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**EFFECT OF RISK MANAGEMENT STRATEGIES ON THE  
IMPLEMENTATION OF CDF PROJECTS IN STAREHE  
CONSTITUENCY, NAIROBI COUNTY.**

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## EFFECT OF RISK MANAGEMENT STRATEGIES ON THE IMPLEMENTATION OF CDF PROJECTS IN STAREHE CONSTITUENCY, NAIROBI COUNTY

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### ABSTRACT

**Purpose:** The purpose of this study was to establish the effect of risk management strategies on the implementation of CDF projects in Starehe constituency, Nairobi County.

**Methodology:** This study adopted descriptive cross sectional survey design. The target population were the 168 CDF project managers at various departmental levels. The population was divided into strata consisting of the departments that is, the procurement department, Human resource management department, finance department and the monitoring department and the sample population was then calculated using the stratified random sampling technique from each respective stratum. A sample of 116 respondents was drawn from the target population of 168 by use of the Fischer's formula. Semi-structured questionnaires were used in this study in the collection of data. Prior to conducting the actual data collection, the study conducted a pilot test in order to establish the validity and reliability of data collection instruments. The quantitative data was analyzed by descriptive statistics and inferential statistics using Statistical Package for Social Sciences (SPSS version 20). Data was then presented in tables, charts and graphs.

**Results:** The findings revealed that project management training, project audits, project monitoring and supplier vetting had a significant association with project implementation.

**Unique contribution to theory, practice and policy:** The government in conjunction with the county government need to set clear policies governing the management and accountability of CDF fund which should be directed towards serving the citizens rather than being utilized for self-interests. There is need for constant and periodic improvement of the human resource. The induction and training process in the project management combined with the experience of the personnel and the skills, works well to see the CDF projects to completion. Transparency in the utilization of CDF funds is key since most of them are utilized through self-interests of the managers.

**Keywords:** *Risk management strategies, Implementation, CDF projects.*

## 1.0 INTRODUCTION

Project implementation process involves successful development of project mission and introduction of basic procedures that helps in proper implementation of projects in any organization (Roba, 2014). To successfully implement new strategies, organizations/projects are faced with selecting departmental heads to introduce innovative products, services, software and systems to the gain competitive edge in the marketplace (Cleland & Ireland, 2012). Project risk management, therefore, is the efficient procedure of recognizing, evaluating, and breaking down and reacting to the risks associated with the project (Wachuru & Amuhaya, 2013).

In project implementation, risk could strictly restrict the major objectives of a project: cost, time, scope, and quality in a project; it might mean extra cost and hence a lower return on investment to the client; and a decrease in revenue for the contractor and consultant (Heeks & Stanforth, 2014). To come up with a proficient and compelling risk management, it is fundamental to have a legitimate and efficient procedures and, more importantly, learning and experience of different sorts of venture that has been dealt with previously.

As a result, effective teamwork is central to successful projects. Project management focuses on controlling the introduction of the desired change. Since sustainable development is the desire of all who implement development projects, it is much more effective to identify risks and classify them into categories and then identify potential risks, their impacts and likely hood within each category (Williams, 2012).

With devolution and alongside the economic pillars of Kenya, the vision 2030 development process, construction industry is considered one of fundamental industry contributing notably to the socio-financial improvement growth and towards the Vision 20130. For CDF operations in Kenya, Malala, Ndolo and Njagi (2015) underscored that procurement has remained questionable to all stakeholders with a lot of grey areas ranging from tender or quotation advertisement, opening process, unjustified tender/quotations evaluation, unclear awarding of the bids as well as inactive or total lack of a receipt, inspection and acceptance committee.

The consequences of these factors is that various CDF projects, nearly 60%, remain behind schedule or abandoned. Resources put into project implementation occasionally get directed to other personal initiatives at the expense of the community development interventions, culminating into numerous stalled projects (Richard, 2013). Most projects devalued in their incomplete conditions and were hence not tending to the requirements of the recipients. A few undertakings were noted to begin without including the recipients in their distinguishing proof and prioritization which in this manner neglected to request their help.

Yatich and Sakataka (2013) cited some of the major challenges of implementation by the Kenyan devolved government as fund embezzlement, inadequate mechanisms to check and assess the activities started at the network level of the community as well poor management of network needs by the administration councils. Timelines set by the project are not followed to the latter which may result in the problem of procrastination as well as delay or unimplemented projects in the long-run. Fengler *et al.* (2011), also indicated that Kenya is an example of a traditional aid recipient country. The scaling up of aid has been modest, and Kenya's main challenge has been the volatility of aid. With the exception of rapidly increasing aid from China, new donors are emerging only

slowly. Furthermore, the general public, has brought up issues about administration and political obstruction of the reserve/fund.

A few individuals from the CDFs are not well educated about undertaking administration and in this manner, put in question their capacity to oversee and represent the CDF subsidized activities viably. Situations of some ghost projects have additionally turned out to be wild and the inquiry is if constant observing and assessment is done to ensure that undertakings being actualized are on plan without misappropriation of open assets (Malala & Njagi, 2015).

### **1.1 Statement of the Problem**

There has been a growing concern over the implementation of endorsed and set up projects as well as the efficient utilization of the community development funds in the country since the enactment of the CDF Act. Although the project implementation process is complex, usually requiring simultaneous attention to a wide variety of variables such as management support, it is the primary goal of successful completion of a project. In conjunction with the CDF Act, the fund is basically a mechanism for the decentralization process by government funding which trickles down to the common mwananchi as stipulated in the constitution of Kenya, which is set to ensure that the projects are effectively implemented (Roba, 2014).

However, despite this positive picture painted about CDF, there is doubt as to whether the fund is being used optimally or it has been hijacked by politicians to advance their patron-client networks (Kimenyi, 2005). The Starehe Constituency Development Fund Project Implementation Status Report (2017) revealed that Bondeni/Kosovo Bridge which was allocated Kshs. 3,479,565.6 has yet not started since the scheduled year 2008/09 in spite of the disbursed full amount. The construction of a perimeter wall at Salama Primary School which was scheduled for the year 2008/09 is 75% complete despite the disbursement of the allocated Kshs. 7,056,000 (The Auditor-General, 2015).

An auditor general report on CDFs also noted some irregularities and inaccuracies in the financial statements of the CDF in the year ending 30<sup>th</sup> June 2015. The differences between the figures reflected in the financial statements and the supporting documents provided was neither explained nor reconciled. Furthermore, the accuracy of the figures presented for audit could not be confirmed nor accounted for. In addition, the summary of appropriation reflected an actual expenditure of Kshs. 41, 199, 633 under transfers to other governmental units and a budget of Kshs.71, 163, 591, while the project proposal document with the CDF board reflects an amount of Kshs. 34, 000, 000. Under the circumstances, the accuracy of the figures provided for the audit could not be confirmed (The Auditor-General, 2015). The current study therefore sought to shed more light on the implementation of CDF projects in Starehe constituency.

Few studies have attempted to answer the question of risk and the implementation of CDF projects. For instance, studies by Kariuki (2013), Oyalo (2015) and Sugal (2017) were based in Gachoka constituency, Kangundo Constituency and Balambala Constituency respectively. However, their focus was not on the effect of risk management strategies on the implementation of CDF projects in Starehe constituency. The findings of these above and other studies have limited applicability on the current constituency; therefore, it is evident that there is scanty research on risk management strategies and implementation of CDF projects in Starehe constituency. The current study

identified the existing gaps in the studies and, sought to fill the gaps by establishing the effect of risk management strategies on the implementation of CDF projects in Starehe constituency, Nairobi County.

## **1.2 Objectives of the Study**

This study sought to establish the effect of risk management strategies on the implementation of CDF projects in Starehe constituency, Nairobi County.

### **1.2.1 Specific Objectives**

This specifically study sought to:

- i. To establish the effect of project management training on the implementation of CDF projects in Starehe constituency, Nairobi County.
- ii. To determine the effect of project audits on the implementation of CDF projects in Starehe constituency, Nairobi County.
- iii. To evaluate the effect of project monitoring on the implementation of CDF projects in Starehe constituency, Nairobi County.
- iv. To determine the effect of supplier vetting on the implementation of CDF projects in Starehe constituency, Nairobi County.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Review**

This study was based on four theories, namely the Resource Based theory of the firm (Wernerfelt, 1984), the stakeholder Theory, Theory of Constraints, and Systems theory. The stakeholder Theory was originally published by Mitroff (1983). The stakeholder approach is a universally perceived proficient train, which appreciates bolster from a developing network of scientists, researchers, and enquiring professionals. This theory was instrumental in evaluating the capability of stakeholders in any projects especially CDF projects to monitoring the projects processes from the initial stages of planning and to make sure the project comes to its ultimate implementation stage. Thus the theory was very significant in informing the effect of project audits and project monitoring on the implementation of CDF projects in Starehe constituency, Nairobi County.

Theory of Constraints (TOC) stipulates that every system, has at least one constraint that hinders its performance. The theory by Goldratt (1984), holds that any reasonable framework has an inhibitive factor which has a tendency to obstruct the best execution of the foundation (Rahman, 1998). The requirement is the repressing variable that turns away the framework from accomplishing its objective or a task from getting more outputs. The project managers closely monitor the demand and supply curves to ensure equilibrium is maintained (Şimşit, Günay & Vayvay, 2014). The theory was informative to the relationship between Supplier Vetting practices and Implementation. This theory was practically instrumental in evaluating the capability of CDF projects to adopt, incorporate functional and effective and cost effective practices in the procurement/supplier selecting process.

The Resource based-view Theory developed by Wernerfelt (1984) emphasizes resources and capabilities as the origin of competitive advantage. Based on the resource-based view theory of

the firm, the connection with firm resources, capabilities and competitive advantages and proposes that organizations should look inside the company to find the sources of competitive advantage rather by searching for competitive environment for it such as such as capital, equipment, skills of individual employees, patents, finance, and talented managers (Kraaijenbrink, Spender & Groen, 2010). This theory was, therefore, deemed relevant to this study since it informed the relationship between training at the management level in a project and the implementation of the project by acknowledging the advancement of the human resources of the project as assets through training to improve managerial competencies.

Systems theory presupposes explaining, predicting and controlling phenomenon of projects (Von, 1968). Liu and Forrest (2010) observed that all organizations consists of processing inputs and outputs with internal and external systems and subsystems, which without one part, the entire system collapses. Community projects need a functional system by inclusion of all partners will guarantee productive and compelling administration of their undertakings and different assets for most extreme yields (Åström & Wittenmark, 2013). The theory was informative to the relationship between risk management strategies and Implementation of projects. This theory was practically instrumental in evaluating the capability of all the components of the projects as a system this includes all the stakeholders, managers, and the staff of the projects into one system that works towards a common initiative/goal.

## **2.2 Empirical Review**

### **2.2.1 Project Management Training and Implementation**

Omeno and Sang (2018) sought to establish the relationship between project management and performance of public sector construction projects. The study took a case of constituency development funds projects in Migori East, Kenya. The study adopted and employed descriptive survey design. The study concluded that overall performance within the construction enterprise is wrought with demanding situations and proprietors regularly are victim to value and agenda overruns, especially on excessive profile projects which are large, complex, and risky.

### **2.2.2 Project Audits and Implementation**

Mutua and Kilika (2016) conducted a survey of the role of audit committees in promoting corporate governance and accountability in constituency development fund management in Nairobi, Kenya. A descriptive research design was employed. The examination discovered that the degree of writing in the field of corporate administration and responsibility and announcing as opposed to the field to administration CDF in Nairobi had to a great extent overlooked the training inside CDF associations. The investigation proposed the drawing in review advisory group in CDF administration and responsibility can possibly enhance estimating practice and the supportability execution with associations.

### **2.2.3 Project Monitoring and Implementation**

Gichaiya (2016) carried out a study to establish the effect of monitoring and evaluation tools in the implementation of Wireless network implementation in institutions of higher learning in particular JKUAT. A descriptive study design was used to collect quantitative and qualitative data. The results revealed that monitoring and evaluation contributed to working within the expected

timeframe in order to achieve positive results. The assessment revealed that Wireless network project facilitated the respondents with network and internet connectivity in a positive way. In general, from the findings, the institutions can gain full benefit of the project when monitoring and evaluation facet is emphasized. Monitoring and evaluation was positively significant in the implementation of wireless network projects.

#### **2.2.4 Supplier Vetting and Implementation**

Machoka (2017) conducted a study on public procurement practices and performance of selected constituency development fund projects in Kenya. The study used a descriptive research design. The findings of the study concluded that most of the CDF projects management had a capacity building programme, good supplier relationships, good procurement ethics, but didn't have a well-established information communication technology system. The study also concluded that government policy influenced the relationship between public procurement practices and the performance of most of the CDF projects negatively. The study recommended that the stakeholders and policy makers should employ better capacity building strategies. The CDF project management committees should emphasize on supplier relationships so as to ensure continuous performance of the CDF projects.

### **3.0 METHODOLOGY**

This study adopted descriptive cross sectional survey design. The target population for the study consisted of all the governmental/CDF projects in Starehe constituency, Nairobi County. There are 42 new and ongoing CDF projects in Starehe Constituency. Therefore, the target population were the 168 CDF project managers at various departmental levels. The population was divided into departmental strata that is the Procurement department, HRM department, Finance department and the monitoring department and the sample population was then calculated using Fisher's formula and stratified random sampling technique from each respective stratum. The sample was drawn from the target population of 168 and the sample size was determined according to the Fischer's formula. Therefore, the study sample size was 116 respondents. Semi-structured questionnaires were used in this study in the collection of data. Prior to conducting the actual data collection, the study conducted a pilot test in order to establish the validity and reliability of data collection instruments. The quantitative data was analyzed by descriptive statistics and inferential statistics using Statistical Package for Social Sciences (SPSS version 20.0). Data was then presented in tables, charts and graphs.

## 4.0 FINDINGS AND DISCUSSIONS

### 4.1 Descriptive Analysis

#### 4.1.1 Project Management Training

**Table 1: Project Management Training**

Statement	Strongly disagree	disagree	neutral	agree	Strongly agree	Mean	Std Dev
The staff have the required project technical skills	3.85	12.5	16.35	31.73	35.58	3.83	1.16
The staff are equipped with good communication skills	4.81	12.5	17.31	37.5	27.88	3.71	1.15
The Human resource have the capacity to perform the tasks to the required standards	14.42	4.81	17.31	19.23	44.23	3.74	1.43
Project managers have relevant experience and knowledge about the implementation of the project.	9.62	23.08	20.19	17.31	29.81	3.35	1.37
Project managers are well conversant with the advanced IT skills	10.58	10.58	25.00	20.19	33.65	3.56	1.34
Human resources on the project are given clear job allocation, description and designation befitting their expertise	27.88	15.38	14.42	18.27	24.04	2.95	1.56
Human resource are constantly trained and inducted into the project management strategies.	8.65	10.58	32.69	16.35	31.73	3.52	1.28
The staff have skills in project planning	13.46	14.42	4.81	20.19	47.12	3.73	1.5
<b>average</b>						<b>3.55</b>	<b>1.35</b>

The results in Table 1 revealed that majority of the respondents (67.31%) agreed with the statement that the project staff have the required project technical skills. The responses had a mean of 3.83 and a standard deviation of 1.16. Majority of the respondents (65.38%) agreed with the statement that the staff are equipped with good communication skills. The responses gave a mean of 3.71 and a standard deviation of 1.15. Furthermore, majority of the respondents (63.46%) agreed with the statement that the human resource have the capacity to perform the tasks to the required standards. The responses showed a mean of 3.74 and a standard deviation of 1.43. In addition, majority of the respondents (61.54%) agreed with the statement that the project managers have relevant experience and knowledge about the implementation of the project. The responses gave a mean of 3.35 and a standard deviation of 1.37.

The results also showed that (53.84%) agreed with the statement that the project managers are well conversant with the advanced IT skills. The responses had a mean of 3.56 and a standard deviation of 1.34. However, the results indicated that most of the respondents (43.26%) disagreed with the statement that the human resources on the project are given clear job allocation, description and designation befitting their expertise. The responses had a mean of 2.95 and a standard deviation of



1.56. Most of the respondents (48.08%) agreed with the statement that human resource are constantly trained and inducted into the project management strategies. The responses had a mean of 3.52 and a standard deviation of 1.28. Majority of the respondents (67.31%) agreed with the statement that the staff have skills in project planning. The responses had a mean of 3.73 and a standard deviation of 1.50. On a five point scale, the average mean of the responses was 3.55 which mean that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.35. These findings were consistent with those of Nyaguthii and Oyugi (2013) who concluded that project management competency highly influences project performance.

#### 4.1.2 Project Audits

**Table 2: Project Audits**

<b>Statement</b>	<b>Strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>Strongly agree</b>	<b>Mea n</b>	<b>Std Dev</b>
Periodic and timely Auditing	1.92	10.58	15.38	29.81	42.31	4.00	1.09
Transparent Auditing	8.65	11.54	20.19	28.85	30.77	3.62	1.27
proper record keeping	9.62	6.73	14.42	23.08	46.15	3.89	1.32
Accountability of stakeholders	12.5	13.46	17.31	23.08	33.65	3.52	1.40
Stakeholders are involved in making decisions	3.85	9.62	27.88	21.15	37.50	3.79	1.16
CDF funds are timely disbursed/allocated	20.19	11.54	13.46	23.08	31.73	3.35	1.52
The budgeting is in line with the set plans	21.15	21.15	21.15	12.50	24.04	2.97	1.47
Allocation of CDF funds is done equitably	7.69	14.42	14.42	18.27	45.19	3.79	1.36
The auditors also provide advisory services to the management team	1.92	5.77	36.54	18.27	37.5	3.84	1.06
<b>average</b>						<b>3.60</b>	<b>1.32</b>

The results in Table 2 revealed that majority of the respondents (72.12%) agreed with the statement that auditing is timely and periodically conducted to ensure the funds are properly managed. The responses had a mean of 4.00 and a standard deviation of 1.09. The results also revealed that majority of the respondents (59.62%) agreed with the statement that the auditing process is conducted in a transparent manner. The responses gave a mean of 3.62 and a standard deviation of 1.27. Furthermore, majority of the respondents (69.23%) agreed with the statement that there is proper record keeping of the financial statements of the project to ensure accountability. The responses showed a mean of 3.89 and a standard deviation of 1.32. In addition, majority of the respondents (56.73%) agreed with the statement that the relevant stakeholders are accountable for the running of the project. The responses gave a mean of 3.52 and a standard deviation of 1.14.

The results also showed that 58.65% agreed with the statement that stakeholders are involved in making decisions pertaining to the management of the funds. The responses had a mean of 3.79

and a standard deviation of 1.16. Majority of the respondents (54.81%) agreed with the statement that CDF funds are timely disbursed/allocated to the identified projects. The responses had a mean of 3.35 and a standard deviation of 1.52. However, the results showed that most of the respondents (42.30%) agreed with the statement that the budgeting of the project is done in line with the set plans and at a cost effective manner and with the knowledge of all the stakeholders. The responses had a mean of 2.97 and a standard deviation of 1.47.

The results indicated that most of the respondents (63.46%) agreed with the statement that the allocation of CDF funds to projects is done equitably. The responses had a mean of 3.79 and a standard deviation of 1.36. The results additionally showed that most of the respondents (55.77%) agreed with the statement that the auditors also provide advisory services to the management team. The responses had a mean of 3.84 and a standard deviation of 1.06. On a five point scale, the average mean of the responses was 3.60 which mean that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.32.

These findings also agreed with the findings from the study of Mutua and Kilika (2016) who confirmed the relationship that the degree of writing in the field of corporate administration and responsibility and announcing as opposed to the field to administration CDF in Nairobi had to a great extent overlooked the training inside CDF associations.

#### 4.1.3 Project Monitoring

**Table 3: Project Monitoring**

Statement	Strongly disagree	disagree	neutral	agree	Strongly agree	Mean	Std Dev
Evaluation & assessment framework to monitor the activities of the project	12.5	17.31	27.88	13.46	28.85	3.29	1.38
Operational Communication and feedback mechanism Stakeholders and community representatives are given participatory roles	4.81	14.42	18.27	15.38	47.12	3.86	1.29
There is constant follow-up by the management	8.65	9.62	10.58	19.23	51.92	3.96	1.34
Participation of the community	6.73	19.23	20.19	21.15	32.69	3.54	1.31
Appraisals of CDF projects	11.54	21.15	22.12	22.12	23.08	3.24	1.33
Maintenance of accounting policies	15.38	24.04	14.42	15.38	30.77	3.22	1.49
Reviews and recommendations on CDF management programs	5.77	8.65	14.42	17.31	53.85	4.05	1.25
<b>Average</b>	3.85	10.58	12.5	34.62	38.46	3.93	1.13
						<b>3.64</b>	<b>1.32</b>

The results in Table 3 revealed that majority of the respondents (42.31%) agreed with the statement that the management has put in place an evaluation and assessment framework to monitor the

activities of the project. The responses had a mean of 3.29 and a standard deviation of 1.38. Majority of the respondents (62.50%) agreed with the statement that communication and feedback mechanism is operationally throughout the project chains. The responses gave a mean of 3.86 and a standard deviation of 1.29. Furthermore, majority of the respondents (75.15%) agreed with the statement that Stakeholders and community representatives are given participatory roles in the project implementation process. The responses showed a mean of 3.96 and a standard deviation of 1.34. In addition, majority of the respondents (53.84%) agreed with the statement that there are constant follow-up activities by the management on the state of the project. The responses gave a mean of 3.54 and a standard deviation of 1.31.

Majority of the respondents (45.20%) agreed with the statement that there are efforts to increase the participation of the community. The responses had a mean of 3.24 and a standard deviation of 1.33. The results also indicated that most of the respondents (46.15%) agreed with the statement that appraisals of CDF projects are carried out to ascertain performance strategies. The responses had a mean of 3.22 and a standard deviation of 1.49. Furthermore, majority of the respondents (71.16%) agreed with the statement that the management has maintenance of accounting policies. The responses had a mean of 4.05 and a standard deviation of 1.29. The results indicated that most of the respondents (73.08%) agreed with the statement that the management reviews and make recommendations on CDF management programs for compliance with code of conduct. The responses had a mean of 3.93 and a standard deviation of 1.19.

On a five point scale, the average mean of the responses was 3.64 which mean that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.32. The findings of this study were in agreement with those of (Gichaiya, 2016). Gichaiya (2016) revealed that monitoring and evaluation contributed to working within the expected timeframe in order to achieve positive results.

#### 4.1.4 Supplier Vetting

**Table 4: Supplier Vetting**

Statement	Strongly disagree	disagree	neutral	agree	Strongly agree	Mean	Std Dev
The selection on the competence of the supplier	2.88	5.77	17.31	33.65	40.38	4.03	1.04
Long and reliable contractual relationships with the suppliers	4.81	8.65	15.38	37.5	33.65	3.87	1.12
The procurement process is cost-effective	9.62	4.81	15.38	29.81	40.38	3.87	1.27
Commitment of the supplier is key	12.5	13.46	22.12	23.08	28.85	3.42	1.36
Tendering process is professionally evaluated	11.54	7.69	25.96	25.00	29.81	3.54	1.31
The tendering are properly coordinated	23.08	12.5	15.38	24.04	25.00	3.15	1.51
The suppliers have e-commerce capability	16.35	10.58	6.73	23.08	43.27	3.66	1.52
Long-term and trustworthy contracts	6.73	6.73	14.42	15.38	56.73	4.09	1.26
Supplier certification programs.	11.54	6.73	30.77	20.19	30.77	3.52	1.31
<b>Average</b>						<b>3.64</b>	<b>1.33</b>

The results in Table 4 revealed that majority of the respondents (74.03%) agreed with the statement that the selection of the suppliers is based on the competence of the supplier and quality of supplies. The responses had a mean of 4.03 and a standard deviation of 1.04. The results further revealed that majority of the respondents (71.15%) agreed with the statement that the management has established long and reliable contractual relationships with the suppliers. The responses had a mean of 3.87 and a standard deviation of 1.12. In addition, majority of the respondents (70.19%) agreed with the statement that the procurement process takes into consideration the cost-effective objective of the project. The responses had a mean of 3.87 and a standard deviation of 1.27. Furthermore, majority of the respondents (51.93%) agreed with the statement that the project managers also look at the Commitment of the supplier during selection. The responses had a mean of 3.42 and a standard deviation of 1.36.

Furthermore, majority of the respondents (54.81%) agreed with the statement that tendering process is professionally evaluated and analyzed to ensure quality of supplies as well as longevity of the tender. The responses had a mean of 3.54 and a standard deviation of 1.31. The results revealed that majority of the respondents (62.50%) agreed with the statement that the tendering are properly coordinated. The responses had a mean of 3.15 and a standard deviation of 1.51. In addition, that majority of the respondents (66.35%) agreed with the statement that the suppliers have e-commerce capability. The responses had a mean of 3.66 and a standard deviation of 1.52. The results revealed that majority of the respondents (72.11%) agreed with the statement that the project management has secured long-term and trustworthy contracts with suppliers to ensure

successful completion of the projects. The responses had a mean of 4.09 and a standard deviation of 1.26. The results also revealed that majority of the respondents (50.96%) agreed with the statement that Supplier quality capabilities are evaluated by using the supplier certification programs. The responses had a mean of 3.52 and a standard deviation of 1.31.

On a five point scale, the average mean of the responses was 3.64 which mean that majority of the respondents indicated that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.33. The findings by Machoka (2017) also was in agreement by acknowledging that most of the CDF projects management had a capacity building programme, good supplier relationships, good procurement ethics, however, they didn't have a well-established information communication technology system.

#### 4.1.5 Project Implementation

**Table 5: Project Implementation**

Statement	Strongly disagree	disagree	neutral	agree	Strongly agree	Mean	Std Dev
The CDF project has been completed within time frame	13.46	35.58	14.42	29.81	6.73	2.81	1.2
Community participation in decision making on economic issues within the constituency	9.62	8.65	6.73	46.15	28.85	3.76	1.23
Service delivery has improved	8.65	16.35	13.46	35.58	25.96	3.54	1.28
Contribution to social economic growth	7.69	10.58	16.35	22.12	43.27	3.83	1.30
Sustainability has been achieved	7.69	40.38	15.38	10.58	25.96	3.07	1.37
Revenue generation for the community	8.65	17.31	12.50	28.85	32.69	3.60	1.33
Green environment through sustainability	9.62	10.58	12.50	34.62	32.69	3.70	1.29
Employment opportunities in the constituency	11.65	8.74	13.59	26.21	39.81	3.74	1.37
Environmental development of Starehe Constituency	5.77	9.62	9.62	42.31	32.69	3.87	1.15
The CDF projects in Starehe Constituency is used as a benchmark	11.54	8.65	7.69	37.50	34.62	3.75	1.33
<b>Average</b>						<b>3.64</b>	<b>1.30</b>

The results in Table 5 revealed that majority of the respondents (49.04%) disagreed with the statement the CDF project has been completed within time frame, at required standards and by achieving its set objectives. The responses had a mean of 2.81 and a standard deviation of 1.20. The results further revealed that majority of the respondents (75.00%) agreed with the statement that the CDF project has helped many people to participate in the decision making on economic issues within the constituency.

The responses had a mean of 3.76 and a standard deviation of 1.23. The results also revealed that majority of the respondents (61.54%) agreed with the statement that The CDF funds have greatly

improved service delivery in the constituency. The responses had a mean of 3.54 and a standard deviation of 1.28. The results also showed that majority of the respondents (65.39%) agreed with the statement that the CDF project has satisfactorily contributed to social economic growth in the constituency. The responses had a mean of 3.83 and a standard deviation of 1.13. However, majority of the respondents (48.07%) disagreed with the statement that the project has achieved sustainability and no longer requires funding from the government. The responses had a mean of 3.07 and a standard deviation of 1.37. Further, majority of the respondents (61.54%) agreed with the statement that the project has been able to generate revenue for the community. The responses had a mean of 3.60 and a standard deviation of 1.33.

The results also revealed that majority of the respondents (67.31%) agreed with the statement that The CDF project has also benefited the green environment through sustainability. The responses had a mean of 3.70 and a standard deviation of 1.29. The results also revealed that majority of the respondents (66.02%) agreed with the statement that The CDF project has created the employment opportunities in the constituency. The responses had a mean of 3.74 and a standard deviation of 1.37. The results, further, revealed that majority of the respondents (75.00%) agreed with the statement that the project has contributed to the environmental development of Starehe Constituency. The responses had a mean of 3.87 and a standard deviation of 1.15. Furthermore, the results revealed that majority of the respondents (72.12%) agreed with the statement that The CDF projects in Starehe Constituency is used as a benchmark example in comparison with other constituencies. The responses had a mean of 3.75 and a standard deviation of 1.33.

On a five point scale, the average mean of the responses was 3.88 which mean that majority of the respondents indicated that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.06. These findings correspond to those by Roba (2014) who stated that implementation process begins with instructions to state the plan and its objectives in line with the mission and the vision of the CDF.

## 4.2 Inferential Statistics

### 4.2.1 Correlation Analysis

**Table 6: Correlational Analysis**

Statement		Project implementation	Project management training	project audits	project monitoring	supplier vetting
<b>Project implementation</b>	Pearson Correlation Sig. (2-tailed)	1				
<b>project management training</b>	Pearson Correlation Sig. (2-tailed)	.500** 0.000	1			
<b>project audits</b>	Pearson Correlation Sig. (2-tailed)	.464** 0.000	.355** 0.000	1		
<b>project monitoring</b>	Pearson Correlation Sig. (2-tailed)	.592** 0.000	.344** 0.000	.256** 0.009	1	
<b>supplier vetting</b>	Pearson Correlation Sig. (2-tailed)	.729** 0.000	.326** 0.001	.364** 0.000	.469** 0.000	1

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

The analysis in Table 6 found that there was a positive and significant association between project management training, project audits, Project monitoring, supplier vetting and project implementation  $\{(r = 0.500, p = 0.000), (r=0.464, p=0.000), (r=0.592, p=0.000) \text{ and } (r=0.729, p=0.000)\}$  respectively}. This implies that project management training, project audits, Project monitoring and supplier vetting affects the implementation of project in Starehe Constituency.

These findings were consistent with those of Kagona, Shukla and Oduor (2015) whose findings indicated that, trainee characteristics, peer support, trainer characteristics and training design account for 10.6% (R squared .106) variance in the performance of the girl child catch up project. These findings also were in agreement with those of Umugwaneza (2016) whose findings of the study revealed that there is a significant positive relationship between accountability, effective communication, and partnership for planning and supportive supervision have a positive effect on sustainability of projects in Rwanda.

#### 4.2.2 Regression Analysis

Regression presents a way to devise a relationship between two sets of variables. It is expressed as linear regression equation that can be used to predict the relationship between the dependent variable with the independent variables.

**Table 7 Model results from the Regression Analysis**

Model Fitness				
Model	R	R Square	Adjusted R Square	Std. Error Estimate
1	.823a	0.678	0.665	0.217
ANOVA				
Sum of Squares	df	Mean Square	F	Sig.
9.837	4	2.459	52.074	.000b
4.675	99	0.047		
14.512	103			
Regression of coefficients				
Statement	$\beta$	Std. Error	t	Sig.
(Constant)	0.041	0.261	0.157	0.875
Project management training	0.178	0.058	3.097	0.003
project audits	0.118	0.050	2.357	0.020
project monitoring	0.234	0.061	3.850	0.000
supplier vetting	0.485	0.067	7.219	0.000

The results in Table 7 present the fitness of model of regression, analysis of variation and the regression of coefficients. The independent variables in the model of regression, that is, project management training, project auditing, project monitoring and supplier vetting were found to be explanatory variables to firm performance. This was supported by coefficient of determination i.e. the R square of 67.8%. This shows that project management training, project auditing, project monitoring and supplier vetting define 67.8% of variation in the project implementation. The rest of the percentage of the project implementation is explained by other variables not included in the current study. This asserts that the model used was sufficient and acceptable.

The ANOVA results indicated that there was significance from the overall model. Project management training, project auditing, project monitoring and supplier vetting were good determinants of project implementation. The F statistic of 52.074 which is greater than the critical value supported the p value (0.000) which was significant as it was below 0.05 significance level i.e.  $0.000 < 0.05$ .

The model in the regression of coefficients was presented as follows:

$$Y = 0.041 + 0.178X_1 + 0.118X_2 + 0.234X_3 + 0.485X_4 + \varepsilon$$

Where:



**Y** is project implementation

**X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub>** = project management training, project audits, project monitoring and Supplier vetting respectively.

**ε** is error term

The regression of coefficients established that project management training project audits ( $\beta = 0.118$ ,  $p = 0.020$ ), Project monitoring ( $\beta = 0.234$ ,  $p = 0.000$ ) and supplier vetting ( $\beta = 0.485$ ,  $p = 0.000$ ) were positively and significantly related to project implementation ( $\beta = 0.178$ ,  $p = 0.003$ ). From the overall regression model it was clear that supplier vetting had the greatest effect on project implementation. This is because change in supplier vetting by one unit would improve performance by 0.485 units. Project monitoring improves project implementation by 0.234 units. In addition change in project management training by one unit would lead to positive project implementation by 0.178 units. Project audit was found to be the least influencing variable, contributing 0.118 units to the implementation of projects.

These findings agreed with that of Lagat, Makokha and Namusonge (2016) whose findings showed that the regression effect was statistically significant and indicated a reliable prediction of the dependent variable. These results were also consistent with those of Achuora, Arasa and Ochriiri (2012) who indicated that technical audit factors have greatest influence on effectiveness of public procurement audit, followed by regulatory framework, client related factors and auditor's professional qualities respectively. These results were consistent with those of Gichaiya (2016) who revealed that monitoring and evaluation contributed to working within the expected timeframe in order to achieve positive results.

The results from the study were consistent with those of Ndiga (2016). The findings of the study revealed that suppliers' quality commitment, suppliers' financial capacity and suppliers' competence have significant effect on performance of procurement function.

## **5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Summary**

The findings revealed a significant association between project management training and implementation of CDF projects. Correlation results also revealed a significant relationship between project audits and project implementation. The study found that project monitoring had a significant association with the implementation of CGF projects. In addition, from the correlation results, supplier vetting and project implementation were found to positively and significantly relate to each other.

### **5.2 Conclusions**

Based on the findings above the study concluded that the project staff recruited in managerial positions as well as other operations are required to exhibit project technical skills such as good communication skills, advanced IT skills, project management skills as well as human resource skills in order to execute the operations competitively and expertly for project completion. The study also concluded that auditing is timely, periodically and in a transparent manner conducted

to ensure the funds are properly managed. Proper record keeping of the financial statements of the project is done to ensure accountability. Stakeholders are involved in making decisions pertaining to the management of the funds.

The study also concluded that CDF funds are timely disbursed/allocated to the identified projects from the central government to the constituency through the devolution programme and this fund is left in the hands of the constituency management to distribute and equate to ensure the projects sustain themselves. The auditors also provide advisory services to the management team regarding the whole management process of the fund.

In addition, evaluation and assessment framework to monitor the activities of the project has been set by the management in order to ensure proper running of the project affairs. The study also concluded that communication and feedback mechanism is operational throughout the project chains. The selection of the suppliers is based on the competence of the supplier and quality of supplies. In addition the tendering process is professionally evaluated and analyzed to ensure quality of supplies as well as longevity of the tender.

### **5.3 Recommendations**

#### **5.3.1 Government**

The study also informs and advises the county government in conjunction with the national government to take keen interests in seeing the whole process of CDF project management to completion. The government should not take it for granted that the managers are self-sufficient but rather be on the fore-front to offer advisory guidelines to the management.

The government in conjunction with the county government need to set clear policies governing the management and accountability of CDF fund which should be directed towards serving the citizens rather than being utilized for self-interests.

#### **5.3.2 Project managers**

Based on the research findings, the study recommends constant and periodic improvement of the human resource. The induction and training process in the project management is a necessary tool for the improvement of the quality of delivery of services. This aspect combined with the experience of the personnel and the skills, worked well to see the CDF projects to completion.

The study also highly recommends transparency in the utilization of CDF funds since most of them are utilized through self-interests of the managers. This is done by over budgeting the CDF projects in order to include their personal expenditures within the fund. Through proper monitoring and inclusion of every stakeholder in the value-chain process, all CDF transactions would be well monitored for the purposes of accountability.

The findings also recommended the training of the personnel in charge of the CDF projects since this field involves the critical issues to do with the managing of public funds and without proper skills and competences of the managers, such operations as the accounting and financing would not be properly managed. Training on the job in skills such as management, financing, IT and human relations should be a continuous exercise to enable the manager/personnel be aware of what is expected of them and deliver to expectations.

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