

Determinants Contributing to the Performance of Constituency Development Projects in Mombasa County

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Abstract: The Kenyan CDF was introduced in 2003 during the Kibaki regime. It was designed to support constituency-level, grass-root development projects. It was aimed to achieve equitable distribution of development resources across regions and to control imbalances in regional development brought about by partisan politics. However there are increasing concerns that the funds are not being utilized optimally. The general objective of this study was to investigate the determinants of the performance of CDF projects in Mombasa County while the specific objectives of the study were: To determine the influence of project managers in the performance of CDF projects in Mombasa County; to determine the influence of project team training on CDF project performance in Mombasa County; to establish the influence of stakeholder involvement in project management on CDF project performance in Mombasa County. A descriptive research design was used for the study. The target population for this study consisted of 200 CDF projects in Mombasa County. The project coordinators and managers provided information on the projects. The CDF beneficiaries provided information on the success of these projects. Out of a target population of 200, the researcher selected 60 respondents using stratified random sampling technique. Data was collected using questionnaires and observation checklists. Qualitative data was analysed by organising it into categories on the basis of the themes, concepts or similar features. Quantitative data was analysed using the Statistical Package for Social Science (SPSS). Finally Multiple Linear Regression model will be employed to establish the significance of the independent variables on the dependent variable. The findings will be presented using tables and charts. The computed data was then analysed using descriptive statistics. The data analysed was presented using frequency tables which enabled the researcher to easily interpret the findings of the research. Findings from the study showed that project managers, project team training, stakeholder involvement and monitoring and evaluation were the key determinants influencing the performance of CDF projects in Mombasa County. The study drew conclusion that stakeholder's involvement is the major factor that determines most the performance of the CDF projects with a coefficient of 0.604, then followed by project manager with a coefficient of 0.205, then monitoring and evaluation with a coefficient of 0.171 and finally project team training with a coefficient of 0.104. The study recommended that Constituency Development Fund Committees should recruit professionally trained and competent managers with effective project management skills, the project implementation staff should be continuously trained on new and emerging practices in project management. Project implementation team should be comprise of professionally qualified staff with human resource capacity to enhance successful project implementation. The Constituency Development Fund Committees should improve the level of stakeholder participation in project implementation by always involving community members in the implementation of CDF projects. Effective project monitoring and evaluation methods should be employed by the Constituency Development Fund Committees and the government should enforce the implementation of regulations that guide in use of CDF.

Keywords: Constituency Development Fund, Performance of Constituency Development Projects, project team training.

1. INTRODUCTION

1.1 Background:

According to Baskin (2010) and World Bank (2000), countries in the Caribbean, East Asia, and East Europe have embraced decentralization as a crucial component of the development agenda and have fared better than African countries. This was based on the argument that decentralization strengthens local governance, democratization and greater efficiency and equity in the use of public resources and service delivery for development. This is posited to be foundation that decentralization as a development strategy has dominated the discourse on state restructuring in Africa for more than three decades (Melton, 2007).

Parliamentary involvement in grassroots projects and in community development according to Baskin (2010) has been growing in many countries including Papua New Guinea, Bhutan, Jamaica, Pakistan, India, Uganda, Tanzania and Kenya. It is further asserted that one of the policy tools for this involvement is Constituency Development Funds (CDF), which commit public finances to benefit specific political sub-divisions through allocations and/or spending decisions influenced by their representatives in the National Parliament (Assembly) (Jones & George, 2009).

Baskin (2010) notes that CDFs are akin to the venerable United States (US) congressional allocations generally referred to as “pork barrel”, “earmarks” or “member items” in national and state-level policy making. Operations of CDFs are said to have sometimes been controversial since they raise fundamental questions about the efficacy of government service delivery, the extent to which such service delivery can be made accountable, the role of legislators in selecting development priorities, and how public participation in policy making can be made more meaningful. Baskin further notes that a better understanding of this evolving policy tool should be developed alongside formulation of guidelines for the transparent and ethical use of such funds in a manner that is free of corruption. It is not clear whether or not the system of earmarks and pork barrel distribution that is practiced in the US national and state government is of a single type with CDFs (Gikonyo, 2008).

The long history of distributive allocations in the US permits a unique opportunity to explore the evolution of systems of politically determined resource allocation for local development. It is further posited that, on the other hand, there may be fundamental difference between US earmarks which are often informal mechanisms that are employed on a case-by-case basis and the institutionalization of distributive mechanisms that International Journal of Economics, Commerce and Management, United Kingdom Licensed under Creative Common Page 501 become part of the annual budget process as appears to be the case with CDFs (Kariungi, 2014).

Baskin (2010) notes that in Philippines Members of Parliament (MPs) are allocated a substantially huge amount of finances (US\$ 4, 270,001) each to cater for the development in their political jurisdiction. CDFs are viewed by Baskin (2010) as politically-initiated projects. He argues that it appears that they are politically driven development initiatives. He further asserts that the African legislature’s project has produced research that demonstrates the rationale of constituency-based politics in Africa in both the supply and demand for constituency service (Llewellyn, 2009).

Constituency-based initiatives are noted that they can protect communities from the impersonal administration of inflexible and centralized state organizations that often overlook individual communities in the name of administrative rationality. In Tanzania, CDF was fully endorsed by President Jakaya Kikwete in year 2008 in his address to Parliament. In Uganda, CDF was borne out of a series of meetings held between the President and members of parliament (MPs) of the 7th Parliament in order to relieve MPs of the pressure of their constituents in regard to the promises and other development projects (Gikonyo, 2008).

According to Baskin (2010), there are open questions as to how large a role CDFs should play in development administration. The claims that CDFs have a negative impact on accountability and service delivery in comparison with other options for strengthening legislatures and improving local projects delivery should be addressed. Zyl further stresses that there are fundamental questions entailing the role CDFs are expected to play in development administration or in how the administration of CDFs affects the balance of power among different branches of Government. Some of these questions include: Will CDFs compete with ministries in service delivery? Will CDFs add to the burdens on ministries through „fiscal illusions“? or will CDFs ease the administrative burdens on ministries with well-placed implementation of

projects that reflect the priorities of local communities? Do CDFs play a fundamental, distributive role that is perceived as more equitable than budgetary disbursements under the control of the executive, or how can a balance be struck between central administrative and political-local means of identifying and implementing development projects? (Llewellyn, 2009).

In Kenya, the CDF was launched in year 2003 under the CDF Act 2003, Kenya Gazette Supplement No. 107 (Act No. 11) with the object of ironing out regional imbalances brought about by patronage politics. CDF provides funds to constituencies through the respective members of the National Assembly. Awiti (2008) adds that the aim of the CDF is to combat poverty at the grass root level through implementing community-based projects and to relieve the members of the National Assembly the burden of fundraising for development projects in their respective constituencies.

Bagaka (2008) observes that enhanced transparency and oversight through report cards and social audits are increasingly being employed by both the government institutions and by those in the civil society. Enhance transparency appears to require a separation and balance of powers. It is further posited that a CDF that is centrally controlled by the executive and is strictly accountable to the head of state may leave little room for transparency in its operations. Nevertheless, it seems relatively easy to enhance transparency in CDF operations that would lead to more effective accountability of CDFs: either through legislation expanding freedom of information and/or enhancing the transparency and openness of government administration.

The current popularity of CDFs seems to be pegged on the generally held political calculus in which centrally placed politicians bring home development resources to local communities and groups in exchange for political loyalty. It is noted that many Members of the National Assembly opine that CDFs have contributed to a system of political competition whereby political candidates are gauged partly on their effective employment of CDF allocations (Kariungi, 2014).

Mwangi (2005) posits that a community development project commences with the identification of a need or the realization that there is a need. To be in tandem with the CDF policy on project identification as it is provided for by the CDF Act 2007's guidelines on project identification. However, as posited by Bagaka (2008), a look at the CDF implementation in the recent past brings to the fore a glaring mismatch between the local nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. Given the discretionally nature of capital spending and the intrinsic value attached to political symbolism in launching CDF projects, most of the times, new projects are initiated to the detriment of the existing ones which are either left to deteriorate or are insufficiently funded (Nyaguthii & Oyugi, 2013). As such, it is hypothesized that there is a number of challenges that affect the successful completion of CDF in Kenya.

The CDF is the foundation for the new partnership between developed and developing countries to achieve improvements in sustainable growth and poverty reduction that will help countries achieve Millennium Development Goals. The rapid adoption of the project approach has and continues to enable organizations achieve their objectives. However, adoption of project approach has led to some misapplications (Warui, 2015).

The rapid adoption of the project approach has three implications: First, there are many projects that are being conducted but fall outside the organization's state mission. Secondly, there are many projects that are conducted and are completely unrelated to the strategy and the goals of the organization and lastly, there are many projects with funding level that are excessive related to their expected benefits (Oladipo, 2008).

1.2 Statement of the Problem:

In many countries world-wide, parliamentary involvement in grassroots projects and in community development has been growing for the last 15 years. In Kenya one of the major involvements of the members of the National Assembly is through the CDF. The objective of this fund is to alleviate poverty through financing implementation of various community development projects in constituency levels. However, in more than 50% of the constituencies in Kenya, it has been established that the funds from the CDF kitty are not objectively employed for successful completion of various developmental projects and this has negatively affected the performance of most of the CDF projects (Oladipo, 2008).

Despite of having many initiated CDF projects, many constituencies still lags behide in development. According to Muli (2013), over 45% of the initiated CDF projects in many constituencies have never been completed and those completed take longer time than the schedule time. Maina (2015) also noted that over 70% of the projects incur more funds than

actual project budget and over 50% of the projects are implemented in absence of involvement of the key projects stake holders. Constituency Development Fund Committee (CDFC) responsible for the management of CDF faces varied drawbacks that influence performance of the projects. Key drawbacks includes; project managers' incompetence, lack of project team training; lack of stakeholders involvement and use of ineffective project monitoring and controlling methods (Warui, 2015). According to Bagaka, (2008) a number of projects remain underutilized or un-operational and new projects are initiated while the existing and ongoing ones are left to deteriorate due to underfunding.

Some studies have been conducted on the Constituency Development Funds (CDF) in Kenya. Bagaka, (2008) conducted a study on the role of budgeting in promoting corporate governance on Constituency Development Funds allocation and also conducted a study on factors influencing cost effectiveness of Constituency Development Funds. Obwari (2013) undertook a study on the influence of constituency development fund on education development in the counties based on public secondary schools in Likuyani constituency, Kakamega County, Kenya, funded by CDF. Munyori (2012) did another study on the influence of Constituency Development Fund (CDF) Projects on Public Primary Schools Performance in Starehe Constituency, Nairobi. These reveals that there lacks a specific recent study conducted on determinants influencing the performance of CDF projects in Mombasa County. Therefore this study sought to fill the missing knowledge gap in literature by investigating the determinants influencing the performance of CDF projects in Mombasa County.

1.3 Objectives of the Study:

1.3.1 General objective:

The general objective of this study was to investigate the determinants influencing the performance of CDF projects in Mombasa County.

1.3.2 Specific objectives:

The study was guided by the following objectives:

- a) To determine the influence of project managers in the performance of CDF projects in Mombasa County.
- b) To find out the influence of project team training on CDF projects' performance in Mombasa County.
- c) To establish the influence of stakeholder involvement in project management on CDF project performance in Mombasa County.
- d) To show the contribution of Monitoring and Evaluation on CDF project performance in Mombasa County.

2. LITERATURE REVIEW

2.1 Introduction:

This research mainly focused on Determinants contributing to the performance of constituency development projects . The underpinning theories included; Role Theory, Tuckman's theory and Theory of change.

2.2 Theoretical framework:

2.2.1 Role Theory:

This theory holds the assumption that people define roles for themselves and others based on social learning and reading. They form expectations about the roles that they and others will play. They also subtly encourage others to act within the role expectations they have for them. Finally people will act within the roles they adopt (Chikati, 2009). We all have internal schemas about the role of leaders, based on what we read, discuss and so on. We subtly send these expectations to our leaders, acting as role senders, for example through the balance of decisions we take upon ourselves and the decisions we leave to the leader (Chikati, 2009).

Leaders are influenced by these signals, particularly if they are sensitive to the people around them, and will generally conform to these, playing the leadership role that is put upon them by others. Within organizations, there is much formal and informal information about what the leader's role should be, including 'leadership values', culture, training sessions, modeling by senior managers, and so on. These and more (including contextual factors) act to shape expectations and

behaviors around leadership (Melton, 2007). Role conflict can also occur when people have differing expectations of their leaders. It also happens when leaders have different ideas about what they should be doing vs. the expectations that are put upon them. Role expectations of a leader can vary from very specific to a broad idea within which the leader can define their own style. When role expectations are low or mixed, then this may also lead to role conflict (Melton, 2007).

2.2.2 Tuckman's Theory:

This model was first developed by Bruce Tuckman in 1965. It is one of the more known team development theories and has formed the basis of many further ideas since its conception. Tuckman's theory focuses on the way in which a team tackles a task from the initial formation of the team through to the completion of the project. Tuckman later added a fifth phase; Adjourning and Transforming to cover the finishing of a task. Tuckman's theory is particularly relevant to team building challenges as the phases pertain to the completion of any task undertaken by a team. One of the very useful aspects of team building activities contained within a short period of time is that teams have an opportunity to observe their behaviour within a measurable time frame. Often teams are involved in projects at work lasting for months or years and it can be difficult to understand experiences in the context of a completed task.

2.2.3 Stakeholder theory:

The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It was originally detailed by R. Edward Freeman in the book *Strategic Management: A Stakeholder Approach* identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups. In short, it attempts to address the "principle of who or what really counts" (Miles, 2012).

According to Freeman (2007), stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. In the traditional view of the firm, the shareholder view, the shareholders or stockholders are the owners of the company, and the firm has a binding financial obligation to put their needs first, to increase value for them. However, stakeholder theory argues that there are other parties involved, including governmental bodies, political groups, trade associations, trade unions, communities, financiers, suppliers, employees, and customers. Sometimes even competitors are counted as stakeholders; their status being derived from their capacity to affect the firm and its other stakeholders. There have been many definitions of stakeholders. Stakeholder theory suggests that the purpose of a business is to create as much value as possible for stakeholders. In order to succeed and be sustainable over time, executives must keep the interests of customers, suppliers, employees, communities and shareholders aligned and going in the same direction (Freeman, 2007).

2.2.4 The theory of change:

Theory of Change is a specific type of methodology for planning, participation, and evaluation that is used in the philanthropy, not and government sectors to promote social change. Theory of Change defines long-term goals and then maps backward to identify necessary preconditions (Brest, 2010).

Theory of Change explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate, and longer-term outcomes. The identified changes are mapped –as the “outcomes pathway” – showing each outcome in logical relationship to all the others, as well as chronological flow. The links between outcomes are explained by “rationales” or statements of why one outcome is thought to be a prerequisite for another (Brest, 2010).

2.3 Conceptual Framework:

According to Orodho (2009) a conceptual framework describes the relationship between the research variables. Sekeran (2003) argues that a variable is a measurable characteristic that assumes different values among subjects.

The dependent variable of the study is project performance. The indicators of project success included completion of the project within the stipulated time, within budget and according to the original design. It is considered to depend on the independent variables which include project manager, project team training and stakeholder involvement. The study concentrated on the influence of four factors which constitute the independent variables. They include the project manager, the project team training and stakeholder involvement.

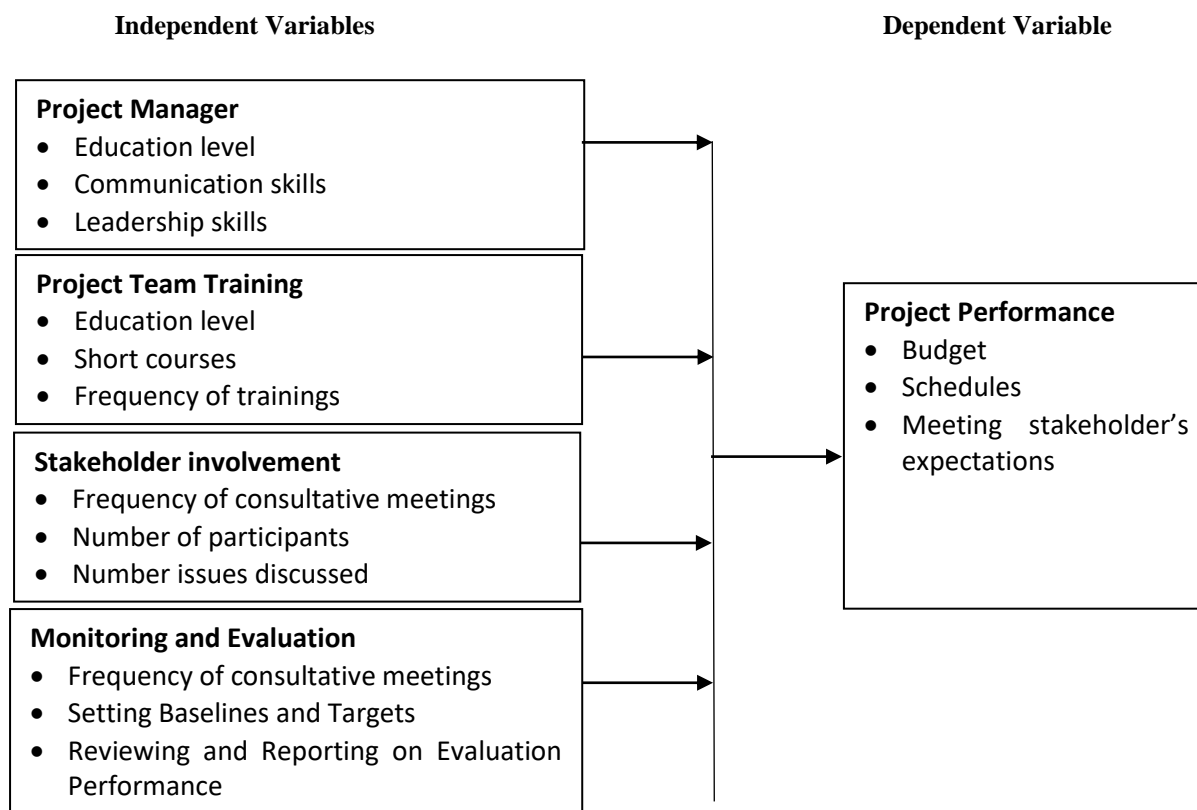


Figure 2.1: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1 Introduction:

This chapter highlights the methodology that was used in collecting, interpreting and presenting data. It focuses on the following aspects of the research: the research design, study area, target population, sample size, data collection instruments, data collection procedures, validity, reliability of instruments and data analysis and presentations.

3.2 Research design:

The study employed a descriptive research design. According to Kothari (2004) research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. The researcher used descriptive design because the method is used to test current status of a programme, project or an activity (Kasomo, 2007). This research described factors contributing to the performance of CDF projects. According to (Kothari, 2006), the major purpose of a descriptive research is description of the state of affairs as it exists.

3.3 Target Population:

These are individuals to be studied (Mugenda & Mugenda, 1999). The target population for this study consisted 200 CDF projects in Mombasa County. The project coordinators and managers provided information on the projects. The CDF beneficiaries provided information on the performance of these projects. The list containing the number of staff was obtained from the organization human resource management and it formed the sampling frame for the study.

Table 3.1: Target Population

Contract Type	Sub Total
Educational	136
Health Care	15
Water	49
Total	200

Source: Mombasa County CDF offices 2016

3.4. Sampling Technique:

The sampling Method used in this study was stratified random sampling which according to (Kombo & Tromp, 2006) involves dividing the population into homogenous subgroups and then taking a simple random sample in each subgroup. The projects were stratified into: educational, health care and water strata. The purpose of the stratification was to have a good representation of the population of the study and to cater for all the categories of projects in the County.

Simple random sampling was applied to select 30% of the respondents from each population subgroup/strata leading to a total of 60 respondents as the sample size for the study. Graham (2002) stipulates that a sample size of between 30 to 50 per cent of the target population supports gathering of unbiased data from the target population and assists in generalization of the research findings. The sample size of the study was thus be 60 respondents as shown in table 3.2.

Table 3.2: Sample Size

Stratum	Population	Percentage	Sample
Educational	136	30	40
Health Care	15	30	5
Water	49	30	15
Total	200	30	60

Source: Mombasa County CDF offices 2016

3.5 Data Collection Instruments:

Data was collected using structured questionnaires. Structured questionnaires refer to questions which are accompanied by a list of all possible alternatives from which the respondents select the answer that best describe their situation, (Mugenda & Mugenda, 2003). Structured questions are easier to analyse since they are in the immediate usable form, (Orodho & Kombo, 2002). Likert type of scale was used. Likert scales are often used in matrix, questions and compose of 5-7 categories, and are ordered in such a way that they indicate the presence or absence of the characteristic being measured, (Mugenda & Mugenda, 2003). Questionnaires were administered to the respondent to complete the questions themselves, the questionnaires were hand-delivered to them. Secondary data was collected through reviews of both empirical and theoretical data from books, journals, magazine and the internet.

3.6 Data Collection Procedure:

The primary data was collected using questionnaires; the study instrument consisted of a number of printed questions typed in a definite order on a form. The questionnaires were given to respondents directly to those who were expected to read and understand the question and write down the reply in the space meant for that purpose in the questionnaire itself (Kothari, 2006).

3.7 Pilot Study:

For the pilot study 10 respondents were drawn from every constituency in Mombasa County CDF beneficiaries and members of CDF Committees. They made a total of 60 respondents who were randomly selected to participate in the study. These respondents did not participate in the main study. From this pilot study the researcher was able to detect questions that need editing and those that are ambiguous. The final questionnaire was then be printed and used to collect data for the analysis.

3.7.1 Validity:

Validity is the accuracy and meaningfulness of inferences, which are based on the research results or the degree to which results obtained from analysis of the data actually represents the phenomenon under study (Mugenda & Mugenda, 2003).The questionnaires were evaluated for content validity, for clarity and suitability using a panel of research experts.

3.7.2 Reliability:

Reliability is the degree of consistency in assignment of similar words, phrases or other kinds of data to the same pattern or theme by different researchers (Hussey & Collins, 2009). A pre-test was done to access the clarity and effectiveness of the research instruments. It was done by administering the same instrument to the same group of subjects after a lapse of

two weeks. The data gathered was analyzed using a Cronbach's alpha which is an internal consistency technique aided by SPSS. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability (Zinbarg, 2005). An alpha coefficient of above 0.7 or higher indicates that the gathered data using questionnaires is reliable as it has a relatively high internal consistency and could be generalized to reflect the opinions of all respondents in the target population (Zinbarg, 2005).

3.8 Data Analysis:

The collected data was first edited by the researcher. This was done by collecting questionnaires per day, assigning numbers and codes, and then cleaning them to ensure the data is clear and precise. Data collected was analysed both qualitatively and quantitatively. Qualitative data analysis considered inferences that were made from opinions of respondents. Qualitative data was analysed by organising it into categories on the basis of the themes, concepts or similar features. Quantitative data was analysed using the Statistical Package for Social Science (SPSS). The computed data was then analysed using descriptive statistics. The data analysed was presented using frequency tables which enabled the researcher to easily interpret the findings of the research. Interpretation of the data was done within the frame of reference of the research problem. Inferential statistics was used to analyze quantitative data through the use of Multiple Regression model to establish the significance of the independent variables on the dependent variable. The following multiple regression model was used to test the significance relationship of independent variables against the dependent variable

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:

Y= Project Performance (Dependent Variable)

X₁ = Project Manager (Independent Variable)

X₂ = Project Team Training (Independent Variable)

X₃ = Stakeholders Involvement (Independent Variable)

X₄ = Monitoring and Evaluation (Independent Variable)

é. = error term

B₀ = constant of regression

4. RESULTS AND DISCUSSION

4.1 Introduction:

This chapter covers data analysis, presentation and interpretation of the findings. Results of analysis were presented using descriptive tables of frequencies and percentages. Demographic questions were primarily analysed based on total. Further analysis was done for specific objective questions and multiple regression models.

4.2 Response Rate:

The study conducted an analysis of response rate to determine the actual number of the respondents who answered and submitted back the questionnaires for data analysis. From the results in table 4.1 the response rate was (50) 83% of the total sample size. The response rate of 83% was accepted since it helped in gathering sufficient data that was generalized to reflect the opinions of respondents the determinants influencing the performance of CDF projects in Mombasa County.

Table 4.1: Response Rate

Response rate	Frequency	Percentage
Response	50	83%
Non Response	10	17%
Total	60	100%

4.3 Pilot Study Test Results:

The study conducted a pilot study to test the validity and reliability of the data gathered using the questionnaires which were the main data collection instruments. According to Sekeran (2003), a pilot study is necessary for testing the reliability and validity of the data collection instruments. Joppe (2000) explains reliability of research as determining whether the research truly measures that which it is intended to measure or how truthful the research results are. The pilot study respondents involved 6 (10%) of the sample population. According to Graham (2002) 10% of the sample population is a good representative to test validity from the whole population.

4.3.1 Validity:

To establish the validity of the data collection instruments, the research instruments were given to 13 respondents. The respondents were expected to tick if the item in the questionnaires could be used to examine the determinants influencing the performance of CDF projects in Mombasa County. The Content Validity Index of 1(not relevant) to 5 (very relevant) was used to determine the validity by adding up all the items rated using a scale of 1 and 5 by the management staff and dividing the total sum by the total number of items in the questionnaires. The coefficient of the data gathered from the pilot study was then computed with assistance of Statistical Package for Social Sciences (SPSS). A context of validity coefficient index of .9184 which was above 0.75 was achieved and this implied that the questionnaires were valid research instrument for the study (Joppe, 2000).

4.3.2 Reliability Analysis:

To measure the reliability of the data collection instruments an internal consistency technique using Cronbach's alpha was applied using SPSS. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability (Zinbarg, 2005). As presented in table 4.2 all the study variables had an Alpha coefficient of above 0.75 and this satisfied Zinbarg (2005) that an alpha coefficient of 0.75 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population. This thus implied that the data collection instruments were reliable in gathering sufficient data that can be used to investigate the the determinants influencing the performance of CDF projects in Mombasa County.

Table 4.2: Reliability Results

Constructs	Cronbach's Alpha Values	Comments
Project Performance	.9471	Accepted
Project managers	.8939	Accepted
Project team training	.8943	Accepted
Stakeholder involvement	.8939	Accepted
Monitoring and Evaluation	.8943	Accepted

4.4 Demographic Data:

This section presents the results of respondents' personal information

4.4.1. Gender of Respondents:

The study aimed to determine the gender of the respondents' in order to determine if both genders are equally presented in project implementation activities and which gender is mostly involved in project implementation and hence determines project performance. Results in figure 4.1 below shows most respondents were males being represented by 65% while females were 35%. This implies that, in CDF projects most of stakeholders are male and females play relatively low places. This implies that most of the project implementation activities are of technical in nature and thus there are few females with professional qualifications, technical knowledge and expertise in project implementation activities.

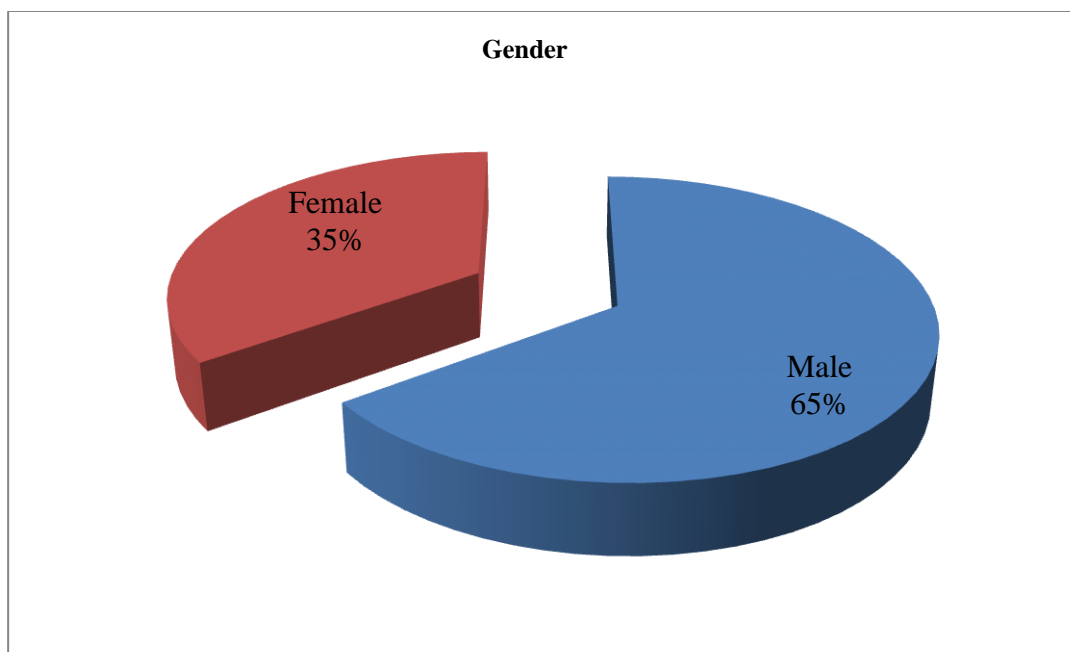


Figure 4.1: Gender of Respondents

4.4.2. Position of Respondents:

The study aimed to establish the position of the respondents in in CDF project in order to determine how the respondents were involved in project implementation and their role in determination of the performance of CDF projects in Mombasa County. Results in table 4.3 below, show 14 % of the respondents were project managers, 24% were project team members, 26% were user client officers and those forming majority were the beneficiaries with 36%. The results implies that majority of the respondents were the project beneficiaries who were in better position in providing information on determinates influencing the performance of CDF projects in the County since they were the sole project beneficiaries. The study was carried out to a diverse spectrum and not restricting itself on employees only, hence project beneficiaries were also involved in order to establish if they got the expected project benefits. These findings concurred with Oyugi (2012) that project beneficiaries plays a major role in determining the extent to which the implemented CDF project achieved its objectives that benefits the community and this determines the project performance.

Table 4.3: Position of Respondents

Position	Frequency	Percent
Project manager	7	14
Project team members	12	24
User client officer	13	26
Beneficiary	18	36
Total	50	100.

4.4.3. Education Level of Respondent:

The study aimed to establish the highest education level held by the study respondents in order to establish if they were equipped with relevant knowledge and skills on the determinants influencing the performance of CDF projects in Mombasa County. Results in figure 4.2 below show all respondents had at least acquired some education with at most 18.3% having university level of education, another good level of education (college and tertiary level) 36.7%. Those having secondary and primary levels were 30% and 15% respectively. This demonstrated that most of the respondents were qualified to have the required knowledge and skills in understanding the determinants influencing the performance of CDF projects in Mombasa County. This is a clear indication of the education role play in project success.

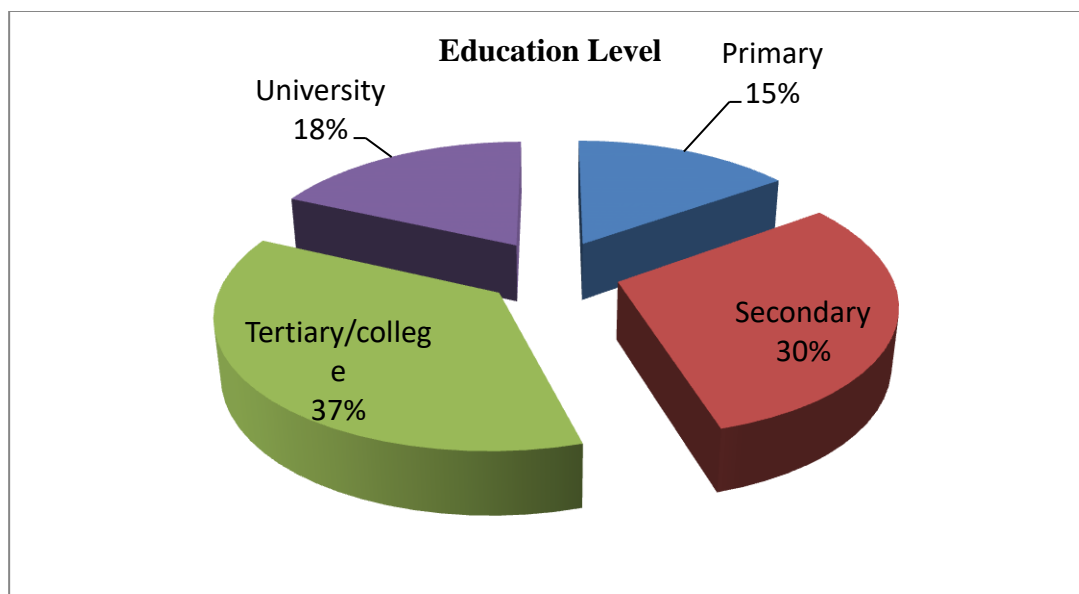


Figure 4.2: Education level of the respondents

4.4.4. Professional Training of Respondents:

The study aimed to determine the respondents' professional training in order to determine if they were equipped with relevant knowledge and skills on project management and the extent to which they understood the determinants influencing the performance of CDF projects in Mombasa County. Results in table 4.4 below showed that 46% of the respondents had no professional training, those who had done project and business management was 18% and 16% respectively. A 12% of the respondents have human resources management skills while those with teaching skills were 8%. The results implies that majority of the respondents lacked professional training on project management and thus they lacked relevant skills and knowledge on project implementation hence leading to poor project implementation and poor project performance. These findings were in tandem with findings by Phillip (2008) who found out that lack of professional training on project management among the project managers and project implementation team leaves project implementation activities to individuals who lacks relevant knowledge and skills on project management and this leads to poor project implementation and poor project performance.

Table 4.4: Professional Training of Respondents

Description	Frequency	Percent
Human resource management	6	12
Project management	9	18
Teaching	4	8
Business management	8	16
None	23	46
Total	50	100

4.4.5. Contribution Project Implementation:

The study aimed to determine the respondents' contribution to the implementation of CDF projects in order to determine the level of respondents' contribution to project implementation and performance. As can be observed in figure 4.3, the contribution of 42% of the respondents to the project was average, 20% active, 17% very active, 11% minimal and 10% not at all. The results indicates that most of the respondents actively participate in project implementation and this this affected project performance. These findings concurred with Walker (2008) that lack of active participation in project implementation by project stakeholders affects the success of project implementation and this affects achievement of project objectives and project performance.

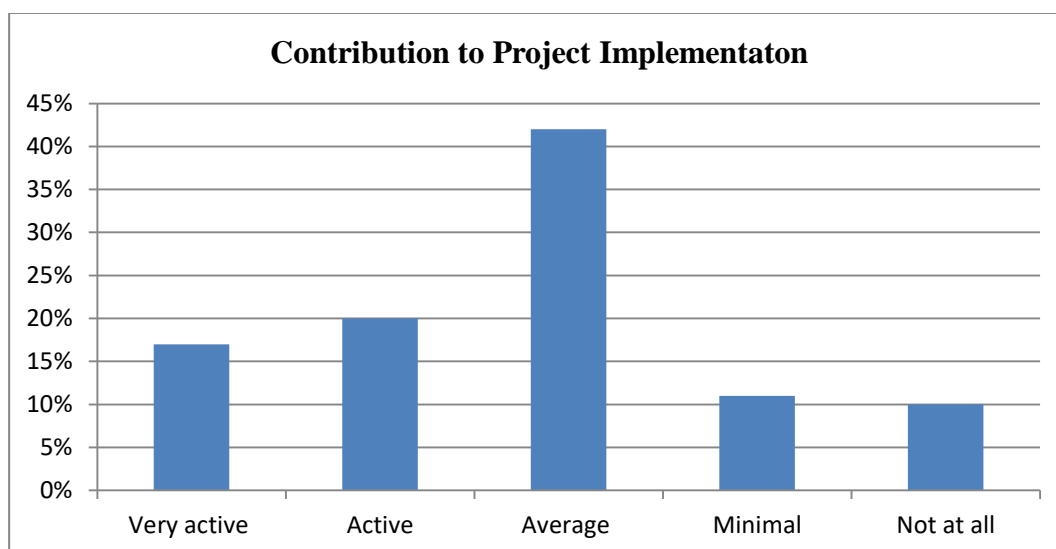


Figure 4.3: Contribution to the Project

4.5 CDF Project Performance:

The study aimed to determine the performance of CDF projects in Mombasa County in terms of, project schedule/ project completion time, budget and meeting stakeholders' expectations.

4.5.1. Completion:

The study aimed to establish if the projects were completed within the set period. Results in table 4.5 below show 60% of the respondents indicated that projects were not completed within the set time and 40% of the respondents indicated that projects were completed within the set period. The respondents explained that most projects were not completed within the set period due to lack of enough resources; in adequate skills in the human resources; poorly trained project managers and lack of cooperation between project implementation team and project stakeholders. These findings concurred with Chandra (2008) where he argued lack of enough resources; inadequate skills; poorly trained project managers and lack of cooperation between project implementation team hinders project completion within the set schedule.

Table 4.5: Project Completion

Within set time	Frequency	Percent
Yes	30	60
No	20	40
Total	50	100.0

4.5.2. Project duration:

On the duration the projects were scheduled to be completed, results in table 4.6 below indicate that majority 74% of projects are scheduled for completion within the range 6 to 10 months. Only 10% of projects are given time duration less than six months. Projects given above 10 months were 16%. However, most of these projects are not completed within the specified time. These findings imply that most of the CDF projects are short term projects which are supposed to be completed within a time frame of 6-10 months. Obwari (2013) argued that most of CDF projects are the short term projects with a implementation time frame of less than one year but their implementation exceeds the project schedule due to project management constraints.

Table 4.6: Project Duration

Duration	Frequency	Percent
Less than 6 months	5	10
6 to 10 months	37	74
Above 10 months	8	16
Total	50	100.0

4.5.3. Project cost:

Results in table 4.7 below show majority 62% of the CDF projects were allocated funds within the range of 100,000 to 500,000 Kenya shillings. Those projects with above 500,000 Kenya shillings were 34%, while those located within the range of 50,000-100,000 were only 4%. No project with less than 50,000 Kenya shillings allocation. These findings concurred with Ochieng and Tubey (2013) that most of CDF projects are budgeted to cost 100,000 to 500,000 Kenya shillings and in many cases the budgeted funds are insufficient for project completion.

Table 4.7: Project Cost

Funds allocated	Frequency	Percent
Less than Ksh.50,000	0	0.0
50,000-100,00	2	4
100,000-500,000	31	62
Above 500,000	17	34
Total	50	100.0

4.5.4. Budget Sufficiency:

Results in table 4.8 below show that 70% of the respondents indicated that most projects had insufficient budget and were not completed within the budgeted funds, while only 30% of respondents indicated that few project were completed within budget. This is a major reason as to why most of the projects were not completed within the allocated funds and time. Pinto (2007) opined that lack of allocation of enough funds in the project budget is a key impediment to project completion.

Table 4.8: Budget Sufficiency

Sufficient Funds	Frequency	Percent
Yes	15	30.0
No	35	70.0
Total	50	100.0

4.5.5 Stake Holders Expectation:

The study aimed to find out if the project met the stakeholders' expectation and as presented in table 4.9, majority 60% of the respondents indicated that the project did not meet the stake holders and 40% indicated that the project met stakeholders' expectation. These imply that most of the CDF projects do not achieve the aimed project objectives and thus fails to benefit the targeted beneficiaries who are the members of the community. These findings confirms findings by Chikati (2009) where he noted that projects that fails to meet the stakeholders expectations do not meet projects objectives and fails to benefit the targeted projects beneficiaries.

Table 4.9: Stake Holders Expectations

Sufficient Funds	Frequency	Percent
Yes	20	40
No	30	60
Total	50	100.0

4.5.6. Rating of the CDF projects:

The study rated that success of CDF projects and as presented in table 4.10 majority 46% and 34% of the respondents rated the success of these CDF projects as good and average respectively. Those respondents who rated them as poor were 14%, 2.0% very poor and 2.0% very good and excellent. This gesture means most of these projects were not successful. Ochieng and Tubey (2013) argued that success of most of the CDF projects is average due to poor project management and budget constraints.

Table 4.10: Rating CDF Projects

Rating	Frequency	Percent
Very poor	1	2.0
Poor	7	14
Average	17	34
Good	23	46
Very good	1	2.0
Excellent	1	2.0
Total	50	100.0

4.6 Project Manager Influence:

4.6.1. Project Manager Influential Rating Scores:

The study sought to determine the influence of project managers in the performance of CDF projects in Mombasa County. Respondents were requested to indicate how they agreed on various factors in relation to how of project managers influenced the performance of CDF projects in Mombasa County using a scale of 1-5 where; 1= strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree, 5 = strongly agree. Results in table 4.11 below show that among the four influential areas in project management, most respondents were found to strongly agree and agree with all of them. Respondents having no decision on either side were less than 15 in all the four influential areas. This clearly shows that qualifications, communication skills, experience and leadership skills play a major role in ensuring effective project implementation and project performance. Majority 66% of the respondents agreed communication skills facilitates in the achievement of success of the project. Further to this effect 76% of the respondents suggested that experience is core in selecting project manager, another 66% and 62% suggested leadership skills and qualifications respectively as other important factors when selecting project managers. These findings corroborated findings by Oladipo (2008) that qualified project managers with effective communication skills and leadership skills plays a major role in ensuring the success of project implementation and project performance

Table 4.11: Project Managers Influential Rating Scores

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Total
Qualifications	9(18%)	31(62%)	2(4%)	7(14%)	1(2%)	50(100%)
Communication skills	7(14%)	33(66%)	3(6%)	5(10%)	2(4%)	50(100%)
Experience	6(12%)	38(76%)	4(8%)	1(2%)	1(2%)	50(100%)
Leadership skills	7(14%)	33(66%)	3(6%)	5(10%)	2(4%)	50(100%)

4.7 Project Team Training:

4.7.1. Project team training determinants rating Scores:

The study aimed to find out the influence of project team training on CDF projects 'performance in Mombasa County. Respondents were thus requested to indicate the extent to which various project team training factors influenced project performance using a scale of Not at all = 1, Low Extent = 2, Moderate Extent = 3, Great Extent = 4, Very Great Extent = 5. The results in table 4.12 below shows that the strong factors were project team selection, education level, skills with majority 42%, 56%, and 68%, of respondents indicating great extent. Frequency of training, training of team members, reduction of risks and cost of training were also scored high with majority 66%, 56%, 20% and 66% of the respondents rating them to influence project performance to a great extent said very great extent. The study findings affirms that project team selection, education level, project management skills, frequency of training, training of project team members, project risks reduction and the cost of training are the major project team training determinants that affects the

performance of CDF projects. According to Warui (2015), the employed project team selection methods, education level of project team members, project team members' skills and rate of training of project team members determines how CDF projects are implemented in many constituencies in Kenya and the overall projects performance.

Table 4.12: Project Team Training Determinants Rating Scores

	Very great extent	Great extent	Moderate extent	Low extent	Not at all	Total
Team selection	18 (36%)	21(42%)	1 (2%)	8 (16%)	2 (4%)	50(100%)
Education level	22(44%)	28 (56%)	1 (2%)	7 (14%)	2 (4%)	50(100%)
Skills						
Frequency of training	10(20%)	34 (68%)	0	3(6%)	3 (6%)	50(100%)
	5(10%)	28 (56%)	3 (6%)	12 (24%)	2 (4%)	50(100%)
Training	27 (34%)	33 (66%)	0	0	0	50(100%)
Reduces risks	1 (2%)	10 (20%)	4 (8%)	25 (50%)	10(20%)	50(100%)
Cost of training hinders	7(14%)	33(66%)	3(6%)	5(10%)	2(4%)	50(100%)

4.7.2. Opinion on Project Team Training:

The respondents were also asked to state on how project team training can influence success of CDF projects. Results in table 4.13 below show majority 50% of respondents said active participation in the training. Respondents also suggested being informed, being serious with trainings, treating members well and incorporating members in projects was also important at 20%, 12%, 10.0% and 8% respectively. These findings imply that active participation in training is the major factor that can influence success of CDF project implementation. These confirmed findings by Ochieng and Tubey (2013) that active participation during training of project implementation team is important in ensuring proper coordination of all project team members during project and this assists in successful completion of CDF projects.

Table 4.13: Opinion on Project Team Training

	Frequency	Percent
Being actively participating	25	50.0
Being informed	10	20.0
Being serious	6	12
Treating members as core	5	10.0
Incorporating members in projects	4	8
Total	50	100.0

4.8 Project Stakeholders' Participation:

4.8.1. Stakeholders Participation Rating Scores:

The objective was to establish the influence of stakeholder involvement in project management on CDF project performance in Mombasa County. Respondents were thus requested to indicate the extent to which stakeholder involvement is a factor that influences success of projects using a scale of Not at all = 1, Low Extent = 2, Moderate Extent = 3, Great Extent = 4, Very Great Extent = 5. Results in table 4.14 below shows that majority 46% respondents said to great extent they stakeholders are always involved, 30% respondents further said to a great extent stakeholders understand the details of projects. We can conclude that most of respondents fell within the categories of "to great extent" and "great extent" meaning all the four rating was highly for support of importance attached to them. Majority of the respondents' stakeholder involvement is a factor that influences success of projects. Further, 38% of the respondent's

indicated that frequent consultative meetings by project management team, 56% of the respondent's indicated that involving stakeholders in all issues and 68% felt that the level of stakeholder involvement to a great extent influence stakeholder involvement in project implementation and influences success of projects. These findings are in line with findings by Otieno (2010) involvement of all stakeholders, stakeholders' level of understanding the details of projects, holding of frequent consultative meetings and the level of stakeholder involvement to a great extent influence project implementation and performance of many CDF projects.

Table 4.14: Stakeholders' participation rating Scores

	Very great extent	Great extent	Moderate extent	Low extent	Not at all	Total
Are always involved	10 (20%)	23 (46%)	1 (2%)	14 (28%)	2 (4%)	50(100%)
Understand details of projects	18 (36%)	15 (30%)	2(3.3%)	14(28%)	1 (2%)	50(100%)
Frequently hold consultatives	4 (8%)	19(38%)	2 (4%)	17 (34%)	8 (16%)	50(100%)
Are involved in all issues	14(28%)	28(56%)	2 (4%)	4 (8%)	2(4%)	50(100%)
Success greatly depend on them	10(20%)	34(68%)	0	3(6%)	3(6%)	50(100%)

4.8.2. Project Performance by Time, Budget and Design Indicators:

The study sought respondent's opinions on how they agreed that project performance is shown by time, budget and design indicators. As can be observed in table 4.15, majority 80% of the respondents strongly agreed that project performance is shown by time, budget and design indicators. Others, 10% agreed, 4% moderately agreed, 4% disagreed and 2% strongly disagreed. These findings indicates that project performance is determined by time, budget and design indicators. Melton (2007) showed that the performance of a project is determined by project completion time, project budget and design indicators as well as meeting the needs of project beneficiaries.

Table 4.15: Project Performance by Time, Budget and Design Indicators

Description	Frequency	Percent
Strongly Agree	40	80
Agree	5	10
Moderately Agree	2	4
Disagree	2	4
Strongly Disagree	1	2
Total	50	100.0

4.8.3. Opinion on CDF project Improvement and Success:

The respondents gave recommendations on what should be done to increase the chances of success of CDF projects. Results in table 4.16 below show 70% of respondents said experience and skills were important in increasing success of CDF projects, those who said good leadership is required were 20%, the rest mentioned full dedication, cooperation and education as important. These findings are in agreement with Lockyer & Gordon (2007) where they opined that skills and experience in project management, good leadership skills, cooperation between project stakeholders and project team members plays a major role in improving the success of project implementation.

Table 4.16: Opinion on CDF Project Improvement and Success

Description	Frequency	Percent
Experience and skills	35	70
Good leadership skills	10	20.0
Full dedication	2	4.0
Cooperation	2	4.0
Educational qualification	1	2.0
Total	50	100.0

4.9 Monitoring and Evaluation of CDF Projects:

The objective was to show the contribution of Monitoring and Evaluation on CDF project performance in Mombasa County. The findings were as follows:

4.9.1. Monitoring:

The study aimed to find out if monitoring of CDF projects was done in the Constituency and as presented in table 4.17, majority 66% of the respondents indicated that monitoring of CDF projects was done in the Constituency and 34% indicated that the monitoring of CDF projects was not done in the Constituency. These imply that even though most of the CDF projects were monitored, some of them were not monitored and evaluated and this was a major factor affecting the success of many projects. The findings were consistent with those by Mantel (2012) that lack of monitoring and evaluation is a major factor affecting the success of implementation of many projects and hence organizations should embrace effective project monitoring and evaluation techniques.

Table 4.17: Monitoring of CDF Projects

Monitoring	Frequency	Percent
Yes	33	66
No	17	34
Total	50	100.0

4.9.2 Effect of Monitoring and Evaluation factors on CDF Project Performance:

The study aimed to show the contribution of Monitoring and Evaluation factors on CDF project performance in Mombasa County. Respondents were thus requested to indicate their level of agreement with factors related to CDF project monitoring and evaluation. From the results in table 4.18, 50% majority of the respondents agreed that CDFC sub-committee monitor, evaluate and report on a specific project; 38% agreed that CDFC are mandated to monitor and manage the utilization of funds allocated to the CDF projects in this Constituency; 30% disagreed that CDFC receives and appraises project proposals from constituency and lastly 48% of the respondents agreed that CDFC ensures timely and efficient disbursement of the funds to constituencies. These findings echoed findings by Maina (2015) that CDFC sub-committee monitor, evaluate and report on a specific project and that CDFC are mandated to monitor and manage the utilization of funds allocated to the CDF projects in this Constituency. However, the findings differed with Muli (2013) where he noted that CDFC receives and appraises project proposals from constituency and that in many constituencies CDFC does not ensure timely and efficient disbursement of the funds to constituencies hence leading to delay in project implementation and performance.

Table 4.18: Rating Monitoring of CDF Projects Factors

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Total
CDFC sub-committee monitor, evaluate and report on a specific project.	8 (16%)	25 (50%)	2 (4%)	12 (24%)	3 (6%)	50(100%)
CDFC are mandated to monitor and manage the utilization of funds.	15(30%)	19(38%)	1(2%)	13(26%)	2 (4%)	50(100%)
CDFC receives and appraises project proposals from constituency	8(16%)	15(30%)	2(3.3%)	20(40%)	5(10%)	50(100%)
CDFC ensures timely and efficient disbursement of the funds	13(26%)	24(48%)	3(5%)	7(14%)	3(6%)	50(100%)

4.9.3. Rating Monitoring of CDF Projects:

The study aimed to find out if monitoring of CDF projects was done regularly in the Constituency and as presented in table 4.19, majority 70% of the respondents indicated that monitoring of CDF projects was not done regularly in the Constituency and 30% indicated that the monitoring of CDF projects was done regularly in the Constituency. These imply that most of the CDF projects were not monitored regularly and thus the course of project implementation was not corrected from deviating project goals hence leading to poor project implementation and performance. Llewellyn (2009) opined that lack of regular monitoring of project implementation activities hinders correction of on-going project implementation activities from deviating from the aimed project goals. Lack of regular monitoring and evaluation of project implementation activities thus affects successful project implementation and project performance.

Table 4.19: Rate of Monitoring of CDF Projects

Monitoring	Frequency	Percent
Yes	15	30
No	35	70
Total	50	100.0

4.9.4. Adequacy of Project Monitoring Staff:

The study aimed to find out if CDF project monitoring staffs were adequate and as presented in table 4.20, majority 68% of the respondents indicated that monitoring staff were not adequate in monitoring the CDF projects and 32% indicated that the monitoring staffs were adequate in monitoring the CDF projects. These imply that most of the CDF projects were not monitored regularly and thus the course of project implementation was not corrected from deviating project goals hence leading to poor project implementation and performance.

Table 4.20: Adequacy of Project Monitoring Staff

Staff	Frequency	Percent
Yes	16	32
No	34	68
Total	50	100.0

4.9.5. Involvement of Community Members in Monitoring CDF Projects:

The study aimed to find out if community members were involved in monitoring of CDF projects and as shown in table 4.21, majority 54% of the respondents indicated that members of the community were not involved in monitoring the CDF projects and 46% of the respondents indicated that community members were involved in monitoring the CDF projects. These imply that most of the CDF projects were implemented without participation of community members who were the project beneficiaries and this affected effective project implementation and performance. These findings supported findings by Otieno (2010) that most CDF projects records poor performance due to lack of involvement of community members who are the key beneficiaries. Lack of involvement of community member's affects engagement of community in making various decisions on how project can be implemented and benefit the community.

Table 4.21: Involvement of Community Members

Community Involvement	Frequency	Percent
Yes	23	46
No	27	54
Total	50	100.0

4.9.6. Tracking of CDF Projects by Community Members:

The study aimed to establish how community member's monitored/kept track of CDF project implementation and as shown in table 4.22, majority 40% of the respondents indicated that they monitored projects through project kept accounts, 18% monitoring committee, 28% feedback during meetings and 24% project committee in place. These imply that there lacked a clear established way that allowed community members to monitor and track CDF projects. These findings concurred with Warui (2015) that most CDF projects are monitored through project kept accounts but there lacks a clear process accessible by community members to monitor and keep track of CDF projects.

Table 4.22: Tracking of CDF Projects by Community Members

Tracking of CDF Projects by Community Members	Frequency	Percent
Project committee in place	12	24
Project accounts kept	20	40
Monitoring committee	9	18
Feedback during meetings	9	28
Total	50	100

4.9.7. Rating How Often PMC Assessed Stability \ Impact of the Projects:

The study rated how often PMC assessed stability \ impact of the projects and as presented in table 4.23 majority 44% of the respondents indicated that the PMC did not frequently assess stability \ impact of the CDF projects; 40% frequent and 16% very frequent. Ochieng and Tubey (2013) argued that lack of frequent assessment of CDF project by project management committee hampers the success of many CDF projects.

Table 4.23: Rating of the CDF projects

Rating of the CDF projects	Frequency	Percent
Very frequent	8	16
Frequent	20	40
Not frequent	22	44
Total	50	100

4.10 Regression Analysis:

The study applied regression analysis to establish the statistical significance relationship between the independent variables and the dependent variable. The independent variables included; (X_1) project managers, (X_2) project team training (X_3) stakeholder involvement and (X_4) Monitoring and Evaluation and the dependent variables (Y) was project performance. Regression analysis is a statistics process of estimating the relationship between variables. Regression analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable (Green & Salkind, 2003). The regression analysis results were presented using regression model summary table, Analysis of Variance (ANOVA) table and beta coefficients table. The model used for the regression analysis was expressed in the general form as given below:

$$Y = aB + B_1 * X_1 + B_2 * X_2 + B_3 * X_3 + B_4 * X_4 + e$$

The relationships between the dependent variable and independent variables, and the results of testing significance of the model were respectively interpreted. In interpreting the results of multiple regression analysis, the three major elements considered were: the coefficient of multiple determinations, the standard error of estimate and the regression coefficients. R squared was used to check how well the model fitted the data. R squared is the proportion of variation in the dependent variable explained by the regression model. These elements and the results of multiple regression analysis were presented and interpreted in table 4.24, table 4.25 and table 4.26.

From the findings of the study it shows that the regression model in table 4.24 coefficient of determination (R²) is 0.70 and R is 0.834 at 0.05 significance level. This is an indication that the four independent variables notably; (X₁) project managers, (X₂) project team training (X₃) stakeholder involvement and (X₄) Monitoring and Evaluation significantly determined the dependent variables (Y) was project performance. The coefficient of determination (R², 0.70) indicates that 70% of the variation on project performance is determined by, project managers, project team training, stakeholder involvement and Monitoring and Evaluation. The remaining 30% of the variation on project performance is determined by other variables not included in the study model. This shows that the model has a good fit since the value is above 50%. This concurred with Graham (2002) that (R²) is always between 0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean and 100% indicates that the model explains all the variability of the response data around its mean. In general, the higher the (R²) the better the model fits the data.

Table 4.24 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834(a)	.70	.665	.30804

a Predictors: (Constant), X₄, X₃, X₁, X₂

The study further used one way Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green & Salkind (2003) posits that one way Analysis of Variance helps in determining the significant relationship between the research variables. Table 4.25 indicates that the high value of F (22.346) with significant level of p-value 0.00 which is less than 5% level of significance is enough to conclude that all the independent variables significantly determined performance of CDF projects. This implies goodness of fit of the model and thus the variables can be carried on for further analysis to determine with significance the level of influence of each variable.

Table 4.25 Analysis of Variance (ANOVA) ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.481	4	2.120	22.346	.000(a)
	Residual	3.701	45	.095		
	Total	12.182	49			

a Predictors: (Constant), X₄, X₃, X₁, X₂

b Dependent Variable: Y

Table 4.26 further presents the results of the test of beta coefficients which shows the extent to which each independent variable determines successful project implementation. As presented in table 4.26, (X₁) project managers coefficient of 0.205 was found to be positive at significant level of 0.001 and this indicates that project managers positively determines the performance of CDF projects. (X₂) project team training Coefficient of 0.104 was found to be positive at significant level of 0.005 and this indicates that project team training positively determines the performance of CDF projects. (X₃) stakeholder involvement coefficient of 0.604 was found to be positive at significant level of 0.000 and this indicates that stakeholder involvement positively determines the performance of CDF projects. (X₄) monitoring and evaluation coefficient of 0.171 was found to be positive at significant level of 0.000 and this indicates that project monitoring and evaluation positively determines the performance of CDF projects. This clearly demonstrates that all the independent variables significantly determine successful implementation of road construction projects and thus the regression equation was;

$$Y = 0.021 + 0.205X_1 + 0.104X_2 + 0.604X_3 + 0.171X_4 + e$$

Table 4.26: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.021	.288		.073	.001
	X1	.205	.111	.210	1.843	.005
	X2	.104	.164	.100	.635	.001
	X3	.604	.164	.578	3.679	.000
	X4	.171	.092	.088	.775	.000

a. Dependent Variable: Y

$$Y = 0.021 + 0.205X_1 + 0.104X_2 + 0.604X_3 + 0.171X_4 + e$$

The regression model above has established that taking all the independent variables into account notably; (X_1) project managers, (X_2) project team training (X_3) stakeholder involvement and (X_4) monitoring and evaluation at Zero constant determines performance of CDF projects (0.021). The results presented also shows that taking all other independent variables at constant zero, a unit increase in project managers leads to a 0.205 increase in project performance; improvement of project team training leads to 0.104 increase in project performance; a unit increase in stakeholder involvement leads to 0.604 increase in project performance and a unit increase in monitoring and evaluation leads to 0.171 increase in project performance. The study findings thus implies that stake holders involvement with is the major factor that determines the performance of the CDF projects with a coefficient of 0.604, then followed by project manager with a coefficient of 0.205, then monitoring and evaluation with a coefficient of 0.171 and finally project team training with a coefficient of 0.104. These findings concurs with finding by Muli (2013) that project managers, project team training, stakeholder involvement and monitoring and evaluation are major factors that affects the performance of many public projects including CDF projects. According to Lockyer & Gordon (2007) the success of project implementation and performance is determined by project managers' characteristics, project team training, stakeholder involvement and the employed monitoring and evaluation techniques.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings:

The main objective of this study was to investigate the determinants influencing the performance of CDF projects in Mombasa County. Findings from the study showed that project managers, project team training, stakeholder involvement and monitoring and evaluation were the key determinants influencing influencing the performance of CDF projects in Mombasa County.

5.1.1 CDF Project Performance:

The study found out that the performance of CDF projects was determined by project schedule/ project completion time, project budget and how the project met stakeholders' expectations. On project completion time, it was noted that 60% of the respondents indicated that projects were not completed within the set time due to lack of enough resources; in adequate skills in the human resources; existence of poorly trained project managers and lack of cooperation between project implementation team and project stakeholders.

On the duration the projects were scheduled to be completed, it was identified that that majority 74% of projects were scheduled for completion within the range 6 to 10 months and only 10% of projects were given time duration less than six months. Projects given above 10 months were 16%. However, most of these projects were not completed within the specified time.

On project cost, it was established that majority 62% of the CDF projects were not allocated enough funds since they were allocated funds within the range of 100,000 to 500,000 Kenya shillings. Those projects with above 500,000 Kenya shillings were 34%, while those located within the range of 50,000-100,000 were only 4%. No project with less than 50,000 Kenya shillings allocation. These findings corroborated with Ochieng and Tubey (2013) that most of CDF projects are budgeted to cost 100,000 to 500,000 Kenya shillings and in many cases the budgeted funds are insufficient for project completion. In terms of budget, it was noted that most projects had insufficient budget and were not completed within the budgeted funds and this was a major reason as to why most of the projects were not completed within the allocated funds and time. Pinto (2007) opined that lack of allocation of enough funds in the project budget is a key impediment to project completion. The study also noted that most of the CDF projects did not meet stakeholder's expectations. This was confirmed by majority 60% of the respondents who indicated that many CDF projects did not meet the stake holders expectations. These implied that most of the CDF projects failed to benefit the targeted beneficiaries who are the members of the community

5.1.2 Project Manager Influence:

The study identified that project managers had major influence on the performance of CDF projects. The study findings showed that most respondents agreed that managers' qualification, communication skills, experience and leadership skills plays a major role in ensuring the success of project implementation and project performance. This clearly shows that qualifications, communication skills, experience and leadership skills play a major role in ensuring effective project implementation and project performance. Majority 66% of the respondents agreed communication skills facilitates in the achievement of success of the project. Further to this effect 76% of the respondents suggested that experience is core in selecting project manager, another 66% and 62% suggested leadership skills and qualifications respectively as other important factors when selecting project managers. These findings corroborated findings by Oladipo (2008) that qualified project managers with effective communication skills and leadership skills plays a major role in ensuring the success of project implementation and project performance.

5.1.3 Project Team Training:

The study found out that the major project team training determinants that affected that performance of CDF project's included; project team selection methods, education level of project team members, project team members' skills and rate of training of project team members. The study results showed that the strong factors were project team selection, education level, skills with majority 42%, 56%, and 68%, of respondents indicating great extent. Frequency of training, training of team members, reduction of risks and cost of training were also scored high with majority 56%, 66%, 20% and 66% of the respondents rating them to influence project performance to a great extent said very great extent. The study findings thus indicates that project team selection, education level, project management skills, frequency of training, training of project team members, project risks reduction and the cost of training are the major project team training determinants that affects the performance of CDF projects. these findings concurred with Warui (2015) where he noted that the employed project team selection methods, education level of project team members, project team members' skills and rate of training of project team members determines the success CDF projects in many constituencies in Kenya and the overall projects performance.

The respondents further explained that project team training could influence success of CDF projects though active participation in training of all project team member's. These findings imply that active participation in training is the major factor that can influence success of CDF project implementation. According to Ochieng and Tubey (2013) active participation during training of project implementation team is important in ensuring proper coordination of all project team members during project and this assists in successful completion of CDF projects.

5.1.4 Project Stakeholders' Participation:

The study found out that the level of stakeholder participation in project management to a great extent determines the performance of CDF projects. It was noted that majority 56% of the respondent's indicated that involving stakeholders in all issues and 68% of the respondents felt that the level of stakeholder involvement to a great extent influence stakeholder involvement in project implementation and influences success of projects. These findings are in line with findings by Otieno (2010) involvement of all stakeholders, stakeholders' level of understanding the details of projects, holding of frequent consultative meetings and the level of stakeholder involvement to a great extent influence project implementation and performance of many CDF projects. On what should be done to increase the chances of success of CDF projects,

majority 76% of respondents said experience and skills were important in increasing success of CDF projects, those who said good leadership is required were 66%, the rest mentioned full dedication, cooperation and education as important. These findings are in line with Lockyer & Gordon (2007) where they opined that skills and experience in project management, good leadership skills, cooperation between project stakeholders and project team members plays a major role in improving the success of project implementation.

5.1.5 Monitoring and Evaluation:

The study further established that monitoring and evaluation of CDF project was a key determinant that affected the performance of CDF project's. It was noted that monitoring of CDF projects was done in the Constituency and this was confirmed by majority 63% of the respondents. However 37% of the respondents disagreed that monitoring was done. These implied that even though most of the CDF projects were monitored, some of them were not monitored and evaluated and this was a major factor affecting the success of many projects. The findings were consistent with those by Mantel (2012) that lack of monitoring and evaluation is major factor affecting the success of implementation of many projects and hence organizations should embrace effective project monitoring and evaluation techniques.

The study revealed that 50% majority of the respondents agreed that CDFC sub-committee monitor, evaluate and report on a specific project; 38% agreed that CDFC are mandated to monitor and manage the utilization of funds allocated to the CDF projects in this Constituency; 40% disagreed that CDFC receives and appraises project proposals from constituency and lastly 48% of the respondents agreed that CDFC ensures timely and efficient disbursement of the funds to constituencies. These findings echoed findings by Maina (2015) that CDFC sub-committee monitor, evaluate and report on a specific project and that CDFC are mandated to monitor and manage the utilization of funds allocated to the CDF projects in this Constituency. However the findings differed with Muli (2013) where he noted that CDFC receives and appraises project proposals from constituency and that in many constituencies CDFC does not ensure timely and efficient disbursement of the funds to constituencies hence leading to delay in project implementation and performance.

The study noted that monitoring of CDF projects was not done regularly in the Constituency and this was indicated by majority 66% of the respondents. These implied the course of project implementation was not corrected from deviating project goals hence leading to poor project implementation and performance. These corresponded with findings by Llewellyn (2009) that lack of regular monitoring of project implementation activities hinders correction of on-going project implementation activities from deviating from the aimed project goals. Lack of regular monitoring and evaluation of project implementation activities thus affects successful project implementation and project performance.

5.2 Conclusion:

Based on the study findings, the study drew conclusion that the key determinants influencing the performance of CDF projects in Mombasa County includes; project managers characteristics; project team training; stakeholder involvement and monitoring and evaluation. It was also concluded that stake holders involvement is the major factor that determines most the performance of the CDF projects with a coefficient of 0.604, then followed by project manager with a coefficient of 0.205, then monitoring and evaluation with a coefficient of 0.171 and finally project team training with a coefficient of 0.104.

The study also concluded that performance of CDF projects was determined by project schedule/ project completion time, project budget and how the project met stakeholders' expectations. However most CDF projects are not completed within the set time due to lack of enough resources; inadequate skills in the human resources; existence of poorly trained project managers and lack of cooperation between project implementation team and project stakeholders. It was concluded that most of the CDF projects are short term projects which are supposed to be completed within a time frame of 6-10 months. On project cost, it was concluded that most of the CDF projects were not allocated enough funds since they were allocated funds within the range of 100,000 to 500,000 Kenya shillings. In terms of budget, it was concluded that most projects had insufficient budget and were not completed within the budgeted funds and this was a major reason as to why most of the projects were not completed within the allocated funds and time.

Project manager influence is a key determinant that influence the performance of the CDF project's in the County. Project managers characteristics such as managers' qualification, communication skills, experience and leadership skills plays a major role in ensuring the success of project implementation and project performance. Lack of managers with project management skills makes it difficult for the project managers to develop and implement effective project implementation strategies that lead to management of project implementation challenges and successful project implementation.

Project team training is also major factor that determines the performance of CDF projects. Project team training factors that affected that performance of CDF project's includes; project team selection methods, education level of project team members, project team members' skills and rate of training of project team members. Project team training could influence success of CDF projects though active participation in training of all project team member's. Active participation during training of project implementation team is important in ensuring proper coordination of all project team members during project and this assists in successful completion of CDF projects.

Further the study concluded that level of stakeholder participation in project management to a great extent determines the performance of CDF projects. Stake holders' involvement like community members participation in project implementation assists in achievement of the project goals. Community members are the key project beneficiaries and their level of involvement helps project managers to make key decision that leads to implementation of the CDF projects as per the community expectations. Involvement of all stakeholders, stakeholders' level of understanding the details of projects, holding of frequent consultative meetings and the level of stakeholder involvement to a great extent influence project implementation and performance of many CDF projects.

The study finally concluded that monitoring and evaluation of CDF project is a key determinant that affects the performance of CDF project's. Lack of implementation of effective project monitoring and control techniques affects the success of many CDF projects and this leads to poor project performance. Most of CDF projects are not monitored and evaluated and this was a major factor affecting the success of many projects. Monitoring of CDF projects is not done regularly in the Constituency and this hinders correction of on-going project implementation activities from deviating from the aimed project goals. Lack of regular monitoring and evaluation of project implementation activities thus affects successful project implementation and project performance. Project monitoring staffs were inadequate and most members of the community were not involved in monitoring the CDF projects. Some community member's monitored/keeps track of CDF project implementation through project kept accounts, monitoring committee, feedback during meetings and project committee in place. The PMC does not frequently assess stability impact of the CDF projects and this hampers the success of many CDF projects.

5.3 Recommendations:

To manage the determinants influencing the performance of CDF projects in Mombasa County, the study suggested the following recommendations:

To ensure that project managers positively influence the performance of CDF projects. The Constituency Development Fund Committees should recruit professionally trained and competent managers with effective project management skills. Project managers should be trained on leadership skills, team work skills, communication skills. Project managers should be professionally qualified in project management, have effective communication skills, work experience in project implementation and effective leadership skills. Project managers should be able to embrace effective project implementation strategies that lead to management of project implementation challenges and successful implementation projects.

To improve on project team training, the project implementation staff should be continuously trained on new and emerging practices in project management. Project implementation team should be comprise of professionally qualified staff with human resource capacity to enhance successful project implementation. Project team members should be regularly trained and all project team members should actively participate in training. Regular training is important in ensuring proper coordination of all project team members during execution of project implementation activities and this would assists in successful completion of CDF projects.

The Constituency Development Fund Committees should improve the level of stakeholder participation in project implementation by always involving community members in the implementation of CDF projects; all stakeholders should be informed on project activities in order to make them understand the details of the projects; the Constituency Development Fund Committees should hold frequent consultative meetings with Stakeholders to deliberate on the progress of the project. Since the community members are the key project beneficiaries and their level of involvement helps project managers to make key decision that leads to implementation of the CDF projects as per the community expectations, the level of stakeholder involvement especially community members should be increased by engaging some key community members in the execution of project implementation and monitoring activities.

Effective project monitoring and evaluation methods should be employed by the Constituency Development Fund Committees and the government should enforce the implementation of regulations that guide in use of CDF. The CDFC sub-committee should monitor, evaluate and report on specific project implementation; the CDFC should fulfil its mandate of monitoring and managing the utilization of funds allocated to the CDF projects in the Constituency; the CDFC should always receive and appraise project proposals from constituency and CDFC should always ensures timely and efficient disbursement of the funds to constituencies. Lastly the CDFC should involve community members in monitoring and evaluation the project in order to ensure that project is implemented as per the community expectations since they are the key beneficiaries.

5.4 Suggestions for Further Study:

The study investigated the determinants influencing the performance of CDF projects in Mombasa County. The study therefore suggests further studies to be carried out in other County Governments in order to investigate the determinants influencing the performance of CDF projects in in those counties. The researcher also suggest that further studies need to be carried out in this region especially to find out the factors affecting sustainability of CDF funded projects and also the performance of the projects. In addition studies on performance of CDF projects need to be carried out in other regions in the country.

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