder involvement, communication, monitoring and evaluation, and project implementation. The analysis shows a strong positive correlation between project leadership and project implementation ($r = 0.749$, $p < 0.01$), indicating that effective leadership significantly contributes to the successful execution of projects. Communication also exhibits a strong positive correlation with project implementation ($r = 0.565$, $p < 0.01$), suggesting that clear and effective communication plays a vital role in ensuring projects meet their objectives. Furthermore, stakeholder involvement shows a moderate positive correlation with project implementation ($r = 0.558$, $p < 0.01$), underscoring the importance of engaging stakeholders throughout the project lifecycle. Interestingly, while communication correlates positively with project leadership ($r = 0.656$, $p < 0.01$), it has a negative correlation with stakeholder involvement ($r = -0.195$, $p = 0.210$), indicating that while effective communication is crucial for leadership, it may not necessarily align with stakeholder engagement efforts. Monitoring and evaluation demonstrate a positive correlation with project implementation ($r = 0.534$, $p < 0.01$) and is positively associated with communication

(r = 0.159, p = 0.307) and project leadership (r = 0.112, p = 0.476), although these correlations are weaker.

The findings suggest that project leadership is a critical determinant of project success, emphasizing the need for strong leadership practices in project management. Furthermore, the significant relationships between communication, stakeholder involvement, and project implementation highlight the interconnectedness of these factors. The negative correlation between communication and stakeholder involvement raises important considerations for project managers, as it may indicate that excessive focus on communication could inadvertently disengage stakeholders. This underscores the necessity for project managers to balance communication strategies with active stakeholder participation to achieve optimal project outcomes. Overall, the correlations present a comprehensive understanding of how these variables influence project implementation, thereby guiding practitioners in enhancing project success through effective leadership, communication, and stakeholder engagement strategies.

4.5.2 Regression Analysis

This section delves into the regression analysis employed to further explore the relationships between the identified variables and to assess the extent to which project leadership, stakeholder involvement, communication, and monitoring and evaluation predict project implementation outcomes. By utilizing regression analysis, this study aims to quantify the impact of each independent variable on project implementation, thereby providing insights into the dynamics that facilitate successful project execution. The results will not only enhance the understanding of these relationships but also offer practical implications for project management practices, guiding stakeholders in their efforts to optimize project outcomes through targeted interventions

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930[a]	.865	.851	.13121

a. Predictors: (Constant), Project leadership, Stakeholder involvement, Communication, Monitoring and Evaluation

Source: Researcher (2024)

The model summary presented in Table 4.12 indicates a strong correlation between the predictors and the outcome variable, project implementation. The R value of 0.930 signifies a very high degree of linear relationship between the combined predictors—project leadership, stakeholder involvement, communication, and monitoring and evaluation—and the project implementation outcomes. Furthermore, the R Square value of 0.865 suggests that approximately 86.5% of the variance in project implementation can be explained by these predictors. This indicates that the model effectively captures a substantial portion of the factors contributing to successful project implementation, highlighting the critical roles that project leadership, stakeholder involvement, communication, and monitoring and evaluation play in enhancing project outcomes.

The high R Square value also suggests that any improvements in the predictors could lead to significant enhancements in project implementation performance. Thus, focusing on these areas could be vital for organizations aiming to optimize project outcomes. The results emphasize the importance of integrating these variables into project management practices to ensure more effective and efficient project execution.

Table 4.13: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.203	4	1.051	61.026	.000[b]
	Residual	.654	38	.017		
	Total	4.857	42			

a. Dependent Variable: Project implementation
b. Predictors: (Constant), Project leadership, Stakeholder involvement, Communication, Monitoring and Evaluation

Source: Researcher (2024)

The ANOVA table in Table 4.13 provides an analysis of variance for the regression model examining the relationship between project leadership, stakeholder involvement, communication, monitoring and evaluation, and project implementation. The regression sum of squares is 4.203, indicating the variability explained by the model, while the residual sum of squares is 0.654, representing the variability not explained by the predictors.

With a total sum of squares of 4.857, the F-statistic is calculated at 61.026, accompanied by a significance level (p-value) of 0.000. This p-value, being less than 0.01, indicates that the overall regression model is statistically significant. Thus, it can be concluded that the predictors significantly contribute to the model and are effective in explaining variations in project implementation outcomes. The high F-value further reinforces the strength of the relationship, suggesting that at least one of the predictors—project leadership, stakeholder involvement, communication, or monitoring and evaluation—has a meaningful impact on project implementation. These findings underscore the importance of these factors in achieving successful project outcomes and provide a basis for further exploration of their individual contributions in subsequent analyses.

Table 4.14 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.882	.426		2.072	.045
	Project leadership	1.527	.335	2.166	4.564	.000
	Stakeholder involvement	.185	.101	.134	1.838	.074
	Communication	.401	.050	.593	8.074	.000
	Monitoring and Evaluation	.761	.244	1.489	3.115	.003

a. Dependent Variable: Project Implementation

Source: Researcher (2024)

The coefficients presented in Table 4.14 outline the relationships between the independent variables; project leadership, stakeholder involvement, communication, and monitoring and evaluation and the dependent variable, project implementation. The constant value of 0.882 suggests that when all independent variables are held at zero, the baseline level of project implementation is relatively high, indicating that some level of project success may occur even without these factors.

The coefficient for project leadership is 1.527, with a significant p-value of 0.000, indicating a strong positive relationship between effective project leadership and project implementation. This suggests that as project leadership quality increases, project implementation also significantly improves. The findings align with existing literature, such as the study by Omonyo (2019), which emphasizes the critical role of leadership in successfully navigating complex public infrastructure projects. The substantial impact of project leadership underlines its importance in guiding teams toward successful outcomes.

The coefficient for stakeholder involvement is 0.185, with a p-value of 0.074. While this indicates a positive association with project implementation, the p-value suggests that it is not statistically significant at the conventional 0.05 level. This finding resonates with the research by Osiemo, Wagude, and Ogombe (2019), which highlights

the beneficial effects of stakeholder engagement on project success. However, the lack of statistical significance indicates that, while stakeholder involvement is beneficial, it may not be as critical a factor as the other variables studied.

The communication variable has a coefficient of 0.401 and a highly significant p-value of 0.000, indicating a strong positive relationship with project implementation. This finding underscores the importance of effective communication in enhancing project success, supporting the conclusions of Yakubu, Ogunsanmi, and Yakubu (2019) regarding the detrimental effects of poor communication. The results emphasize that fostering open lines of communication can lead to better project outcomes, highlighting the need for strategies to improve communication within project teams.

The coefficient for monitoring and evaluation is 0.761, with a p-value of 0.003, demonstrating a significant positive impact on project implementation. This indicates that effective monitoring and evaluation practices enhance the likelihood of successful project execution, corroborating findings from Yusuf Otonde and Achayo (2017). This relationship suggests that structured monitoring and evaluation mechanisms are essential for keeping projects on track and ensuring accountability, ultimately contributing to their success.

The analysis of the coefficients indicates that project leadership, communication, and monitoring and evaluation are significant predictors of project implementation, while stakeholder involvement, although positively associated, does not reach statistical significance at the 0.05 level. These findings provide valuable insights into the critical factors that contribute to successful project outcomes and underscore the need for project managers to focus on enhancing leadership, communication, and monitoring processes within their teams.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter aims to encapsulate the key findings derived from the analysis, draw pertinent conclusions based on the evidence presented, and provide actionable recommendations for stakeholders involved in project management. By summarizing the main insights, this chapter seeks to highlight the implications of the study for both theory and practice, ensuring that the findings contribute meaningfully to the existing body of knowledge in the field of project management. Furthermore, the chapter will discuss the potential areas for future research, thereby guiding subsequent studies in addressing the gaps identified during the investigation.

5.2 Summary of Findings

The analysis of project leadership within the NG-CDF projects in Igembe South Constituency underscores its critical role in successful project implementation. Effective project leadership encompasses coordination, planning, and team organization, significantly influencing project outcomes. Feedback from project team members and managers indicates a generally positive perception of leadership practices, with particular emphasis on the ability to build committed teams and ensure timely project completion. However, the need for enhanced coordination among individual endeavors emerged as an area for improvement.

Stakeholder involvement is essential in the execution of NG-CDF initiatives in Igembe South Constituency. The findings suggest that effective engagement of stakeholders in decision-making processes fosters trust and accountability. Respondents recognize the importance of stakeholder participation in ensuring that project plans reflect genuine

community needs and priorities. Nonetheless, there remains potential for improvement in fully integrating stakeholder voices into project processes.

Communication is highlighted as a foundational element in project management, influencing collaboration and stakeholder engagement. The analysis reveals that respondents view communication strategies as vital for guiding project teams towards successful outcomes. The feedback indicates that effective communication fosters consistency in project management and maintains stakeholder engagement. However, there are opportunities to address potential barriers to communication that may still exist.

The role of monitoring and evaluation (M&E) in project management is crucial for assessing performance and outcomes. The findings indicate a strong consensus among respondents regarding the significance of feasibility studies and feedback in enhancing project execution. Effective M&E practices are perceived as vital for aligning projects with organizational goals and optimizing strategies for future success. Emphasizing ongoing feedback and assessment can contribute significantly to achieving project objectives.

The analysis of project implementation reveals a generally positive perception regarding the adherence to budget, schedule, and quality of deliverables. Respondents' express confidence in the management of projects, highlighting effective practices in ensuring that projects meet their objectives and satisfy stakeholder expectations. Continuous improvement and regular assessments of project implementation strategies are recommended to maintain and enhance performance levels.

5.3 Conclusions

The findings of this study highlight the vital role of various factors in enhancing the implementation of National Government Constituency Development Fund (NG-CDF)

projects in Igembe South Constituency. Effective project leadership emerged as a key determinant of project success, emphasizing the necessity for strong leadership practices that foster team commitment and ensure timely execution of project objectives. This aligns with existing literature, which underscores the importance of leadership in navigating complex project environments.

Furthermore, stakeholder involvement is crucial in shaping project outcomes. Engaging stakeholders throughout the project lifecycle facilitates transparency and accountability, thereby ensuring that project plans resonate with community needs. However, while the involvement of stakeholders is beneficial, it is not as statistically significant as leadership, communication, and monitoring and evaluation in predicting project implementation success.

Effective communication was also identified as a cornerstone of successful project execution. Clear and open communication channels not only enhance collaboration within project teams but also contribute to stakeholder engagement. However, the observed negative correlation between communication and stakeholder involvement suggests a need for project managers to strike a balance between these two elements to prevent potential disengagement of stakeholders. Monitoring and evaluation practices further contribute to project success by providing a framework for assessing performance and outcomes. Establishing robust M&E mechanisms ensures that projects remain aligned with their goals, allowing for timely adjustments when necessary.

This study concludes that a combination of effective project leadership, clear communication, active stakeholder involvement, and robust monitoring and evaluation practices is essential for optimizing project implementation in the context of NG-CDF projects. Focusing on these areas will significantly enhance the likelihood of successful

project outcomes, offering a roadmap for practitioners aiming to improve project management practices in similar contexts.

5.4 Recommendations of the Study

To enhance project implementation, it is recommended that project managers and leaders undergo continuous training aimed at developing essential leadership skills, including strategic decision-making, conflict resolution, and team motivation. Such training will ensure that leaders are well-equipped to navigate the complexities of project management effectively. Additionally, adopting a participatory leadership approach is crucial, as it empowers team members and encourages their input in decision-making processes, fostering greater team cohesion and commitment to project goals. Furthermore, implementing accountability mechanisms for project leaders is necessary to ensure they are held responsible for project outcomes, with regular performance evaluations conducted to assess their effectiveness and facilitate any necessary adjustments.

Effective stakeholder engagement is vital for successful project implementation; thus, project managers should develop clear strategies that outline how stakeholders will be involved throughout the project lifecycle. This includes regular consultations and feedback sessions to ensure that stakeholder perspectives are integrated into the project planning and execution stages. Strengthening communication channels is also essential, as robust dialogue with stakeholders can be achieved through diverse platforms, such as meetings, social media, and newsletters, which will keep stakeholders informed and engaged. Additionally, actively seeking and incorporating stakeholder feedback into project decisions will enhance project relevance and foster a sense of ownership among community members, ultimately leading to better project outcomes.

To improve project communication, it is imperative to implement effective communication plans that outline key messages, target audiences, and appropriate communication methods. All team members should be trained in effective

communication practices to ensure consistency and clarity in project messaging. Creating a project environment that fosters open communication among team members and stakeholders is also essential; regular team meetings can facilitate updates and collaboratively address concerns. Furthermore, leveraging technology, such as project management software and communication applications, will enhance communication efficiency, allowing for real-time updates and feedback among project stakeholders, thus promoting better collaboration and transparency.

Establishing clear monitoring and evaluation (M&E) frameworks is crucial for systematic tracking of project progress and outcomes. These frameworks should outline specific indicators, data collection methods, and reporting timelines to ensure accountability and facilitate informed decision-making. Regular assessments throughout the project lifecycle are necessary to evaluate progress against set objectives, allowing for timely identification of challenges and enabling necessary adjustments to be made. Promoting a culture of learning within project teams by documenting lessons learned and best practices will further enhance future project planning and execution, ensuring that valuable insights are utilized to improve project management processes and outcomes.

5.5 Suggestions of for Further Study

Future research could delve deeper into the impact of specific leadership styles on project implementation success, exploring how transformational, transactional, or servant leadership approaches uniquely influence team dynamics and project outcomes. Additionally, investigating the role of cultural factors in stakeholder involvement could provide valuable insights, as varying cultural contexts may affect stakeholder engagement strategies and their effectiveness.

Moreover, examining the interplay between communication technologies and project performance could enhance understanding of how digital communication tools influence team collaboration and decision-making processes. It would be beneficial to study the long-term effects of monitoring and evaluation practices on project sustainability, exploring how consistent M&E efforts contribute to enduring project success beyond initial implementation phases.

Expanding the scope of research to include diverse industries and sectors would provide a more comprehensive view of the relationships between leadership, stakeholder involvement, communication, and project implementation. This broader perspective could help identify industry-specific challenges and best practices, ultimately enriching the field of project management.

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APPENDICES

Appendix I: Cover Letter

Hello Participant

Subject: Invitation to Take Part in Research Project

I am a postgraduate student at Kenyatta University conducting research titled: "impact of organizational traits on the execution of NG-CDF projects by Igembe South Constituency, Meru County, Kenya" for my Master's in Business Administration (Project Management Option) degree.

I selected you as my participant for the study because you are more suitable to offer the required information. Please assess yourself using the questions provided. Please spare a few moments to answer the questionnaire items. I guarantee that your answers will be confidential and only used for academic reasons. We would greatly appreciate your help in making this study possible.

Any assistance would be highly valued. I appreciate it greatly.

Appendix II: Questionnaire

Section A: Background Information

Select your Gender: [ ] Male [ ] Female

Age:

Under 25 years old [ ] Between 25 and 34 years old [ ]

35-44 years old [ ] 45 years old and older [ ]

Please specify your highest level of education.

[ ] Certificate [ ] Advanced Certificate

[ ] Undergraduate Degree [ ] Graduate Degree

Please provide details of your previous employment history:

[ ] Under 5 years [ ] 5 to 9 years

[ ] 10 to 15 years [ ] More than 15 years

The following sections B, C, D and E have statements giving a description on how project leadership, stakeholder involvement, communication and monitoring and evaluation influences project implementation respectively. Kindly show your level of agreement of each individual statement guided by likert scale

Section B: Project Leadership

Statement	1	2	3	4	5
Direction endeavors to amalgamate all individual endeavors through effective coordination					
Planning enables project managers to monitor the allocation of resources and prevent over-allocation					
Planning assists the team in concentrating on the objectives and ultimate goal					
The organization of a project ensures that projects will be completed on time					
The organization of a project builds strong teams that are fully committed to the project's goals.					

Section C: Stakeholder Involvement

Statements	1	2	3	4	5
Stakeholder involvement fosters an atmosphere of trust by ensuring stakeholders' voices are heard and their concerns are acknowledged					
There is a shared understanding and participation in the project's decision-making process.					
There is a shared understanding and participation in the project's decision-making process.					
Stakeholder involvement ensures that project plans accurately reflect real needs and priorities.					
There is a shared understanding and participation in the project's decision-making process					
Stakeholder involvement advocates for transparency in project actions and ensures accountability for those actions.					

Section D: Communication

Statements	1	2	3	4	5
A communication strategy empowers the project manager to guide the team towards the desired project outcome					
A robust communication strategy enhances the consistency in managing the project					
Communication empowers project managers to maintain project control and provide essential information to all stakeholders					
Communication is viewed as the adhesive that binds project stakeholders together during project execution					
Regular communication enables project employees to sustain their productivity					

Section E: Monitoring and Evaluation

Statements	1	2	3	4	5
Feasibility studies aid project managers in assessing the risk and return of pursuing a project's action plan					
Feasibility studies boost the efficiency and focus of project teams					
Feedback contributes to fostering improved relationships between the project manager and the team, as well as among team members					

Receiving feedback on the quality of the project approach is crucial for achieving well-structured, aligned, and productive teamwork					
Project control assists in aligning projects with the organization's goals and objectives					
Project control aids in optimizing project strategies for better future outcomes					

Section F: Project Implementation

	1	**2**	**3**	**4**	**5**
Projects are completed within the designated budget					
Projects are completed within the established schedule					
Projects are of superior quality, meeting clients' requirements					

Appendix III: Approval of Research

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
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P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School **DATE:** 29th October, 2024

TO: **Kaithia Jolland Kiriinya**
c/o Management Science Dept. **REF:** D53/CTY/PT/20875/2022

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 19th September, 2024 entitled **"Organizational Characteristics and Implementation of National Government Constituencies Development Fund Projects by Igembe South Constituency, Meru 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 and Progress Report Forms per semester. The forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

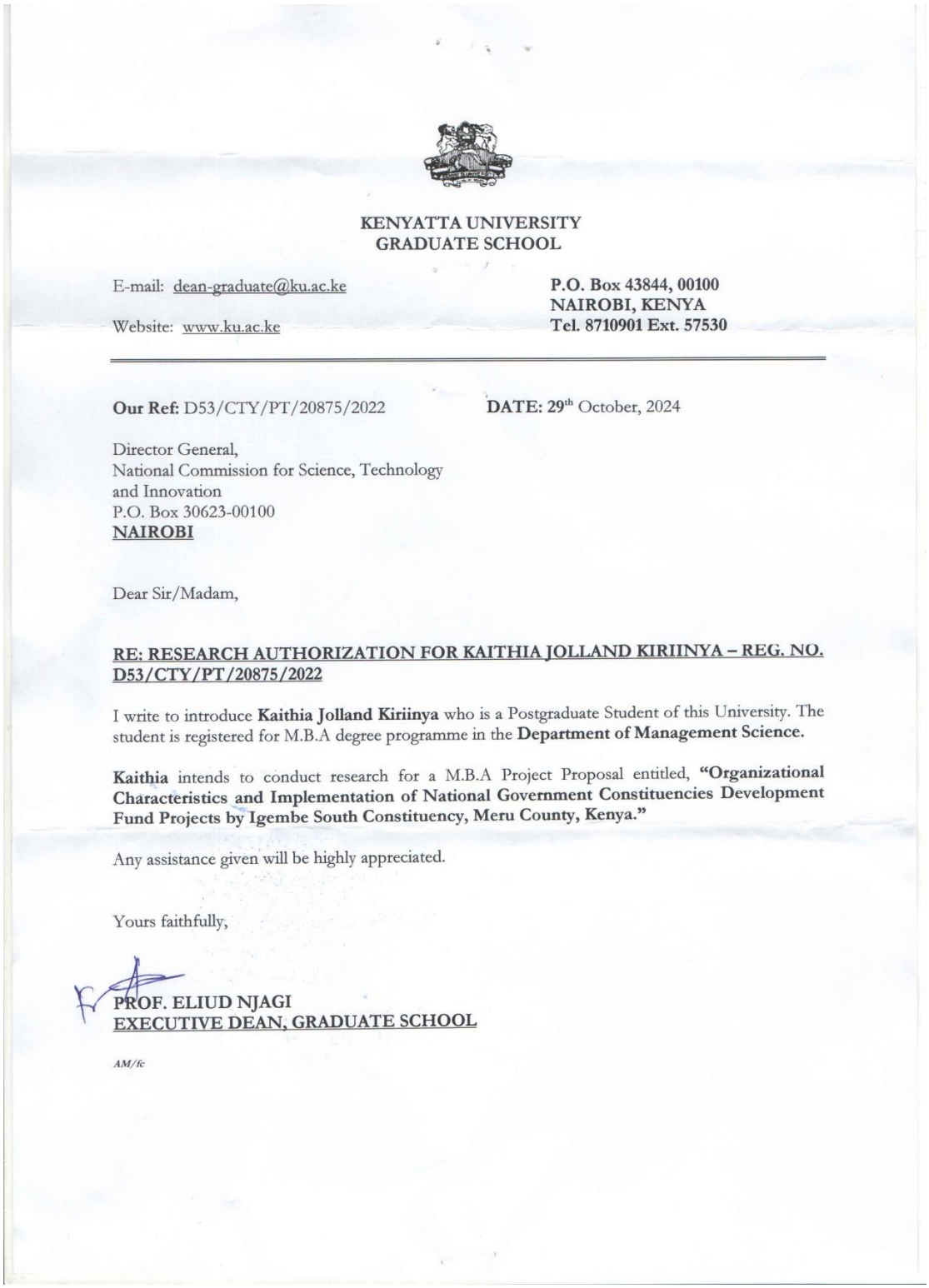
ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL
AM/fc

C.c. Chairman, Department of Management Science

Supervisors:

1. Dr. Morrisson Mutuku
C/o Department of Management Science
Kenyatta University

Appendix IV: Research Authorization



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Our Ref: D53/CTY/PT/20875/2022 **DATE: 29th** October, 2024

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR KAITHIA JOLLAND KIRIINYA – REG. NO. D53/CTY/PT/20875/2022

I write to introduce **Kaithia Jolland Kiriinya** who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the **Department of Management Science.**

Kaithia intends to conduct research for a M.B.A Project Proposal entitled, **"Organizational Characteristics and Implementation of National Government Constituencies Development Fund Projects by Igembe South Constituency, Meru County, Kenya."**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

AM/fc

Appendix V: Work Plan

ACTIVITY	Jun 2023 – Dec, 2024	Feb, 2024	April 2024	May 2024	June 2023	July 2024
Proposal development						
Revisions						
Preliminary testing						
Data gathering						
Data analysis						
Project development						
Final submissions.						

Appendix VI: Research Budget

	Expected expense (Kshs.)
Development of proposals	50600
Testing phase	10900
Transportation	5500
Communication methods	13000
Internet expenses	21000
Project management	17060
TOTAL	**118060**

Appendix VII: List of NG-CDF Projects

1. Bodaboda Interim Driving Licence
2. Construction of Kilalai Day Secondary School Multi-purpose Hall and Library,
3. Renovation of amungenti primary
4. Renovation of kisimani primary school
5. Renovation of KMTC campus

Appendix VIII: NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **388443**

Date of Issue: **26/November/2024**

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