

# **DRIVERS OF EFFECTIVE PROJECT PERFORMANCE IN NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN KIAMBU COUNTY, KENYA**

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## **ABSTRACT**

Constituency Development Fund is a devolved fund that was established by the Kenyan government to eradicate poverty at the grassroots level, share national resources and create employment at the constituencies. In Kiambu County Kshs6.9 billion has been allocated to 441NG-CDF projects between year 2003 and 2016 however, only 20% (89) of projects are well built, completed and performing, 30% (133) of projects have been poorly completed whereas 50% (219) of the NG-CDF projects haven't been completed and therefore not performing. The purpose of carrying out this study was to identify the drivers of projects performance in NG-CDF projects in Kiambu County, Kenya. The objectives of this study were to: find out how Management skills of project managers affect the performance of NG-CDF projects, establish how regulatory environment affect the performance of NG-CDF projects, establish how the extent of Stakeholder participation affect the performance of NG-CDF projects and find out how resource mobilization affect the performance of NG-CDF projects. The study adopted descriptive research design; the population of the study was 441 projects in the county started in year 2004. The study adopted proportion at stratified sampling technique where the projects were classified according to the constituencies they belong to. The sample size was 100 respondents. Data was collected using a questionnaire with closed ended questions administered to the project managers. Data collected was analyzed through inferential and descriptive statistics for quantitative data whereas

qualitative data was analyzed through content analysis. This study found out that managerial skills, regulatory environment, stakeholder involvement, and resource mobilization are statistically significant to performance of NG-CDF funded projects. The study established that managerial skills influences performance of NG-CDF funded project. The staff did not have adequate managerial skills to ensure that there is efficiency and effectiveness in the performance of NG-CDF funded project. The project managers engaged in planning and implementation NG-CDF projects is low. Additionally, insufficient regulatory environment greatly affects the ability to spur performance of NG-CDF funded project. Some of the NG-CDF project regulations are not clear. Further, the study results revealed that stakeholder participation was important element to improved performance of NG-CDF funded project. The findings showed that to a moderate extent the respondents cited that constituencies incorporate information sharing with stakeholders was a key factor to stalled projects. Very few stakeholders are involved in making contributions in meetings to discuss project matters. The stakeholders are barely updated on various NG-CDF project progress. Lack of adequate funding to enhance access public infrastructure compounded by lack of incentives to help sustain NG-CDF projects affects performance of NG-CDF funded project. The study recommends that improvement on managerial skills will facilitate performance of NG-CDF funded project. There is need to have skilled project

managers to ensure that there is efficiency on the performance of NG-CDF funded project. The project managers should be engaged on planning and implementation of NG-CDF projects. The NG-CDF kitty needs to be backed by a regulatory framework to spur performance of NG-CDF funded project. The financial regulations should be trained regularly especially when there revision of financial standards. The local community should be made aware of the dispute/conflict resolution procedures in regards to NG-CDF projects. Further, potential stakeholders should be adequately involved by government in the development

of a framework to be used to guide on how performance of NG-CDF funded project can be enhanced. NG-CDF resource mobilization policy should be developed to mobilize funds from other developmental partners and institutions such as banks so that projects do not stall once the NG-CDF kitty money is withdrawn. The NG-CDF should collaborate with other organizations in the co-funding.

**Key Words:** *drivers, effective project performance, national government, constituency development, funded projects, Kiambu County, Kenya*

## **INTRODUCTION**

This study presented the background of the study. The relevant information on area of study which is Kiambu County is highlighted. The commencement and objectives of NG-CDF in Kenya were pointed out. The key principles of CDF projects in countries like Zambia, Malawi, Uganda, and Jamaica were indicated. Countries that have CDF projects are clearly outlined. Managerial skills, regulatory environment, stakeholder participation, and resource mobilization are the drivers of NG-CDF project performance.

The problem statement highlighted the gap that needed to be bridged. General objectives, specific objective, and research questions were listed. The beneficiaries of the study were highlighted under justification of the study. The depth of the study was covered under the scope of the study. The expected obstacles were indicated but also a strategy on how to minimize the limitations were also indicated.

### **CDF in other Countries**

Constituency Development Funds (CDF) is a devolved fund where funds from National government are disbursed to the constituencies for local CDF projects. Some of the counties that have embraced CDF projects includes: Kenya, Ghana, Malawi, Uganda, Tanzania, Rwanda, Southern Sudan, Zimbabwe, Zambia, Tanzania, Solomon Islands, India, Philippines, Jamaica, Malaysia, Honduras, Liberia, Mongolia, Papua New Guinea, Nigeria, Pakistan, Nepal, Solomon Island, Namibia, and Bhatan. The years in which CDF were started in some of the above countries includes: Kenya-2003, Uganda -2005, Tanzania – 2009 ,Zambia-1995, Southern Sudan - 2008, Zimbabwe -2010, Nepal – 1995, Bhatan -2009, Ghana-1992, India - 1993, Jamaica - 2008,

Malawi - 2006, Nigeria - 2000, Philippines – 1990, Pakistan -1985, Papua New Guinea– 1984 and Solomon Islands - 2007(Tsubura, 2013).

The main goal of CDF projects in Zambia is to finance micro-community projects to eradicate poverty. In Malawi the objective of CDF is to respond to immediate, short-term community development need and ensure that rural development spreads evenly throughout the county. The goal of CDF in Uganda is to address poverty at the grassroots level, where other government poverty reduction policies have not been able to succeed. In Jamaica the key principle of CDF is to promote human and infrastructure development at the community and constituency levels (PMRC, 2014).

### **NG-CDF in Kenya**

Constituency Development Fund is a devolved fund.CDF was established by the Kenyan government to eliminate poverty, share national resources, and encourage citizen participation.CDF started in 2003 through the CDF Act. In January 2013, CDF Act 2013 replaced CDF Act 2003(that was amended in 2007).On 20th February 2015, CDF Act 2013 was declared unconstitutional hence invalid. Due to the ruling CDF Act 2013 was replaced by National Government Constituencies Development Fund (NG-CDF) Act 2015 with effect from 19th February 2016(NG-CDF Board, 2016).

There are over 85,000 NG-CDF projects to date this according to NG-CDF Board .The total amount allocated to NG-CDF projects in 290 constituencies as from year 2003 to 2016 is Kshs 193,896,852,648.The impact of NG- CDF projects is felt in key sectors like Education (55%), Health (6%) and Water (11%).In Education, NG-CDF bursary has helped many students from poor families to go to school. Many hospital facilities have been built by use of NG- CDF funds. There is creation of employment in the rural by engaging local labor in CDF projects (NG-CDF Board, 2016).

According to National corruption perception survey (NCPS), 2010 the misuse and misappropriation of public resources such as CDF and LATF in Kenya is 11.2% (EACC, 2012). CDF bursaries are services prone to corruption and unethical conduct, the affected counties are: Bungoma county, Nairobi county, Garissa county, Nyamira county and Nyandarua county (EACC, 2015).The CDF kitty was established in Kenya to give the locals' power to implement development initiatives of their choices, yet most projects have been poorly implemented with nothing substantial to show for the funds utilized (Owuoth, 2011).

Zena (2012) noted that some projects were started without involving the beneficiaries in their identification and prioritization which subsequently failed to solicit their support. Reporting from her encounters with the CDF funded projects in Nambale Constituency (Nekesa, 2012), noted that most of those projects were performing poorly trading accusations from the stakeholders hurling blames for misappropriation of the funds. Kioko (2012) similarly noted that in

Githunguri Constituency a number of projects in education and health have not realized the objectives set.

### **Kiambu County**

Kiambu County is among the administrative counties in Kenya. It forms a suitable focus for this study due to its diverse nature reflecting both urban and rural environmental setup. Kiambu County is situated in Central Kenya. It borders Muranga County, Machakos County Nairobi County, Kajiado County, Nakuru County, and Nyandarua County. Kiambu County is among the counties within greater Nairobi the other counties includes: Nairobi County, Kajiado County and Machakos County. The level of urbanization in Nairobi metro is; 100% in Nairobi County, 60.8% in Kiambu, 41.4% in Kajiado and 52% in Machakos (CFSP, 2015).

Kiambu County is known of its economic activity in coffee, tea, dairy, poultry and horticulture farming. The trend is changing to real estate development. There is a recent boom in real estate sector around major towns such as Kiambu town which is now a suburban of Nairobi City. Kiambu County has variety of NG-CDF projects of which the researcher obtained information regarding performance. Each constituency has NG-CDF office run by NG-CDFC officials and a total of 441 projects from sectors of security, environment, health, water, education, sports and roads environment (CFSP, 2015).

There are 12 constituencies in Kiambu county. The NG-CDF amount allocated to each constituency in Kiambu county since 2003 to 2016 is as follows: Gatundu South (Kshs 712,494,875), Gatundu North (Kshs717,833,990), Juja (Kshs857,672,072), Thika town (Kshs280,337,539), Ruiru (Kshs279,222,819), Githunguri (Kshs708,904,494), Kiambu Town (Kshs258,751,428) Kiambaa (Kshs721,603,472), Kabete (Kshs715,954,313), Kikuyu (Kshs270,456,806), Limuru (Kshs715,558,774) and Lari (Kshs 723,194,544)(NG-CDF Board, 2016).

### **STATEMENT OF THE PROBLEM**

Little is known about the long term impact of CDF projects in countries like Pakistan, the Philippines and India due to absence of research yet they have well established CDF schemes (VanZyl, 2010). Some of the challenges faced in other countries like Zambia, Tanzania, Uganda and Jamaica with CDF projects are poor quality projects, late release of funds and poor supporting guidelines (PMRC, 2014). Kenya faces similar challenges while implementing NG-CDF projects these includes: poor projects implementation due to low capacity, low community participation and spreading of funds to too many projects(NG-CDF Board, 2016).

According to citizen's CDF report by National Taxpayers Association (NTA) the audit finding in various counties include: In Maragua constituency-Muranga county during financial year 2010/2011, out of 94 NG-CDF projects only 36 % ( 34) projects were well built, completed and performing while 64% (60) were poorly built and incomplete. In Kiharu constituency-Muranga

county during financial year 2009/2010 there were 43 NG-CDF projects, only 26% (11) are completed and performing while 74% (32) are incomplete and not performing (NTA, 2013). In Gichugu constituency-Kirinyaga county during financial year 2007/2008 out of 80 NG-CDF projects 28% (23) are well built completed and performing while 72% (57) are incomplete. In Tinderet constituency-Nandi county in financial year 2007/2008 out of 70 NG-CDF projects 54% (38) are well built, complete and performing while 46% (32) are incomplete (NTA, 2011).

The total amount allocated to NG-CDF projects in 290 constituencies as from year 2003 to 2016 is Kshs 193,896,852,648 out of which Kiambu has been allocated Kshs 6,961,985,126 (NG-CDF Board, 2016). Economic survey (2015) indicates that NG-CDF project performance in Kenya averages on 42% locally. The case with Kiambu County only 20% (89) of NG-CDF projects are well built, completed and performing, 30% (133) of projects have been poorly completed whereas 50% (219) of the projects haven't been completed despite money been allocated (KNBS, 2015). According to World Bank report, 2015 Kiambu is ranked as Kenya's Richest county with gross domestic product (GDP) per capita of \$ 1,785 followed by Nyeri \$1, 503, Kajiado \$1, 466, Nakuru \$1,413 and Kwale \$1,406. The survey also found that Kiambu is the second –largest provider to national wealth basket with 11.1% followed by Nakuru 8.5% and Nyeri 3.9% (Apurva Sanghi, 2015). The question therefore was why 80% of NG-CDF projects were poorly built, incomplete and not performing while Kiambu's economy was performing so well. This study therefore sought to identify the drivers of effective project performance in NG-CDF projects in Kiambu County.

## **STUDY OBJECTIVES**

1. To find out how management skills of project managers affect the performance of National Government Constituency Development Funded projects.
2. To establish how regulatory environment affect the performance of National Government Constituency Development Funded projects.
3. To establish how stakeholder participation affect the performance of National Government Constituency Development Funded projects.
4. To find out how resource mobilization affect the performance of National Government Constituency Development Funded projects.

## **THEORETICAL REVIEW**

This subsection provides an insight into theories revolving around projects management. Theories are put together to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. Theories reviewed in this study were Resource Based View Theory, Stakeholder Theory, Stewardship theory, and competency Theory.



## **Competency Theory**

Competency Theory was linked to managerial skills variable. Managerial skills include technical skills, interpersonal skills and conceptual skills. The ability to communicate, responsive behavior, and tactics of negotiation are what competence is made off. In 1980s, McClelland and McBer established the competence theory. They elaborated that competency as the primary characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation (Cicmil and Hodgson, 2006).

The theory of competency is of much relevance to this study based on the fact that it expounds on the importance of having project managers that have the required management skills (technical, interpersonal and conceptual) in handling projects in their constituency. Technical skills are abilities that are acquired through learning and practice hence their importance to the project managers for the supervision of staff working on the NG-CDF projects. Interpersonal skills will enable the project manager to properly interact with others people for example project management committees and NG-CDF committees in managing NG-CDF projects. Conceptual skills will help the project manager to understand project concepts, develop ideas and implement NG-CDF projects effectively.

## **Stewardship theory**

Stewardship Theory was linked to regulatory environment variable. The project managers make decisions based on the policies and procedures according to the NG-CDF Act. Donaldson and Davis established stewardship theory in 1991 and 1993 respectively. This theory states that there is no conflict of interest between managers and owners. The most fundamental thing is find harmonization between the owners and the managers (Tornyev and Wereko, (2012).

Stewardship theory development has followed two distinct but abbreviated tracks. The first stream of stewardship research focuses on the manager as the unit of analysis and the intrinsic motivation and situational contexts that determine stewardship behavior (Wesley, 2010). Tencati and Zsolnai (2010) takes a positivist view of stewardship theory by stating that owners who design governance structures that maximize the efficiency of steward CEO's pursuit of superior organizational performance will be rewarded. His opinion takes a normative aspect; that the focus of owners should change to reflect this principal-steward assumption when they believe they employ a steward. Owners that believe their organizations requires strong oversight of management should provide strong agency-prescribed governance structures; meanwhile, owners that believe or consider their organization's management require the latitude to make decisions independently and autonomously should ensure governance structures allow for maximum flexibility in management decision making.

The theory on stewardship is of importance to the study by helping in explaining how the regulatory environment affects the performance of NG-CDF projects. Financial regulations help

in accountability and management of NG- CDF funds. Disputes/conflicts are resolved according to the regulations put in place. The theory is relevant since the regulations for the project process helps in ensuring that the NG-CDF projects are implemented and that they perform.

### **Stakeholder Theory**

Stakeholder Theory was linked to stakeholder participation variable. People's participation in project work contributes to the attainment of project objectives that meets the needs of the implementing community based group. Richard Edward Freeman established Stakeholder theory in 1980. Stakeholder theory is derived from the study of management practices (Wagner, Alves and Raposo, 2011).

Freeman (2010) projected a framework that fitted three stages of stakeholder analysis balance, process and transactional. At the rational level, an understanding of 'who are the stakeholders of the organization' and 'what are their perceived stakes' is essential. As a system, a generic stakeholder map is used as a starting point which helps in categorizing stakeholders by interest or stake and the second dimension is in terms of power.

In summary, stakeholder theory proposes that every organization should pay attention everyone that is affected by a decision or a policy. Therefore the project managers have the full responsibility as explained by this theory of balancing the various interest groups in NG-CDF project that ensures quality projects are implemented. The NG-CDF projects perform better when the local community is involved in identifying the location of the projects. The local community should be involved in identifying the projects so that the needs of the community are met hence the acceptability of the projects.

### **Resource Based View Theory**

Resource Based View Theory was linked to resource mobilization variable. Resource mobilization is the maximizing on the use of the existing funds .Werner and Rumelt established Resource based view theory in 1984. The resource based view of the firm (RBV) explains that each institution or organization has unique resources and capabilities that make them different hence becomes competitive advantage (Muthuuri, 2014). Initiated in the mid-1980s, the resource-based view (RBV) has since become one of the leading modern methods to the analysis of sustained competitive advantage (Tan & Meyer, 2010).

The theory on RBV offers a good explanation on how constituencies can make good use of their financial resources provided by the government in implementing the various projects in the constituency. Resource based view theory is of importance in ensuring NG-CDF is maximizing on use of existing funds. RBV is of importance in ensuring that other sources of funds are available and accounted for. Sustainability of NG-CDF projects is also very important in order to avoid stalling of projects.



## **EMPIRICAL REVIEW**

### **Managerial Skills**

Karimi (2014) study on role of women groups in improving household welfare in Nkaimurunya division Ngong district of Kajiado county discovered to be doing poorly, reason; lack of training. She believes that a trained business person will be able to evaluate the course of a venture in view of both internal and external forces and fix any deviation if identified. One who lacks training may imagine that business is bad with everyone and may remain helpless waiting for a period of good business only to find them doing other things committing similar mistakes.

According to Czerniawska and Toppin (2010) manual operations which depend on bare strength are steadily being faced out in projects execution, and instead, technology is replacing human labor geared towards obtaining maximum gains, while reducing the cost of projects. This is an indication that soon, only skilled personnel will be required rendering large population of untrained workers jobless. Strategies that are superior in nature are developed for use in organizations through manipulation of internalized skills and knowledge learned through training and refined by experience.

According to Mason (2013), training and education offer the greatest asset to an organization. Investing in human capital with the request skills and knowledge prove a worthy undertaking because workers with a wealth of knowledge make resources more productive. Whereas some organizations may choose to invest heavily in non-human resources, in business, one must realize that success begins with resource deployment, and therefore resources must be allocated based on thoroughly throughout plans, which can effectively be done by trained personnel.

In India where bricks are being made and this industry provides employment to several rural folks is being regarded as a great pollutant of the environment when undertaken in its traditional form. With the introduction of brick-making machines, this sector has been improved. Several brick making persons have been trained in using the technology making these projects productive. These studies revealed above indicate that technical capacity is vital for the implementation of projects (Mason, 2013). Of specific relevance in this study is its relevance to project managers who need to have the necessary management skills in the implementation and performance of projects sponsored by NG- CDF.

### **Regulatory Environment**

According to Thamhain (2014) the regulatory environment presents itself with a number of legal factors. There should be policies and procedures in any organization for there to be order. The politicians are supposed to engage all the stakeholders in the projects to have them ranked through a common agreement to avoid any stakeholders' misrepresentation of interests (Pasape, Anderson, and Lindi, 2013).

The Kenya National Commission on Human Rights Report by Cook (2012) on the assessment of the Kenya's implementation of the relief food programme attributed lack of effectiveness of relief food interventions in Kenya to the collapse of local structures in which community is not involved in identification, delivery and monitoring of the aid provided. It is therefore necessary to expand opportunities for local communities in the management of local resources which will ensure that communities are able to make informed decisions that may have an impact on their livelihood.

### **Stakeholder Participation**

Mille and Marsh (2014) noted that a main challenge to those in development is the hard realization that any programme working in isolation only delivers up to a certain level. Those on the other hand, who manage to weave together partnerships or programmes that are able to work in conjunction with other organizations end up delivering much more and eventually end up with broader ownership among the communities being developed. Such programs are the ones that are sustainable in the long run.

Maritim (2013) giving her encounters with women of BeitShemash, a town near Jerusalem notes that participation of community members in development initiatives should be emphasized, without which meaningful successful implementation will remain a mirage. She highlights how several community and health organizations formed a project that drew on the guiding principles and strategies of empowerment, participation, multidisciplinary collaboration, and equity thereby enhancing the attainment of project goals.

### **Resource mobilization**

Investigating the influence of financial resources on the implementation of small project ventures in the cottage industry in India, Rondinelli (2013) indicated that Indian's cottage projects started with the production of simple household items, but have improved over time surprising the traditional industrial nations of the world with popular industrial products. He observed that, this great milestone achieved in the growth of cottage industry in India was facilitated by the government's interest in allocating funds to the industry as it was creating job opportunities to the citizens. He further noted that it was because of the growth of the cottage industry in India that saw the growth of financial institutions which drew over 50 percent revenue from this informal industry.

Obiero (2013) on Social economic factors affecting farm yield in Siaya County, established that due to lack of resources to put up green shades for selling agricultural products such as green maize, fruits, vegetables and Irish potatoes, sellers resorted to lining directly along the road with their products targeting potential consumers on transit, exposing them to adverse weather conditions. Occasionally, travelers on vehicles take off before paying. Besides, these products are also exposed to adverse weather conditions lowering their values.

## **Projects Performance**

Williamson et al., (2014) identified criteria against which projects performance can be measured that includes cost, time, and quality. In and Treichel (2012) while reporting from his study conducted on learning from China's rise to escape the middle-income trap: a new structural economics approach to Latin America, on the contribution of resources on the implementation of community projects, noted that China's economy has been growing steadily because the government heavily invested in this sector.

Examining the relationship between resource mobilization and performance of small scale community projects in Trinidad and Tobago in the West Indies Islands, Adger, Brown and Tompkins (2010), noted that productivity of an enterprise was a direct consequence of availability resources. He further enumerated the resource types that influence business success as, fixed assets, operating cash and skilled personnel. He cautions that business persons with sound financial base should not take holiday that ones funds are accessed, business will automatically grow, but must be concerned about the effective utilization of such resources by engaging competent personnel, in key business tasks. Project management does not use traditional, functional teams, performance measurement can therefore be argued as essential success criteria (Davenport, 2013).

## **RESEARCH METHODOLOGY**

This study used descriptive research design. In Kiambu County there are 441 construction projects that were started in the year 2004(CFSP, 2015). The populations of interest for this research comprise of operational level project managers of Kiambu County working on the 441 construction projects that were started in the year 2004. This population of project managers comprise the target population. The research study targeted operational level project managers working in all the twelve constituencies in Kiambu County.

This study adopted proportionate stratified random sampling with proportional allocation to each stratum. Each of the constituency was treated as a stratum. The sample size for this study was 100 respondents. Primary data was collected using a questionnaire with closed ended questions.

Data analysis was done using SPSS Version 21 software and Microsoft excels to generate quantitative reports. Descriptive analysis was appropriate for this study because it involved the description, analysis and interpretation of circumstances of the time of study. Basic statistical techniques were used to analyze various items of the questionnaire. These included averages, percentages, frequencies and totals. This study used frequencies and percentages because they easily communicate the research findings to majority of readers. Data was analyzed by use of inferential and descriptive statistics. Inferential statistics measure relationships among different variables in the data and also used to infer cause and effect. To assess the effect of drivers of effective CDF project performance on outcome variables; regression and correlations was

applied. Computation was done by use of statistical data analysis package software version 21.0 (Statistical Package for Social Sciences-SPSS).

## **RESEARCH FINDINGS**

### **Reliability and Validity Test Results**

A pilot study was carried out to determine reliability and validity of the questionnaires. The pilot study involved the sample respondents. Reliability analysis was subsequently done using Cronbach's Alpha which measured the internal consistency. Gliem and Gliem (2003) established the Alpha value threshold at 0.7, thus forming the study's benchmark. Cronbach Alpha was established for every objective which formed a scale. Table 4.2 illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

The content validity formula by Amin (2005) was used in this study to establish the validity of the research instrument. The formula is; Content Validity Index = (Number of judges declaring item valid) / (Total number of items). It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Amin, 2005). From the results in Table 4.2, it illustrates that all the four variables were valid as their CVI values exceeded the prescribed threshold of 0.78 as emphasized by Amin (2005).

**Table 1: Pilot Test Results**

<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>CVI</b>	<b>Remarks</b>
Management skills	0.853	0.791	Accepted
Regulatory environment	0.870	0.889	Accepted
Stakeholder Participation	0.865	0.988	Accepted
Resource mobilization	0.885	0.798	Accepted
Project performance	0.875	0.800	Accepted
Total	4.348	4.266	Accepted
Average	0.870	0.853	Accepted

### **Non-Parametric Correlation**

A Spearman correlation is used when one or both of the variables are not assumed to be normally distributed. The values of the variables were converted in ranks and then correlated. The study correlated management skills, regulatory environment, stakeholder participation and the resource mobilization under the assumption that both of these variables are normal and interval.

**Table 2: Correlations Matrix**

Spearman's rho		Management skills	Regulatory environment	Stakeholder participation	Resource mobilisation
Management skills	Correlation coefficient Sig.(2tailed)	1.000 .			
Regulatory environment	Correlation coefficient Sig.(2tailed)	.617 .000	1.000 .		
Stakeholder participation	Correlation coefficient Sig.(2tailed)	.547 .000	.437 .000	1.000 .	
Resource Mobilisation	Correlation coefficient Sig.(2tailed)	.667 .000	.235 .000	.441 .000	1.000 .

The results suggest that the relationship between management skills and regulatory environment (rho = 0.617, p = 0.000) is statistically significant. Management skills and stakeholder participation had a rho of 0.547 and a p value of 0.000 therefore denoting statistical significance. Similarly, the management skills and resource mobilization posted a rho of 0.667 with a p value of 0.000 therefore providing a statistical significance. Regulatory environment and stakeholder participation had a rho of 0.437, p=0.000 further pointing to a statistical significance. On the same note, the regulatory environment and the resource mobilization correlated at rho=0.235 and p=0.000. This therefore is statistically significant. Finally, the stakeholder participation as well as resource mobilization stood at a correlation of rho=0.441 and p= 0.000 revealing statistical significance.

**Regression Analysis of the Findings**

The researcher conducted a multiple linear regression analysis so as to determine the relationship between the factors affecting project performance and the four independent factors namely: management skills, regulatory environment, and stakeholder participation and resource mobilization. The regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where: Y =Project performance

X<sub>1</sub> = Management skills

X<sub>2</sub> = Regulatory environment

X<sub>3</sub> = Stakeholder participation

X<sub>4</sub> = Resource mobilization

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.843	0.711	0.724	0.4216
a) Predictors: (Constant), Management skills, regulatory environment, stakeholder participation, and resource mobilization.				
b) Dependent variable: Project performance				

The study used the R square. The R Square is called the coefficient of determination and tells us how the project performance varied with management skills, regulatory environment, stakeholder participation, and resource mobilization. The four independent variables that were studied explain 71.1% of the factors affecting project performance as represented by R Squared (Coefficient of determinant). This implies that other factors not studied in this research contribute 28.9% of the factors affecting project performance in NG-CDF projects in Kiambu County.

**Table 4: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.72	4	2.930	66.590	.000(a)
	Residual	3.432	78	0.044		
	Total	15.152	82			

- a) Predictors: (Constant), Management skills, regulatory environment, stakeholder participation and resource mobilization
- b) Dependent Variable: Project performance

The study used ANOVA to establish the significance of the regression model from which an f-significance value of p less than 0.05 was established. The model is statistically significant in predicting how management skills, regulatory environment, stakeholder participation, and resource mobilization affect project performance in national government constituency development funded projects in Kiambu County. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model has a confidence level of above 95% hence high reliability of the results.



**Table 5: Coefficients Results**

	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
(Constant)	0.116	.186		0.623
Management skills	0.577	.068	.559	8.478
Regulatory environment	0.157	.043	.257	3.676
Stakeholder participation	0.082	.042	.301	2.252
Resource mobilization	0.021	.002	.245	6.906

- a) Predictors: (Constant), Management skills, regulatory environment, stakeholder participation and resource mobilization
- b) Dependent Variable: Project performance

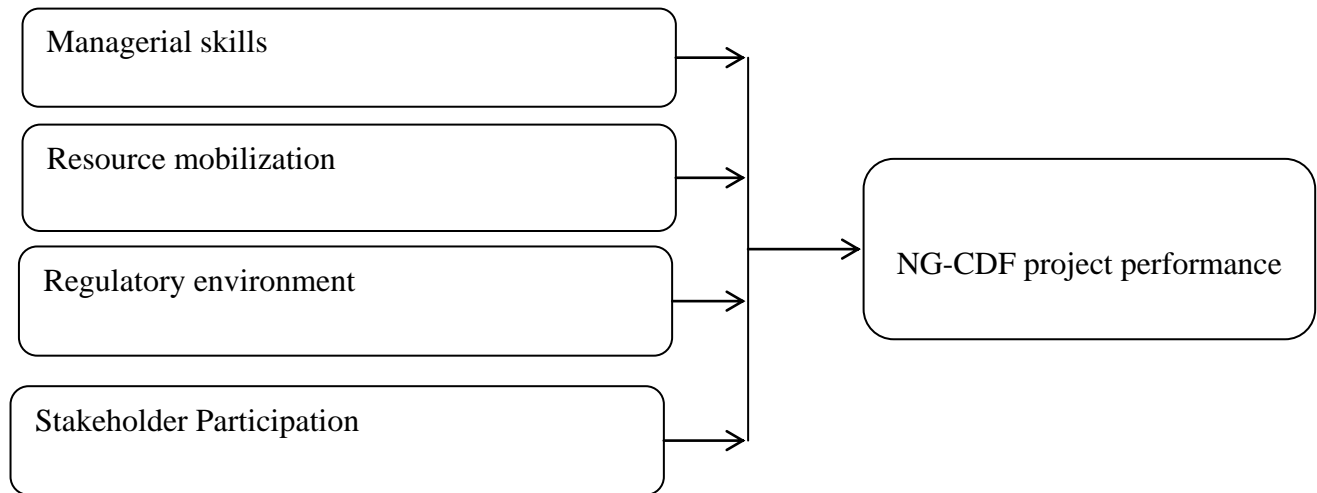
The established regression equation was:

$$Y = 0.116 + 0.577X_1 + 0.157X_2 + 0.082X_3 + 0.021X_4 + \epsilon$$

The regression equation above has established that holding all factors (Management skills, regulatory environment, stakeholder participation, and resource mobilization) constant, factors affecting project performance will be 0.116. The findings presented also shows that taking all other independent variables at zero, a unit increase in management skills will lead to a 0.577increase in the scores of the project performance. A unit increase in regulatory environment will lead to a 0.157 increase in project performance. On the other hand, a unit increase in stakeholder participation will lead to a 0.082 increase in the scores of the project performance; and a unit increase in resource mobilization will lead to a 0.021 increase in the scores of the project performance. This infers that management skills influence project performance in National Government Constituency Development Funded projects in Kiambu County most followed by stakeholder participation, regulatory environment and then resource mobilization. The study also established a significant relationship between project performance and the independent variables; management skills (p=0.00<0.05), regulatory environment (p=0.003<0.05), stakeholder participation (p= 0.002<0.05) and resource mobilization (p=0.001<0.05) as shown by the p values.

### **Optimal Model**

This study sought to establish an optimal frame work for the variables according to their ranking from the highest to the least by use of the Pearson Correlations values. Using the Pearson Correlations values as the point of reference indicates that the most independent variable for this study was management skills with a p- value of .813, resource mobilization was the second one with a p- value of 0. 667; followed by was regulatory environment with a p-value of 0.617while stakeholder participation was the least with a value of 0. 547.



**Figure1 Optimal Framework**

## CONCLUSIONS

The study established that managerial skills influences performance of NG-CDF funded project. The staff did not have adequate managerial skills to ensure that there is efficiency and effectiveness in the performance of NG-CDF funded project. The project managers engaged in planning and implementation NG-CDF projects is low. Moreover, the employees are not adequately trained to effectively participate in developing initiatives that will lead to improved performance of NG-CDF funded project. The management training is not frequent. More courses should be trained.

Additionally, insufficient regulatory environment greatly affects the ability to spur performance of NG-CDF funded project. Some of the NG-CDF project regulations are not clear. The CDF Act has been revised so many times and as a result it a challenge to track some of the changes. The policies and procedures should be updated as frequent as possible.

Further, the study results revealed that stakeholder participation was important element to improved performance of NG-CDF funded project. The findings showed that to a moderate extent the respondents cited that constituencies incorporate information sharing with stakeholders was a key factor to stalled projects. Very few stakeholders are involved in making contributions in meetings to discuss project matters. The stakeholders are barely updated on various NG-CDF project progresses. The members of parliament influence the location of NG-CDF projects.

Finally, the constituency resource mobilization NG-CDF policy does not provide a very clear roadmap towards funding of projects. Lack of adequate funding to enhance access public infrastructure compounded by lack of incentives to help sustain NG-CDF projects affects

performance of NG- CDF funded project. Maximizing on the use of existing CDF funds is a challenge.

## **RECOMMENDATIONS**

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

Additionally, the NG-CDF kitty needs to be backed by a regulatory framework to spur performance of NG-CDF funded project. These can be achieved through the development of a regulatory roadmap within which the requisite initiatives to stimulate innovation and create competitive advantage to onboard organizations can be achieved. There should be workshops held to train on the changes in the CDF Act every time the Act is revised or any other changed policies and procedures. The financial regulations should be trained regularly especially when there revision of financial standards. The local community should be made aware of the dispute/conflict resolution procedures in regards to NG-CDF projects.

Further, potential stakeholders should be adequately involved by government in the development of a framework to be used to guide on how performance of NG-CDF funded project can be enhanced. There should be more stakeholders involved in the NG-CDF projects this will help in people coming up with different ideals on enhancing the projects. The local community should participate in ensuring sustainability of NG-CDF projects. Stakeholders' engagement through seminars and training is critical to spurring innovation and uptake of NG-CDF projects for sustainability.

Finally, a NG-CDF resource mobilization policy should be developed to mobilize funds from other developmental partners and institutions such as banks so that projects do not stall once the NG-CDF kitty money is withdrawn. The NG-CDF should collaborate with other organizations in the co-funding of projects. The local community should be educated on writing proposals to other organizations for example NGO to seek funds for projects in the local community.

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