

# FACTORS INFLUENCING SUSTAINABILITY OF CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN KENYA: A CASE STUDY OF PROJECTS IN ELDAMA RAVINE CONSTITUENCY

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**Abstract:** The general objective of this project was to evaluate the factors influencing sustainability of CDF funded projects in Kenya. The study was guided by the following specific objectives: to determine the influence of fund allocation on the sustainability of constituency development funded projects in Kenya; to establish the influence of governance on the sustainability of constituency development funded projects in Kenya; to find out the influence of stakeholders involvement on the sustainability of constituency development funded projects in Kenya and finally to find out the influence of political interest on the sustainability of constituency development funded projects in Kenya. The study used descriptive design because it enhanced systematic description that is as accurate, valid and reliable as possible regarding the responses. The study was limited to all the Eldama Ravine Constituency Project Management Committees (PMCs) currently implementing projects funded by the constituency development funds. This population comprised of 500 PMC members drawn from 20 on going CDF Funded projects in Eldama Ravine Constituency. Being an academic study, the period to be covered was 6 months. This study utilized a sample size of 150. The use of 150 respondents in the study was justified as it was in line with the recommendations of Mugenda and Mugenda (2009) who indicated that a descriptive study should include at least 30% of the total population. Since the sample size of 150 represented 30% of the population it was deemed appropriate. The researcher used questionnaires and secondary data as the research instrument to gather the relevant information needed related to the study. The study involved use of professionals and experts to test the validity of questionnaire by trying to assess what concept the instrument is trying to measure and the accuracy of representation of the concept under research. The quantitative data was analyzed using descriptive statistics. In addition, the study used multiple regression analysis to analyze the data. This study concluded that fund allocation had a significant and positive influence on the sustainability of constituency development funded projects in Kenya. The study further concluded governance had a significant and positive influence on the sustainability of constituency development funded projects in Kenya. The study also concluded that stakeholder's involvement significantly and positively affected sustainability of constituency development funded projects in Kenya. The study finally concluded that political interest significantly and positively affected sustainability of constituency development funded projects in Kenya. The study recommends that there should be adequate funding for all CDF projects to fully operate. The study also recommends that improvement on governance through allowing CDF projects to be open to public scrutiny as well as allowing the fair methods of elections will facilitate performance of CDF funded project. The study further recommends that the community in which the CDF projects are being initiated should be involved at all stages of the project cycle since they are the beneficiaries and failure to do so would lead to failure of many projects. Finally, the study recommends that Project managers in charge of CDF should ensure that their operations and daily routine are not interfered by politicians and other leaders.

**Keywords:** fund allocation, governance, stakeholders involvement and political interest.

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## 1. INTRODUCTION

Sustainable development is the desire of all who implement development projects globally, yet this noble yearning is hardly attained as many projects scattered all over the world are faced with numerous challenges (Owuoth,2011).With its focus on implementation of projects in southern Wales in England, Thamhain, (2014) reported from his study that projects

which were geared towards improving the lives of the local people became successful due to prudent management of the process, through mandatory people's participation in all aspects of the project undertaking and effective control of the funds. Confirming the views of Wood, Bellian (2011), a research consultant working with The World Food Programme (WFP) and targeting the poor populations in the rural communities in Russia, indicated that underdevelopment was a direct result of poor management of available resources and disregard of empowering the people to own a development initiative (Brown & Tompkins, 2010).

#### **Statement of the Problem:**

It has been posited that parliamentary involvement in grassroots projects and in community development has been growing in many countries globally, regionally and indeed in Kenya. One of the major involvements of the members of the National Assembly is through the CDF. The object of this fund is to alleviate poverty and also relieve the aforementioned members the burden of development projects in their respective political jurisdiction. However, more often than not, it has been established that the funds from the CDF kitty are not objectively employed for successful completion of developmental projects. The incoming member usually comes up with his or her own development projects especially in regard to their campaign manifestos (Tencati & Zsolnai, 2010).

Despite numerous projects that have been successfully implemented by constituency development fund in various parts of the country there are a number of challenges that these projects continue to face. For instance most projects do not live up to see their sixth birth day anniversary since most of them are either abandoned or shelved by the newly elected Member of Parliament who are usually elected after every five years. Great projects such as those touching on Education, health, poverty reduction, water and security end up collapsing leading to the question of how sustainable these projects are as most MPs are never re-elected (Tan & Meyer, 2010).

Since then the funds were increased, up to 24.1 billion was allocated for the year 2012/2013. Despite the above increment in the funds disbursed to various constituencies, most of the CDF funded projects were not completed successfully. Audit reports by the Auditor General Office and civil society indicated that there was an increased case of stalled projects funded by constituency development committees across the country. 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 (Rondinelli, 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 (Pasape et al, 2013).

Eldama Ravine constituency is one of these constituencies that have been characterized by public outcry over the utilization of the CDF (Constituency Development fund (CDF, 2017). A self commissioned report (2013) by the new CDFC team indicated that of the 126 CDF funded projects initiated in the previous ten years, a paltry 61 projects, were up and running while the rest are standing precariously in their unfinished and dilapidated states. However, despite the several years of research in CDF projects, no research has ever been conducted in Eldama Ravine constituency to come up with the answers to the problems above. This study therefore sought to find out the factors influencing sustainability of CDF funded projects in Kenya.

#### **Objectives:**

- i. To determine the influence of fund allocation on the sustainability of constituency development funded projects in Kenya
- ii. To establish the influence of governance on the sustainability of constituency development funded projects in Kenya
- iii. To find out the influence of stakeholders involvement on the sustainability of constituency development funded projects in Kenya
- iv. To find out the influence of political interest on the sustainability of constituency development funded projects in Kenya

## 2. THEORETICAL REVIEW

### Theory of Project Implementation:

Nutt (1996) refers to implementation as a series of steps taken by responsible organizational agents to plan change process in order to elicit compliance needed to install changes. Project managers employ project implementation theory to make planned changes in organizations by creating environments in which changes can survive. And be rooted. However, procedural steps in project implementation have been difficult to specify since project implementation is ubiquitous. In line with project implementation theory, Slevin and Pinto (1987) assert that to successfully implement a project is usually difficult and complex. The project manager has to devote more time and energy on financial variables as the key to the realization of project implementation.

### Competency Theory:

Competency Theory is linked to governance and 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).

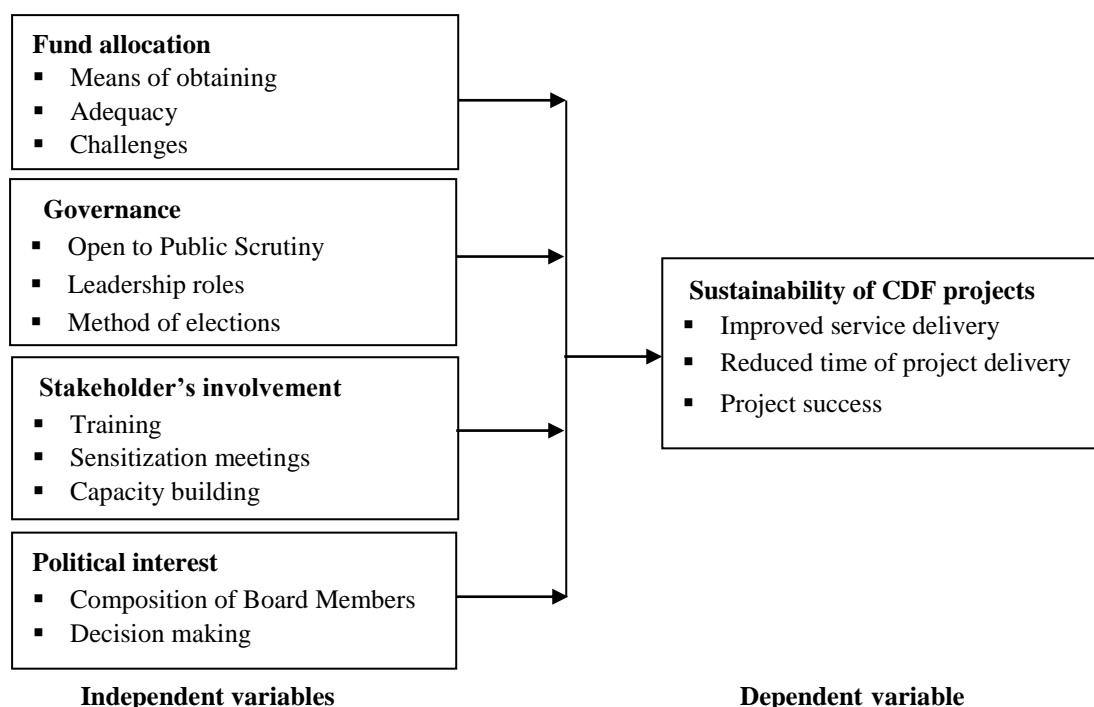
### Ladder of Participation Theory:

This theory is the best elaborate model that seeks to explore the concept of stakeholder involvement in which the projects are initiated is one of them (Arnstein, 1996). The theory of ladder of participation explains the different levels of participation at stakeholder level from manipulation or therapy level of citizens, consultation level and to what is viewed as the genuine participation level like partnership and citizen control. People can participate in decision making if they have been involved and empowered.

### The theory of constraints:

According to (Goldratt, 1984), organizational performance is dictated by constraints. These are restrictions that prevent an organization from maximizing its performance and reaching its goals. Constraints can involve people, supplies, information, equipment, or even policies, and can be internal or external to an organization. Types of (internal) constraints include equipment; the way equipment is currently used limits the ability of the system to produce more salable goods/services, people: lack of skilled people limits the system.

### Conceptual framework



**Critique of Literature Reviewed:****Critique of the existing literature:**

The critics lament that even though each constituency under the umbrella of constituency development funds committee (CDFC) is responsible for the management of CDF and is the vehicle of disbursing funds to the grass root level as well as allocation mechanisms for projects within the constituency, the management faces varied challenges ranging from the Project identification, planning, implementation, monitoring and evaluation criteria and structure in managing CDF projects. Given the fact that CDF is still relatively new concept in terms of funding projects in Kenya, some of the constituents of in Kenya may not accept the move as some of the projects are seen as avenues to enrich some of the committees. This may be due to the fact that most of the key players are not aware of their role in the projects which makes their sustainability diminished. The critics also argue that the committees are full of malpractices which have seen many of the projects not being completed in time. Although the funds are decentralized by the Central Government from Treasury to CDF Board and finally to constituencies, the performance of CDF projects is still dismal, yet a lot of funds have been spent on several projects that are ongoing, some have stalled and others done at a status of wanting. Most of the studies cited in the literature are conducted on projects in the developing countries or other areas whose strategic approach and financial footing is different from that of Buret Constituency.

**Summary of Literature:**

The study looked at the literature perspective of the study. The main theories that the chapters covered are theory of Project Implementation, Competency Theory, Ladder of Participation Theory and finally the theory of constraints. The chapters concentrated on four factors that influence Sustainability of CDF projects. The chapter concluded by looking at the research gaps and it has identified various gaps that are related with this study which need to be filled. For instance the study will fill the knowledge gap by conducting on the factors affecting the sustainability of the CDF projects in Kenya

**Research Gap:**

Most of the reviewed literature has its concentration on business-oriented projects. The findings may not sufficiently address the unique characteristics carried out in other settings. Studies on sustainability of CDF projects especially in the rural areas are lacking to the best of the researchers knowledge. Further, most of the studies focus mainly on project failure rather than project sustainability. This study was not only concentrated on finding reasons for project failure but more importantly on the sustainability of the CDF projects (Obiero, 2013). Furthermore, despite numerous projects that have been successfully implemented by constituency development fund in various parts of the country there are a number of challenges that these projects continue to face (Daniel Psirmoi, 2015). For instance most projects do not live up to see their sixth birth day anniversary since most of them are either abandoned or shelved by the newly elected Member of Parliament who are usually elected after every five years. Great projects such as those touching on Education, health, poverty reduction, water and security end up collapsing leading to the question of how sustainable these projects are as most mps are never re-elected?

**3. RESEARCH METHODOLOGY**

The research design used in this study was descriptive research design. The target population of this study was all the Project Management Committees (PMCs) of Eldama Ravine Constituency currently implementing projects funded by the constituency development funds. This population comprised of 500 project member committee drawn from 8 on going CDF Funded projects in Eldama Ravine Constituency. This study utilized a sample size of 150. The data collection instrument for this study was a questionnaire. The questionnaire had both open ended questions and a Likert Scale on some questions. The questionnaire was pre-tested with a small representative sample aimed at identifying potential misunderstandings or biasing effects for various questions. The data was coded and thereafter analyzed using descriptive statistics (mainly percentages, mean, variance and standard deviations) and inferential statistics (mainly linear regression models) with the aid of Statistical Package for Social Sciences (SPSS) program and presented using appropriate tables to give a clear picture of the research findings at a glance. A multiple linear regression analysis was performed to test the effect of the independent variables on the dependent variable

**Model:**

Analysis of data used multiple regressions to test the research questions

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

Where,

Y= Sustainability of CDF projects

X1: Fund allocation

X2: Governance

X3: Stakeholder's involvement

X4: Political interest

#### 4. REGRESSION RESULTS

A multiple linear regression analysis was performed to test the effect of the independent variables on the dependent variable. The average ratings for the four independent variables (idea fund allocation, governance, stakeholder's involvement and political interest) were used as the indicators for input into the regression model. Three measures of sustainability of constituency development funded projects in Kenya (improved service delivery, reduced time of project delivery and project success) were used. The coefficient of determination and standard error of the regression model is indicated in Table 4.10. Results in Table 4.9 indicate that the adjusted  $r^2$  was 0.880 indicating that the independent variables explained 88% of the sustainability of constituency development funded projects in Kenya. This indicates that the model had good explanatory power.

**Table 4.1: Regression Model Parameters**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 <sup>a</sup>	.884	.880	.11396

Further, the regression output in Table 4.9 presents the source of variance, mean of variances and the f value. The results indicate that the overall model was significant and could provide important results. This indicates that the model could provide some predictive significance and was a good fit.

**Table 4.2: Analysis of Variance of the Regression**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.867	4	2.717	209.191	.000 <sup>b</sup>
	Residual	1.429	110	.013		
	Total	12.296	114			

Further, the regression output on significance of the independent variables is presented in Table 4.3.

**Table 4.3: Significance of Independent Variables**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	692	.033		.000	.000
	Fund	.981	.040	.917	24.402	.000
	Governance	.737	.045	.837	16.252	.000
	Stakeholder	.583	.052	.725	11.189	.000
	Political	-.467	.055	.627	.000	.000

The results in Table 4.3 indicate that fund allocation influence significantly and positively influenced on the sustainability of constituency development funded projects in Kenya. This implies that they is need to increase this funding as noted in literature review that high out-of-pocket payments and inefficient purchasing arrangements also pose significant constraints to universal coverage and better risk pooling (Carrin and James,2004).They is need to both the committee members and the community to be involved in development so that the development is realized as opposed as opposed to it being used as a tool to woo votes. This implies that the engagement of stakeholders on matters of finance will lead to sustainability of constituency development funded projects.

Further, governance has a significant and a positive influence on the sustainability of constituency development funded projects in Kenya ( $\beta = 0.750$ ;  $t = 1.708$ ;  $p < 0.05$ ).This result indicates that for CDF to succeed there is need for effectiveness and efficiency based on rational and transparent procedures that encourage and foster sustainability of all CDF programs with an aim of improving people's wellbeing. It is clear from the findings that there is inadequate monitoring and evaluation of the projects initiated at community level in the area of study.

Stakeholder's involvement had significant and a positive influence on the sustainability of constituency development funded projects in Kenya ( $\beta = 0.565$ ;  $t = 1.671$ ;  $p < 0.05$ ). These results indicate that Stakeholder involvement in identifying and implementing CDF projects is critical in ensuring the projects succeed in achieving the desired goal of CDF which is specifically to combat poverty and promote equitable growth and development around the Country. Stakeholders participation throughout the whole CDF project, thus from project design and implementation to evaluation, ensures the reflection of stakeholder's priorities and needs in the activities of the CDF project and motivates those involved into maintaining and operating project activities after the project is completed

Political interest had a significant and negative influence on the sustainability of constituency development funded projects in Kenya. However, there are some challenges that exist and to some extent or partly hinder timely and effective delivery of services to the people. Some of those challenges include interference of CDF programmes by influential people like the elected MP and other senior government officials in terms of key decision making, misappropriation of CDF money, lack of or moderate community participation and involvement in CDF operations

## 5. CONCLUSION

The study concludes that fund allocation had a significant and positive influence on the sustainability of constituency development funded projects in Kenya. The study also concludes that governance had a significant and positive influence on the sustainability of constituency development funded projects in Kenya. The study further concluded that stakeholder's involvement significantly and positively affected sustainability of constituency development funded projects in Kenya. Finally, the study concludes that political interest significantly and negative affected sustainability of constituency development funded projects in Kenya.

## 6. RECOMMENDATIONS

The study recommends that there should be adequate funding for all CDF projects to fully operate. Funds will enable the facilities to operate and purchase the necessary equipment's needed by the CDF projects. The study also recommends that improvement on governance through allowing CDF projects to be open to public scrutiny as well as allowing the fair methods of elections will facilitate performance of CDF funded project. The study further recommends that the community in which the CDF projects are being initiated should be involved at all stages of the project cycle since they are the beneficiaries and failure to do so would lead to failure of many projects. Finally, the recommends that Project managers in charge of CDF should ensure that their operations and daily routine are not interfered by politicians and other leaders. Politicians use such organizations as battle fields that fuel envy and hatred among communities.

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