

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Influence of Project Management Practices in the Implementation of Constituency Development Fund Projects in Rongai Sub-County, Kenya

Evans Mokaya Tonya

Teacher, Department of Science, Solai Boys High School, Nakuru, Kenya

Dr. Caleb Odhiambo

Lecturer, Department of Entrepreneurship and Technology, Leadership and Management,
Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract:

Government projects are extremely important to the citizens and residents of any country since they are part of the foundation that supports national development. The CDF report 2017/2018 indicated that some constituencies in Kenya are unable to successfully implement their projects due to lack of clear implementation plans. This trend has left many stalled projects despite the huge amounts of resources allocated. It is, therefore, imperative to investigate the influence of leadership practices on implementation of constituency development fund projects. The specific objectives of this study were to examine the influence of staff analysis, time management, technology, and cost management on implementation of constituency development fund projects in Rongai Sub-County, Kenya. The study was guided by the trait theory of leadership, theory of constraints, diffusion of innovation theory, Pareto principal theory and theory of project implementation. A descriptive survey research design was adopted. The study targeted all the thirty-three (33) CDF projects in Rongai Sub-County for the financial year 2017/2018. The respondents were the project managers and the project administrators. Purposive sampling was used to select all the project managers and one of the project administrators from each of the 33 CDF projects in Rongai Sub-County hence a sample size of 66 participants. A structured questionnaire was used to facilitate data collection. The research questionnaire was subjected to a pilot test to determine its validity and reliability. The data was analyzed with the facilitation of the Statistical Package for Social Sciences software. Data analysis was subjected to both descriptive statistics and inferential statistics. The null hypotheses were tested using the t-statistics at 95% confidence level. The results of the study were presented in form of tables and were accompanied by relevant interpretations and discussions. From multiple regressions, it was inferred that technology was significant in explaining the implementation of constituency development fund projects at a 5% significance level, followed by time management and then cost management. Staff analysis was found to be insignificant in explaining the implementation of constituency development fund projects. The study concluded that when acquiring projects staff their previous experience in similar projects, their education and qualification in the project, and their skills in the project should be considered. The study conclude that time management contributes substantively in the timely completion and delivery of projects within the desired time. The study concluded that most of the project managers do not utilize technology in the implementation of constituency development fund projects. The study concludes that the constituency development fund projects are not normally completed within the approved budget. The study recommends the adoption of leadership practices by project managers who participate in constituency development fund projects and further research should be conducted to investigate the other factors that may influence implementation of constituency development fund projects

Keywords: Constituency Development Fund, CDF Funded Projects, Cost Management, Staff Analysis, Technology

1. Background

A constituency development fund is a system for the distribution of government budgets that transfers a particular part of the national budget to Members of Parliament (MPs) to finance development initiatives such as the building of schools, health centers and water supply schemes (Keefer & Khemani 2009). Project choice, a feature that MPs can consider as a fresh type of constituency service. Project management in any progressive organization is a prerequisite. Project management seeks to ensure efficient resource utilization and eventual delivery of project goals on time and within the officially scheduled cost limitations. Therefore, the main goal of project management is to successfully complete the task with the funds available (Kerzner, 2013). Globally, in different fields, emphasis has been put on project management. As per Loosemore, Dainty and Lingard (2013), there has been an incredible development in undertaking the board discipline in designing, development and Information Technology.

In Pakistan, it is asserted that CDF originated in the military regime of President Mohammad Zia-ul-Haq when he assigned government resources to his elected legislature representatives that he formed in 1981. In Africa, there is additionally a fast expansion sought after for proper project administration. In that capacity, most areas in Africa are investigating approaches to expand their assets and accordingly the consolidation of undertaking the executives in their creation measures.

There are various countries in Africa who have Constituency development fund that are used to implement projects across the country. In Ghana, the first CDF was started as a feature of the District Assemblies Common Fund (DACF), an equation-based arrangement of money related exchanges from the local government to the District Assemblies, which was set up in 1994 (Banful, 2009). In Uganda, the Constituency Development Fund basically gives extra funds to improvement at the nearby level by diverting cash to voting demographics under the administration of Members of Parliament, MP. The CDF would in this way supplement the current financing components for neighborhood government. Critically, it may not speak to an expansion in subsidizing, since funds might be detracted from different pieces of the financial backing so as to fund the CDF. In Tanzania, the initiative taken by Parliament's Speaker to reinforce Parliament's authority and functions in 2009 introduced a CDF. The fund was named the Constituencies Development Catalyst Fund (CDCF), as it was conceived as a catalyst for accelerating grassroots self-help development initiatives (Daudi, 2019).

In Kenya, project management is yet to acquire full acknowledgment and use as just couple of areas have consolidated appropriate project management as a device for productivity in conveying their undertakings. Lugusa and Moronge (2016) set up that practically all areas of the Kenyan economy lack project management an inclination all around showed by the poor performance of bank financed projects in Kenya. Bowen et al., (2012) proposes that absence of a proper project management model for development projects is the significant reason for failed projects. Since 2003, the Kenyan government has been distributing up to 2.5% of the government revenue to its CDF (Republic of Kenya, 2003). According to Citizens' CDF Report Card for Rongai Constituency by the National Taxpayers Association (NTA, 2018), for the financial year 2017/2018, the CDF allocated a total of Kshs 86,810,344 across the eight wards in the constituency. This accounted to 88.41% of the annual budgetary allocation to the Constituency in the financial year under review.

1.1. Statement of the Problem

Effective implementation of constituency development fund programs necessitates strong leadership. For the financial year 2017/2018, the Rongai constituency had a total CDF distribution of Ksh.86, 810, 344. This sum was adequate to finance all the projects to be completed within the specified year, according to the Auditor General's report (2018). However, 10 out of 33 projects were not completed by the end of the period. Of the 23 completed projects, 8 were carried forward from the previous financial year 2016/2017. The same study reveals that many projects, including a building that collapsed after completion, have failed. Successful project leadership is important for projects to meet quality expectations to be completed on budget and within the target time frame. A good percentage of project managers were found to lack leadership values and capacity to ensure the execution of projects within the necessary standards, according to the study carried out by Mary (2018). The lack of successful time management was also identified by Njau (2012); cost management and technology were major contributors to the poor performance of donor funded projects in Kenya. Given the above tendencies in Rongai CDF project implementations and the various opportunities available for project managers to learn and adopt leadership practices there is a need to carry out a study to establish the influence of project management practices on implementation of Constituency Development Fund projects.

1.2. Research Objectives

1.2.1. General Objective

The general objective of this study was to determine the influence of management practices on implementation of constituency development fund projects in Rongai Sub County, Kenya.

1.2.2. Specific Objectives

The specific objectives of the study were:

- To determine the influence of staff analysis on implementation of Constituency Development Fund projects in Rongai Sub-County, Kenya.
- To assess the influence of time management on implementation of Constituency Development Fund project in Rongai Sub-County, Kenya.
- To establish the influence of technology on implementation of Constituency Development Fund projects in Rongai Sub-County, Kenya.
- To examine the influence of cost management on implementation of Constituency Development Fund projects in Rongai Sub-County, Kenya.

1.2.3. Research Hypothesis

The research hypotheses of the study were:

- H₀₁: Staff Analysis has no significant influence on the implementation of Constituency Development Fund projects in Rongai Sub-County, Kenya.
- H₀₂: Time Management has no significant influence on the implementation of Constituency Development Fund projects in Rongai Sub-County, Kenya.

- H₀₃: Technology has no significant influence on the implementation of Constituency Development Fund projects in Rongai Sub-County, Kenya.
- H₀₄: Cost Management has no significant influence on the implementation of Constituency Development Fund projects in Rongai Sub-County, Kenya.

2.Theoretical Review

The theories relevant to this study included the trait theory of leadership, theory of constraints, diffusion of innovation theory, Pareto principal theory and theory of project implementation.

2.1. Conceptual Framework

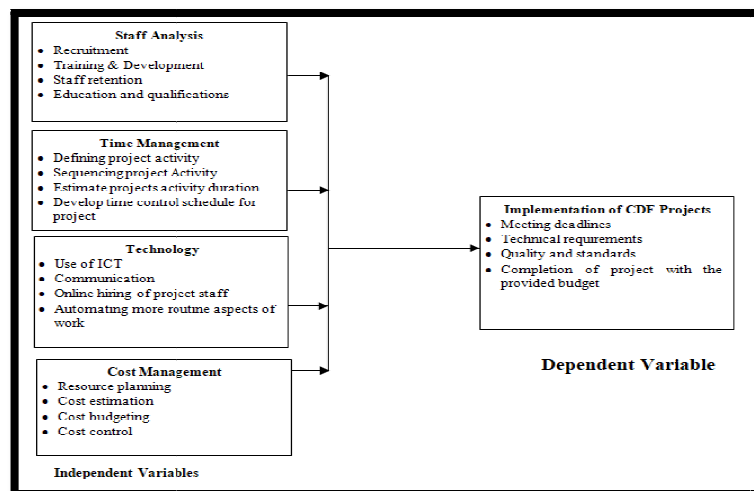


Figure 1: Conceptual Framework

2.2. Research Design

A research design is a roadmap that guides how a study is performed (Kothari, 2008). A descriptive research design was implemented in this study. The study employed descriptive survey design. The information concerning the implementation of CDF projects in Rongai Sub County was therefore gathered without manipulation and required reporting results exactly according to how the data was captured.

2.3. Target Population

The target population of the study was all the thirty-three (33) CDF projects in Rongai Sub-County for the financial year 2017/2018 (Rongai CDF Board, 2019).

2.4. Sampling Frame

According to Kothari (2004), sampling frame is a physical representation of the target population and comprises all the units that are potential members of the sample. The sample frame consisted of the CDF projects in Rongai Sub County. There are 33 CDF projects that were implemented in the financial years 2017/2018, this led to a sample frame of 33 CDF projects as shown in Table 1. The study focused on the project managers and the project administrators who were linked to the project and had diverse knowledge on the project outcomes and thus were easy to identify the factors that influence implementation of a project.

Project Description	No. of Projects
Construction of classrooms	17
Construction and equipping science laboratory	3
Construction of toilets	3
Construction of chiefs' office	1
Renovation of Classrooms (Roofing, flooring, plastering, painting)	6
Drilling of bore hole	3
Total	33

Table 1: Sampling Frame
Source: Rongai NG-CDF (2019)

3. Results

3.1. The Influence of Staff Analysis on Implementation of Constituency Development Fund Projects in Rongai Sub County, Kenya

The study sought to determine the influence of staff analysis on implementation of constituency development fund projects in Rongai Sub County, Kenya. The finding is presented in Table 2.

	SD	D	N	A	SA	Mean	Std
Statement	%	%	%	%	%		
The project staff is acquired based on their previous experience in similar projects	29.5	24.6	37.7	6.6	1.6	2.26	1.016
The project staff is trained on expectations before project commencement	16.4	55.7	23	3.3	1.6	2.18	0.806
The project staff is acquired based on their education and qualification in the project	9.8	37.7	50.8	1.6	0	2.44	0.696
The right number of project staff is acquired to manage the workload	32.8	36.1	24.6	6.6	0	2.05	0.921
The competencies of the current staff is maintained and improved	8.2	49.2	39.3	3.3	0	2.38	0.687
The project staff is acquired based on their skills i.e., technical knowledge and expertise in the project	21.3	24.36	50.8	3.3	0	2.36	0.857

Table 2: Influence of Staff Analysis on Implementation of CDF Projects

The study found that 54.1 percent (29.5 percent + 24.6 percent) of respondents disagreed with the acquisition of project workers on the basis of their prior experience with similar projects. Similarly, 72.1 percent (55.7 percent + 16.4 percent) of respondents did not agree that prior to the start of the project, project workers were educated on standards. It was relevant to note that 50.8% of respondents did not agree or disagree with the majority on the claim that project workers are acquired on the basis of their project education and qualification. The findings further established that majority 68.9 percent (32.8% + 36.1%) of the respondents disagreed with the statement that the right number of project staff is acquired to manage the workload. On the same breadth, it was important to note that 57.4 percent (49.2% + 8.2%) of respondents disagreed that the competencies of the current staff is maintained and improved. Further findings established that majority 50.8 percent of the respondents were of neutral opinion on the statement that the project staff is acquired based on their skills i.e., technical knowledge and expertise in the project. The mean scores of all the statement were below 3 which indicate that many of the respondents disagreed with the statements on staff analysis. Most of the variations were low and therefore did not affect the mean values substantially. The results revealed that staff analysis influenced implementation of constituency development fund projects. The findings imply that project staffs were not acquired based on their previous experience, education, skills or competence. The findings corroborate with those of Otoo (2016) who revealed that there were organizational issues such as lack of management support for training and development Programmes, which constrained training and development. Training and development is very crucial for the staff as it builds potential and strengthens employees' competencies. The findings also agree with those in Kotur and Anbazhagan (2014) who asserted that staffs in the medium range on educational qualification perform better compared those in the extremes and the same holds good in the case of work experience as well.

3.2. Influence of Time Management on Implementation of CDF Projects in Rongai Sub-County

The study sought to determine the influence of time management on implementation of constituency development fund projects in Rongai Sub County, Kenya

	SD	D	N	A	SA	Mean	Std
Statement	%	%	%	%	%		
All project activities for the CDF projects are clearly defined before any project takes off	31.1	19.7	36.1	13.1	0	2.31	1.057
Sequencing of activities is normally conducted for all the projects and activities so that they are performed in an order of priority	23	47.5	23	6.6	0	2.13	0.846
Activity duration is normally estimated during the planning process to ascertain time required for every task	16.4	41	37.7	4.9	0	2.31	0.696
Planning for a schedule management is very crucial to the implementation of a CDF project	16.4	24.6	39.3	11.5	8.2	2.7	1.131
The schedule is normally developed prior to any project activity	13.1	41	41	4.9	0	2.38	0.778
Controlling schedule is considered a key activity to ascertain whether there are variations between planned versus actual in terms of time management	24.6	31.1	41	3.3	0	2.23	0.864
Projects done by CDF are normally delivered within desired timeframe.	36.1	37.7	21.3	4.9	0	1.95	0.884

Table 3: Influence of Time Management on Implementation of CDF Projects

According to Table 3 it was established that 50.8 percent (31.1% + 19.7%) of the respondents disagreed that all project activities for the CDF projects are clearly defined before any project takes off. It was evidenced by 70.5 percent (47.5% + 23%) who also disagreed that sequencing of activities is normally conducted for all the projects and activities so that they are performed in an order of priority. It was notable that 57.4 per cent (41% + 16.4%) of respondents disagreed that activity duration is normally estimated during the planning process to ascertain time required for every task. It was also noted that 41 percent (24.6% + 16.4%) of respondents disagreed planning for a schedule management is very crucial to the implementation of a CDF project. Regarding whether the schedule is normally developed prior to any project activity, majority 54.1 percent (41% + 13.1%) of the respondents disagreed with the statement. Similarly, majority 55.7 percent (31.1% + 24.6%) of the respondents disagreed that controlling schedule is considered a key activity to ascertain whether there are variations between planned versus actual in terms of time management. On the last item of the variable, it was noticed that 71.8 percent (37.7% + 36.1%) of respondents disagreed that projects done by CDF are normally delivered within desired timeframe.

Looking at the mean values, all the statement scored a mean of below 3 meaning that the respondents disagreed with all the statements concerning the influence of time management on implementation of constituency development fund projects. Most of the variations were low and therefore did not affect the mean values substantially. The results revealed that time management influenced implementation of constituency development fund projects. The findings imply that CDF projects are not delivered within desired time frame. These findings agree with those of Misigah, Kinyanjui and Oscar (2013) who studied factors affecting the timely completion of CDF projects and found that one of the main factors affecting timely completion of CDF projects was poor scheduling.

3.3. Influence of Technology on Implementation of CDF Projects in Rongai Sub-County

The third objective was to establish the influence of technology on implementation of constituency development fund projects in Rongai Sub County, Kenya. The finding is as presented in table 4.

Statement	SD %	D %	N %	A %	SA %	Mean	Std
Use of ICT has helped in creating clarity in communication during implementation of CDF projects	26.2	31.1	39.3	1.6	1.6	2.21	0.915
The project managers are able to track the project advancements through all the stages	18	42.6	34.4	4.9	0	2.26	0.814
There is automation of more routine aspects of work related to scheduling	21.3	59	16.4	3.3	0	2.02	0.719
There is use of software's that allows teams to centralize documents, work on schedule and budgets together, and tag each other in updates and requests.	24.6	44.3	29.5	1.6	0	2.08	0.781
The managers use the online systems to hire project management staff	37.7	36.1	23	3.3	0	1.92	0.862
There have been some improvement in the use of computers in project management	27.9	36.1	31.1	4.9	0	2.13	0.885

Table 4: Influence of Technology on Implementation of CDF Projects

The study established that majority 57.3 percent (31.1% + 26.2%) of the respondents disagreed use of ICT has helped in creating clarity in communication during implementation of CDF projects. With regard to whether the project managers are able to track the project advancements through all the stage, 60.6 percent (42.6% + 18%) of the respondents disagreed with the statement. Similarly, respondents were of different opinion on the statement that there is automation of more routine aspects of work related to scheduling (59% + 21.3%=80.3 percent). Majority 68.9 percent (24.6% +44.3%) of the respondents disagreed that there is use of software's that allows teams to centralize documents, work on schedule and budgets together, and tag each other in updates and requests. On the same breadth, it was noted that respondents disagreed that the managers use the online systems to hire project management staff (73.8 percent = 37.7% + 36.1%). It was also seen that respondents disagreed that there have been some improvement in the use of computers in project management (27.9% + 36.1% = 64 percent). In respect of these propositions, the respondents held same opinions as depicted by the significant low variation in their views. These findings indicated that technology affected the implementation of constituency development fund projects.

These findings contradict the findings of Kang and Mulva (2015) who examined the interaction effects of information technologies and best practices on construction project performance. The findings highlighted the potential for synergistic effects of information technology and best practice use on construction project performance. The findings also disagree with that of Hemmati and Hosseini (2016) whose findings supported the role of IT application on project performance and project benefits.

3.4. Influence of Cost Management on Implementation of CDF Projects in Rongai Sub-County

The fourth objective was to examine the influence of cost management on implementation of constituency development fund projects in Rongai Sub County, Kenya

Statement	SD %	D %	N %	A %	SA %	Mean	Std
Definition of project cost plan is normally done before every project begins	27.9	26.2	39.3	6.6	0	2.25	0.943
Estimation of the project cost is normally done to establish the cost of the entire project before the commencement of every project	14.8	34.4	42.6	6.6	1.6	2.46	0.886
Determination of the required budget is considered mandatory before any CDF project is initiated in the Constituency	9.8	37.7	37.7	13.1	1.6	2.59	0.901
There is department set aside to ensure that CDF project costs are controlled	18	34.4	39.3	8.2	0	2.38	0.879
Detailed expenditure is normally established at the planning stage of every CDF project	13.1	37.7	42.6	6.6	0	2.43	0.805
Financing of CDF projects is normally secured before the beginning of every project	18	37.7	36.1	8.2	0	2.34	0.873
CDF Projects are normally completed within the approved budget	39.3	31.1	26.2	3.3	0	1.93	0.892

Table 5: Influence of Cost Management on Implementation of CDF Projects

The findings of the study revealed that 54.1 percent (27.9% + 26.2%) of respondents disagreed that definition of project cost plan is normally done before every project begins. Similarly, 49.2 percent (34.4% + 14.8%) of respondents disagreed that estimation of the project cost is normally done to establish the cost of the entire project before the commencement of every project. It was established that majority 47.5 percent (37.7% + 9.8%) of respondents disagreed determination of the required budget is considered mandatory before any CDF project is initiated in the Constituency. The findings further established that majority 52.4 percent (34.4% + 18%) of the respondents disagreed with the statement that there is department set aside to ensure that CDF project costs are controlled. On the same breadth, it was important to note that 46.8 percent (37.7% + 13.1%) of respondents disagreed that detailed expenditure is normally established at the planning stage of every CDF project. Concerning whether financing of CDF projects is normally secured before the beginning of every project, finding established that majority 55.7 percent (37.7% + 18%) of the respondents disagreed with the statement. Lastly, majority 70.4 percent (37.7% + 18%) disagreed that CDF Projects are normally completed within the approved budget.

The mean scores of all the statement were below 3 which indicate that many of the respondents disagreed with the statements on cost management. Most of the variations were low and therefore did not affect the mean values substantially. The results revealed that cost management influenced implementation of constituency development fund projects. The findings imply that CDF project were not completed within the approved budget. The findings corroborate with those of Lugusa and Moronge (2015) who established that most bank financed projects in Kenya in the past five years have experienced cost overruns and recommends improvement on cost management by focusing on project cost budgeting, project cost estimation and project cost. The findings further agree with that of Kimani (2013) who found out that CDF funded projects have failed in their mandate of enhancing socio-economic development due to ineffectiveness in financial management, funds allocation and distribution failures.

3.5. Implementation of CDF Projects in Rongai Sub-County

The study sought to determine the implementation of constituency development fund projects in Rongai Sub-County. The frequency statistics mean and standard deviation are as displayed in Table 6.

Statement	SD %	D %	N %	A %	SA %	Mean	Std
CDF projects are implemented according to the set timelines	44.3	41	13.1	1.6	0	1.72	0.756
CDF projects are implemented in-line with the budget provisions	13.1	44.3	39.3	1.6	1.6	2.34	0.793
CDF projects implementations meet the intended quality standards	18	62.3	16.4	3.3	0	2.05	0.693
CDF projects are implemented in-line with the set technical requirements	14.8	52.5	29.5	3.3	0	2.21	0.733
CDF projects are implemented to beneficiary satisfaction	23	47.5	24.6	49	0	2.11	0.819
CDF projects are implemented and evaluated according to set objectives	29.5	36.1	29.5	3.3	1.6	2.11	0.933

Table 6: Implementation of CDF Projects

The findings indicated that majority (44.3%) of the respondents strongly disagreed that CDF projects are implemented according to the set timelines. Most of the respondents (44.3%) disagreed that CDF projects are implemented in-line with the budget provisions. The findings further suggested that CDF projects implementations did not meet the intended quality standards as indicated by (62.3%) of the respondents who disagreed to the statement. With

regards to whether CDF projects are implemented in-line with the set technical requirements, it is noted that majority (52.5%) of the respondents disagreed to the statement. Similarly, another majority (47.5%) of the respondents disagreed that CDF projects are implemented to beneficiary satisfaction. Further, a majority (65.6%) of the respondents disagreed and strongly disagreed that CDF projects are implemented and evaluated according to set objectives.

3.6. Inferential Statistics

3.6.1. Correlation Analysis

The relationship between treating stakeholders as partners, keeping stakeholders involved, transparency in project information and monitoring stakeholder engagement on the performance of SAP IS-OIL software upgrade project was analyzed. Pearson correlation analysis was tested at 0.01 Alpha Level. Table 7 illustrates the findings of correlation analysis.

		Staff Analysis	Time Management	Technology	Cost Management	Implementation of CDF Project
Staff Analysis	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	61				
Time Management	Pearson Correlation	.740**	1			
	Sig. (2-tailed)	.000				
	N	61	61			
Technology	Pearson Correlation	.448**	.641**	1		
	Sig. (2-tailed)	.000	.000			
	N	61	61	61		
Cost Management	Pearson Correlation	.687**	.794**	.581**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	61	61	61	61	
Implementation of CDF Project	Pearson Correlation	.550**	.767**	.697**	.731**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	61	61	61	61	61
** Correlation is significant at the 0.01 level (2-tailed).						

Table 7: Results of Correlation Analysis

The findings revealed that the correlation between staff analysis and implementation of constituency development fund projects was Strong and positive (0.550) and significant (0.000). This shows that a change in staff analysis and implementation of constituency development fund projects changed in the same direction. The relationship is statistically significant at a p value of 0.000. The correlation between implementation of constituency development fund projects and time management, technology and cost management were 0.767, 0.697 and 0.731 respectively and all had statistically significant relationships.

3.6.2. Multiple Regression Analysis

To show the effect of independent variables on the dependent variable, multiple linear regressions were calculated at the 0.05 Alpha level. The Model Summary, ANOVA, and coefficients tables are used to present the results of the regression study.

3.6.2.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.689	.667	1.687
a Predictors: (Constant), Cost Management, Technology, Staff Analysis, Time Management				
b Dependent Variable: Implementation of CDF Projects				

Table 7: Model Summary

The results above indicate that staff analysis, time management, technology and cost management combined account for 68.9 percent of the variance in implementation of constituency development fund projects as indicated by the R-squared value of 0.689; the remaining 31.1 percent is from other variables not in this study and the error term.

3.6.2.2. Analysis of Variance (ANOVA)

The study used F-statistics to establish the robustness of the regression model. Table 8 shows the results.

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	353.685	4	88.421	31.071	.000 ^b
	Residual	159.364	56	2.846		
	Total	513.049	60			
a Dependent Variable: Implementation of CDF Project						
b Predictors: (Constant), Cost Management, Technology, Staff Analysis, Time Management						

Table 8: ANOVA^a

The model is concluded to be statistically significant at 95 percent level of confidence with F-Statistic=31.071 and a corresponding p-value=0.00<0.05 The F-Statistic at 31.071 from ANOVA test explains the overall significance of the regression model at 95 percent confidence interval. Table 4.28 below summarizes the multiple regressions coefficient.

3.6.2.3. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.825	1.133		1.611	.113
Staff Analysis	-.082	.109	-.086	-.750	.456
Time Management	.285	.104	.4	2.731	.008
Technology	.29	.092	.31	3.142	.003
Cost Management	.221	.097	.293	2.282	.026
a Dependent Variable: Implementation of CDF Projects					

Table 9: Regression Coefficients^a

It was revealed that in order for implementation of constituency development fund projects to increase by one unit, there must be an effect -0.082-unit, 0.285-unit, 0.29 unit, and 0.221-unit changes in staff analysis, time management, technology and cost management respectively while holding other factors which were not part of this study constant ($\beta_0 = 1.825$). According to the results, it is evident that technology had the greatest influence on implementation of constituency development fund projects while staff analysis had the least influence. It is thus imperative for project managers to put more emphasis on the use of various aspect of technology in project management works.

3.7. Hypothesis Testing

- The first null hypothesis (H01) stated that: Staff analysis has no significant influence on the implementation of constituency development fund projects in Rongai Sub-County, Kenya. The results of t-statistics ($t = -0.75$; $p > 0.05$) indicated that the influence of staff analysis on implementation of constituency development fund projects was statistically insignificant. The results led to the acceptance of the first null hypothesis thus the null hypothesis was considered to be true. However, it can be noted that using the bivariate regression analysis the results indicated that the influence of staff analysis on implementation of constituency development fund projects was statistically significant.

The second null hypothesis (H02) stated that: Time management has no significant influence on the implementation of constituency development fund projects in Rongai Sub-County, Kenya. The pertinent results of t-statistics ($t = 2.731$; $p < 1.000$) indicated that the influence of time management on implementation of constituency development fund projects was statistically significant. Therefore, the second null hypothesis was rejected, and the alternate hypothesis taken to be true.

The third null hypothesis (H03) stated that: Technology has no significant influence on the implementation of constituency development fund projects in Rongai Sub-County, Kenya. The results of t-statistics ($t = 3.142$; $p < 0.05$) showed that the influence of technology on implementation of constituency development fund projects was found to be statistically significant. This implied that the third null hypothesis was rejected, and the alternate hypothesis considered to be true.

The fourth null hypothesis stated that: H04: Cost management has no significant influence on the implementation of constituency development fund projects in Rongai Sub-County, Kenya. According to the results of t-statistic ($t = 2.282$; $p < 0.05$), cost management was found to have statistically significant effect on implementation of constituency development

fund projects. Thus, the fourth null hypothesis was effectively rejected, while the alternate hypothesis was taken to be true.

4. Summary of the Study Findings

The study revealed that the project staff of constituency development fund projects is not acquired based on their previous experience. It was established that the project staff is not trained on expectations before project commencement. The study also revealed that the project staff is not acquired based on their education and qualification in the project. Also established is that the right number of project staff is not acquired to manage the workload. It was further revealed that competencies of the current staff are not maintained and that the project staff is not acquired based on their skills i.e., technical knowledge and expertise in the project. The study revealed that not all project activities for the CDF projects are clearly defined before any project takes off. It was evidenced that sequencing of activities is not normally conducted for all the projects and activities so that they are performed in an order of priority. It was notable that activity duration is not normally estimated during the planning process to ascertain time required for every task. It was also noted that schedule is not normally developed prior to any project activity.

The study established that the use of ICT has not helped in creating clarity in communication during implementation of CDF projects. The study also revealed that project managers were not able to track the project advancements through all the stage. There were mixed opinions regarding automation of more routine aspects of work related to scheduling. The study further observed there is no use of software's that allows teams to centralize documents, work on schedule and budgets together, and tag each other in updates and requests. The study revealed that definition of project cost plan is not normally done before every project begins.

The study also revealed that there is no department set aside to ensure that CDF project costs are controlled. It was also found that detailed expenditure is not normally established at the planning stage of every CDF project. Other findings revealed that financing of CDF projects is not normally secured before the beginning of every project.

5. Conclusion

It is self-evident that there are a number of aspects to consider when hiring project workers. This include their previous experience in similar projects, their education and qualification in the project, and their skills such as technical knowledge and expertise in the project. Moreover, it was noted that time management contributes substantively in the timely completion and delivery of projects within the desired. Also, the major influence of implementation of constituency development fund projects in this study is technology. Therefore, the use of ICT helps create clarity in communication during implementation of CDF projects. Finally, cost management has positive effect on implementation of constituency development fund projects.

6. Recommendations

This study recommends that project managers should always acquire project staff based on their previous experience in similar projects, their education and qualification in the project and their skills. They should also train project staff on expectations before project commencement. A well-trained staff is able to perform better and make improvements in the job.

The study recommends training project managers and project administrators in time management aspects like project activity definition, time duration estimations and preparation of activity schedules. This will help in ensuring that there are no cost overruns due to inflation and changes in prices of materials in the market over time.

The study also recommends that the project managers should consider focusing more on the use of information communication technology such as use of software's that allows teams to centralize documents, work on schedule and budgets together and tag each other in updates. Similarly, there is need for project managers to use the online systems to hire project management staff.

The study recommends that in constituencies such as the CDF office, community members and project committee, the parties involved in the implementation of the CDF project build strategies to enable project managers to sharpen their cost project management abilities, including proper budgeting, accountability activities, task division and cost controls.

7. References

- i. Bowen, P. A., Edwards, P. J., & Cattell, K. (2012). Corruption in the South African construction industry: A thematic analysis of verbatim comments from survey participants. *Construction Management and Economics*, 30(10), 885-901.
- ii. Banful, A (2009) 'Do *Institutions Limit Clientelism?* A Study of the District Assemblies Common Fund in Ghana', The Centre for the Studies of African Economies (CSAE) Conference 2009 'Economic Development in Africa', Oxford, 22-24.
- iii. Daudi, Y. R. (2019). Efficacy Of Constituency Development Catalyst Fund In Tanzania: The Case Of Mwanga And Moshi Urban CONSTITUENCIES. *International Journal of Public Policy and Administration*, 2(1), 1-16.
- iv. Hemmati, M., & Hosseini, H. (2016). Effect of IT application on project performance focusing on the mediating role of organizational innovation, knowledge management and organizational capabilities. *Engineering, Technology & Applied Science Research*, 6(6), 1221-1226.
- v. Kang, Y., O'Brien, W. J., Dai, J., Mulva, S. P., Thomas, S. P., Chapman, R. E., & Butry, D. (2013). Interaction effects of information technologies and best practices on construction project performance. *Journal of Construction Engineering and Management*, 139(4), 361-371.

- vi. Keefer, P., & Khemani, S. (2009). When do legislators pass on 'pork'? The determinants of legislator utilization of a constituency development fund in India.
- vii. Kerzner, H. R. (2013). *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons.
- viii. Khemani, S. & Keefer, P. (2009). 'When Do Legislators Pass on 'Pork'?': The Determinants of Legislator Utilization of a Constituency Development Fund in India': Policy Research Working Paper no. 4929. Washington, D. C., World Bank.
- ix. Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- x. Kotur, B. R., & Anbazhagan, S. (2014). Education and work-experience-influence on the performance. *Journal of Business and Management*, 16(5), 104-110.
- xi. Loosemore, M., Dainty, A., & Lingard, H. (2013). *Human Resource Management in Construction Projects: Strategic and Operational Approaches*. London: Taylor & Francis.
- xii. Lugusa, S. I., & Moronge, M. (2016). Influence of Project Management Skills on Performance of Bank Financed Projects in Kenya: A Case of Commercial Banks Projects. *The Strategic Journal of Business and Change Management*, 3(2), 810-838.
- xiii. Mary, F. N. (2018). The Effect of Project Management Leadership on Performance of Compassion International projects in Kitui County, Kenya. *Unpublished Thesis. Kenyatta University*.
- xiv. Misigah, S., Kinyanjui, J., & Oscar, M. (2013). Factors affecting the timely completion of CDF projects. *International Journal of Production Research*, 44(17), 3433-3449
- xv. Njau, J. N. (2012). *Factors influencing implementation of the African Development Bank funded project in the ministry of higher education, science and technology-Kenya* (Doctoral dissertation, University of Nairobi, Kenya).
- xvi. Otoo, E. (2012). *The effect of training and development on employee performance at accra polytechnic* (Doctoral dissertation).