
Factors Influencing Implementation of Constituency Development Fund Projects in Kiambu County

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Abstract

The study sought to determine the factors influencing implementation of constituency development fund projects in Kiambu County. CDF was meant to improve education sector by building schools, health care and fighting of poverty. The low success rate of CDF projects implementation in Kenya has contributed to the public concern that constituency development fund initiative is a waste of public resources. The study used the descriptive research design in conducting the study. The population for this research comprised of all individuals involved either directly or indirectly with overseeing the implementation of various CDF projects in Kiambu County. The target population was 330. A proportionate sample size of 99 was selected using simple random technique. A questionnaire was used to collect data. Quantitative data was analyzed through the use of descriptive statistics which include frequencies, percentages, mean and standard deviation. Data presentation was done using charts and frequency tables. A regression analysis was employed. The regression results indicates that there existed a significant positive relationship between project financing and implementation of constituency development fund projects in Kiambu County with regression factor $r=0.236$, $P=0.029<0.05$. The study revealed that there existed insignificant positive relationship that exists between human resource skills and implementation of constituency development fund projects in Kiambu County as regression $r=0.247$, $P=.100>0.01$. The study sought to establish a insignificant positive relationship that exists between human resource skills and implementation of constituency development fund projects in Kiambu County as regression $r=0.247$, $P=.100>0.01$. The regression results indicates that there existed a significant positive relationship between project team leadership and implementation of constituency development fund projects in Kiambu County

with regression factor $r=0.339$, $P=0.012<0.005$. The study concludes that Project Financing and project team leadership factors highly determined the success of project implementation process. The study recommends that legal and policy frameworks, CDF projects financing, human resource skills and project team leadership to be given priority during the implementation process.

Key words: Project Financing Project Team Leadership, Legal and Policy Framework, Human Resource Skills, Constituency Development Fund, project Implementation

Introduction

The global setting of CDF initiatives indicates that they are politically-initiated projects (Baskin, 2010). In US, operations of the initiatives became controversial since they raise fundamental questions about the efficacy of government service delivery, the extent to which such service delivery could be made accountable, the role of legislators in selecting development priorities, and how public participation in policy making can be made more meaningful. Earmarks constituted less than 1% of the 2010 federal budget, down from about 1.1% in 2006. Those who support the programs opine that earmarks are good for development because they are more democratic and less bureaucratic than traditional appropriation spending, which generally is not tailored to specific projects (Herdt, 2010). There may be fundamental difference between US earmarks which are often informal mechanisms that are employed on a case-by-case basis and the institutionalization of distributive mechanisms that become part of the annual budget process as appears to be the case with CDFs (Baskin, 2010).

Constituency based initiatives were noted among African countries as capable of protecting communities from the impersonal administration of inflexible and centralized state organizations that often overlook individual communities in the name of administrative rationality. Countries that had adopted some form of a Constituency Development Fund by year 2010 included Southern Sudan, Philippines, Honduras, Nepal, Pakistan, Jamaica, Solomon Islands, Tanzania, Malawi, Namibia, Zambia, Uganda, Ghana, Malaysia, India, US, South Africa and Kenya (Tshangana, 2010). In all the countries where the CDF model has been adopted, there are open questions relating to the role of CDFs in development administration. There are claims that CDFs projects implementation had been affected by accountability and legislature's framework (Tshangana, 2010). Mapesa and Kibua (2006) concurred with this sentiment and expressed that CDF having achieved overwhelming public endorsement the key concern now is how the funds are managed and whether it has successfully influence implementation of the CDF projects. According to Mwabu *et al.*, (2002) project beneficiaries determines the success or failure of any project by involving them, the development workers stand a better chance of identifying the real needs of the stakeholders of selecting the correct solution and factors that could hinder the success of the project. The Constituency Development Fund in Kenya was established in 2003 through the CDF Act in The Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January 2004. The fund comprised of an annual budgetary allocation equivalent to 2.5% of the government's ordinary revenue to promote development projects in the rural areas. The vital components of project selection, initiation, monitoring and evaluation are yet to be prudently managed by the CDF committee.

Statement of the Problem

Constituencies Development Fund was adopted by Kenyan government in 2003 to achieve rapid socio-economic development at the constituency level through financing locally prioritized projects and enhanced community participation (GoK, 2008). Through CDF, schools have been built and equipped, contribution to health by building hospitals and equipping of hospitals and dispensaries, building of roads, provision of water; youth and women empowerment (Kariuki, 2013). Despite the importance of CDF projects in the society, most of the projects have failed, stalled and not been effective and therefore the aim of the fund not achieved (Kirui, Chemutai & Rotich, 2015). Kiambu County constituencies have been received substantial allocation from CDF kitty since inception of the fund. However, up to 62% of the projects had not completed for at least four years since their commencement (KIPPRA, 2016).

This has been confirmed by empirical findings raising concerns on the factors influencing effective CDF project implementation. Kirui, Chemutai and Rotich (2015) examining the determinants of completion time of projects funded through constituency development fund at Ainamoi Constituency found that 70.26% of the projects had not been completed several years after commencement. Further, Katamei, Omwono and Wanza (2015) revealed that CDF projects were not effective due to challenges relating to leadership, cultural receptivity, structural factors and communication. Similarly, Kirui and Wanyoike (2015) examining the determinants of implementation of constituency development fund projects in Baringo Central Constituency found that CDF projects were not completed within set timelines, costs and as per technical requirements and hence majority of the projects were not effective . KIPPRA (2008) also found that majority of the projects undertaken through CDF had stalled or took long to complete.

The low success rate of CDF projects in Kenya has contributed to the public concern that constituency development fund initiative is a waste of public resources. Moreover, other views put forward question the relevance of these projects in devolved governance system in Kenya. Likely, the opposition on CDF projects would not be there if CDF projects were successfully implemented. This study therefore sought to determine the factors that contribute to the implementation of CDF projects in Kenya. In particular, this study investigated the influence of CDF legal & policy framework, project financing, human resource skills and project team leadership on implementation of CDF projects in Kenya.

Objectives of the Study

- i. To determine the influence of legal and policy framework on implementation of constituency development fund projects in Kiambu County,
- ii. To examine the influence of project financing on implementation of constituency development fund projects in Kiambu County,
- iii. To establish the influence of human resource skills on implementation of constituency development fund projects in Kiambu County,
- iv. To determine the influence of project team leadership on implementation of constituency development fund projects in Kiambu County.

Literature Review

Application of resource based theory to CDF project implementation explains why performance of implementation of various CDF projects varies with constituencies. Even though the theory talks of specific resources available to an organization, generally, a constituency with most resources (tangible and intangible) required for project implementation will find it easy to implement projects and achieve desired objectives within the set time. Critics to resource based theory relate to the unit of analysis, the circularity or tautological nature of the theory, the exogenous nature of value, the neglect of the environment, the condition of heterogeneity, and the behavioural assumption underlying the condition of non-imitability. The resource-based perspective does not escape the general problem of finding the appropriate unit of analysis. Most contributions within the RBV take the individual resource as the relevant unit of analysis to study competitive advantage. Peteraf and Barney (2003) answer this criticism by proposing a more narrow definition of competitive advantage, no more in terms of profitability advantage but in terms of competitive edge. Project implementation theory has evolved over years and has emphasized several critical success factors in project implementation. To effectively implement a project is usually difficult and complex. The project manager has to devote more time and energy on human, financial, and technical variables as the key to the realization of project implementation. The theory further argues that it is apparent that a number of determinants are capable of affecting project implementation if not handled with care.

CDF Project Implementation

Auya (2015) rural development programs in Kenya, the challenges facing constituency development fund in north mugirango/borabu constituency. The study found that low level of community participation was a challenge limiting success of CDF projects. This challenge was attributed to failure to involve community members in selecting CDF committee members and in identifying CDF projects. Similarly, a CDF committee member admitted that not all projects required community consultation. Nwakanma (2013) studied the factors affecting implementation of information technology projects: experts' perception. Katamei, Omwono, & Wanza (2015) found that implementation of CDF projects was hindered by cultural receptivity including low level of understanding of implementation process, poor managers' leadership style, poorly implemented values and beliefs systems and conscious and unconscious symbolic acts taken by leaders further posed challenges to performance of CDF projects in Marakwet west constituency.

Legal & Policy Framework and Effective Project Implementation

The legal and policy framework restricts the activities of implementing the CDF projects. Established in 2003, the CDF Act (2003) provides that, at least 2.5% of all collected ordinary government revenue in every financial year, shall be paid into the Fund. This amount shall be disbursed under the direction of National Management Committee constituted as per Section 5 of the Act. 75% of the amount is disbursed equally across all the 210 constituencies, while the remaining 25% is disbursed on the basis of the poverty index (Section 19 of the CDF Act).

Politics and Constituency Development Fund Devolution of resource to the decentralized unit of management is seen as one of the positive move by the central authorities but there is a concern about the organizational and management structure of the CDF since politicians control the project formulation and disbursement of the finance. Politicians can dictate what is to be monitored and evaluated on a given project, what the stakeholders should or should not know and some areas will lack consideration for CDF projects (Kenya Human Rights Commission, 2010). CDF projects will then be based and ranked on political benefits rather than the wider benefits to society. The constituents will suffer thinking that those projects are a courtesy of the goodwill of the politicians. Those projects extending benefits to other geographical regions outside the host constituency will be rejected and this coupled with the weak institutional framework makes them not to support monitoring and evaluation (Mwangi, 2005).

Project Financing and Effective Project Implementation

Budgetary allocation on the Constituency Development Fund is not adequate to cater for all community needs (Oyalo & Bwisa, 2015). In Kenya, the current allocation of CDF is 2.5% of the national budget which is felt by many people to be rather small and may need to be enhanced to at least 5%. In a survey by Ochanda (2010) it was noted that it is still clear that the cumulated amount of funds that go through the district treasuries are much higher than the overall CDF allocation. At the constituency level, the entire amount allocated to each constituency is to be spent based on functional criteria set in the law. One criterion emphasizes that not less than 73% of the CDF allocation should be spent on development projects. According to the statutes, for projects to qualify for CDF funding, they must satisfy three major criteria. First, they must be development-oriented and not recurrent; for instance, funds may be disbursed to build school classrooms but not payment of teachers. Second, projects must be community-based so as to spread the benefits to many constituents.

Kirui, Chemutai, and Rotich, (2015) studied the determinants of completion time of projects funded from constituency development fund in Kenya at Ainamoi Constituency. The study found that projects were usually funded as per the bill of quantity with most projects being sponsored halfway or quarterly with initial project plans not being followed. Murray (2011) CDF programs faced challenges of underfunding in areas that are were in need of development. This was on inadequate CDF legislation which is full of ambiguity. According to a report by National Taxpayers Association. (2012), the CDF Act (2003) allocates some money for emergencies without specifying what constitutes an emergency. Furthermore, by setting aside money as CDF office running costs, the Act not only allows for taking away the needed development funds for higher priority projects but also makes the CDF office to be treated as development project itself.

Human Resource Skills and Effective Project Implementation

The Project Human Resource should be given clear roles and designations depending on their level of expertise. If their skills and expertise is inadequate, training for relevant skills should be organized especially for those projects where staff have to go out and do project activities on their own. The major focus of the organization should be on developing employee skills and abilities so that they can contribute to the organization effectively and enable them conduct an independent Monitoring and evaluation exercise (Gikonyo, 2008).

Auya (2015) studying rural development programs in Kenya, the challenges facing constituency development fund in North Mugirango/Borabu Constituency found that CDF committee member were selected based on whether they supported the MP during campaigns. There were no interviews for the positions and community members were not involved at all. To support the committee member's claim, the study established that six of the CDF committee members had secondary education as their highest academic qualification, three had P1, two diplomas, and two had degrees. Most of the educated committee members were trained primary and secondary teachers with no or minimum knowledge and experience in project management.

Project Team Leadership and Effective Project Implementation

Achieving projects' success depends on people as people are the most critical project management resource. Huemann *et. al.*, (2007) suggests that the project is a social system, and includes several areas focused on organizational behaviour, leadership, communication, team building, and human resource management. The ability to lead, including inspiring others in a shared vision, Leaders have clear visions and they communicate these visions to their employees. They foster an environment within their companies that encourages risk taking, recognition and rewards, and empowerment allowing other leaders to emerge. Leaders are people who inspire with clear vision of how things can be done better. Project management leadership style affects overall project performance. Recent research supports the idea that effective projects are led by individuals who possess not only a blend of technical and management knowledge, but also leadership skills that are internally compatible with the motivation of the project team (Turner, 2009).

Auya (2015) found that poor leadership was major challenge facing CDF in the North Mugirango/Borabu Constituency and the challenge was largely attributed to recruitment process of committee members. Project success was recognized by Mir and Pinnington (2014) to be a complex, multi-dimensional concept encompassing many attributes. Projects are unique, reason why project success criteria differ from one project to another (Mülle & Turner, 2007).

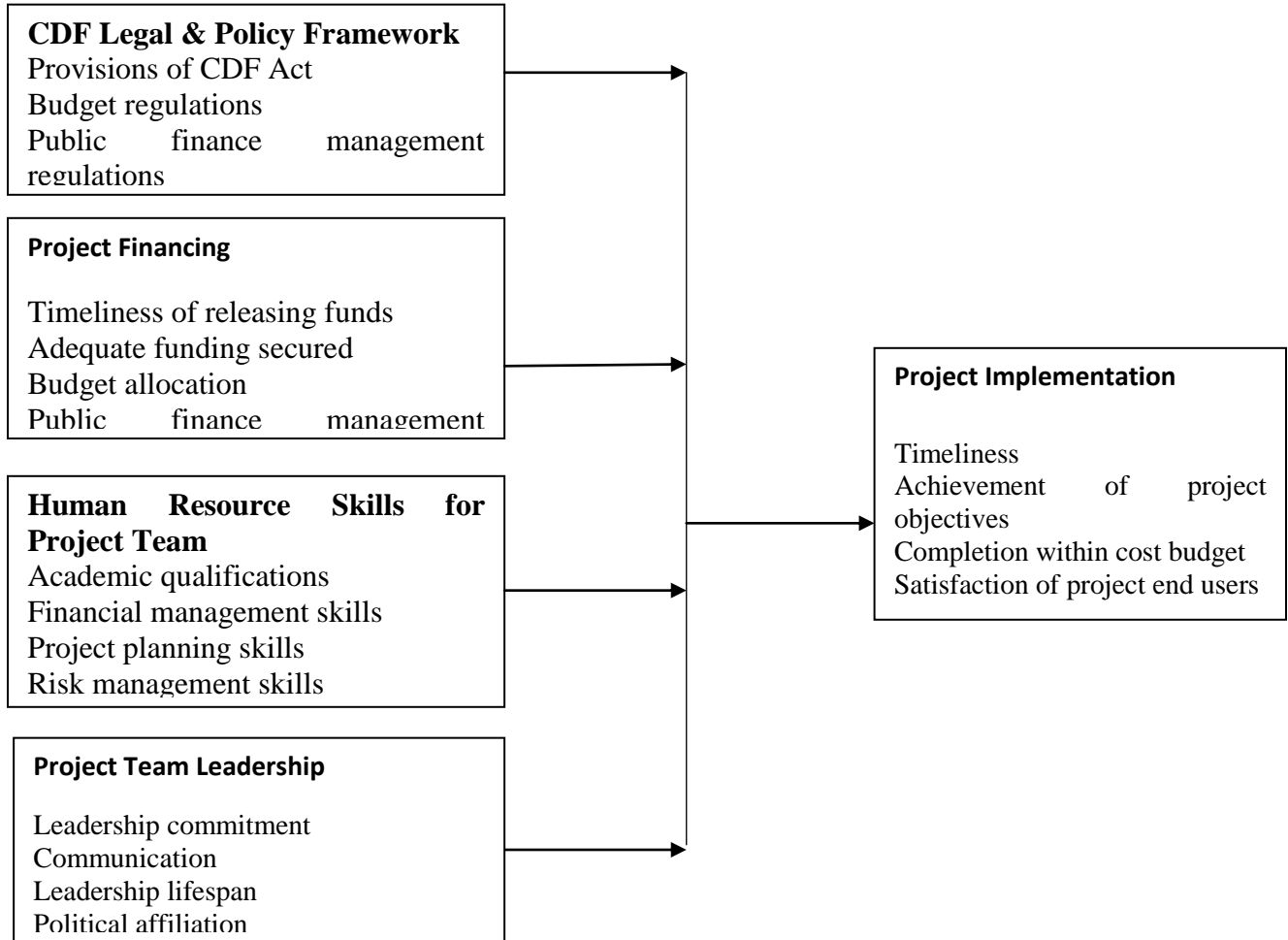
Success criteria are defined by Muller and Turner (2007) as variables that measure project success. Since project success might be perceived differently by stakeholders, there is a need for comprehensive criteria that reflect their interests and views. Westerveld (2003) emphasizes the importance of stakeholders' satisfaction as main success criteria, complementary to the golden triangle of time, budget and quality, and adds that different time lags should be considered. Establishing a set of criteria applicable to any type of project is unrealistic (Mir & Pinnington, 2014).

Conceptual Framework

The independent variable were CDF Legal and Policy Framework, Project Financing, Human Resource Skills for Project Team and Project Team Leadership. The dependent variable was Effective CDF Project Implementation.

Independent Variables

Dependent Variable



Conceptual Framework

Research Methodology

The study used the descriptive survey research design. The descriptive survey research design enables one to obtain information concerning the current situation and other phenomena and wherever possible to draw valid conclusion from the facts on a given situation (Creswell, 2008). Moreover, this research design is suitable where the researcher needs to draw conclusion from a larger population hence the most appropriate for the study. The design enabled description of the factors influencing implementation of constituency development fund projects in Kiambu County. The population for this research comprised of

all individuals involved either directly or indirectly with overseeing the implementation of various CDF projects in Kiambu County. The total estimated number of people dealing with CDF projects at Kiambu County constituencies is 330 (NGCDB, 2016). Slovin's formula was used to identify the sample size. By applying the formula, a sample size of 90 was studied using at 9% margin of error. Stratified random sampling was used to identify a sample under each stratum. The weight of the stratum was identified by relating the population under the strata in relation to the entire population. The respondents were 22 CDF committee members, 32 executive members and 36 technical officers.

The study used primary methods in data collection. Primary data entails first-hand information which has not been published. Structured questionnaires were used to collect data (Mugenda & Mugenda, 2003). A structured questionnaire made of both open ended and closed ended questions was employed to collect data. The questionnaires were administered by drop and pick method. Quantitative data was analyzed through descriptive statistics which include frequencies, percentages, mean and standard deviation presented in tables. Multiple regression analysis and correlation analysis adopted to determine whether there existed significant relationship between legal and policy framework, project financing, human resource skills and project team leadership and implementation of constituency development fund projects in Kiambu County.

Results and Discussion

The study's target population was 90 respondents who were dealing with CDF projects at Kiambu County constituencies. As such, a total of 90 questionnaires were issued out of which 83 were duly filled and returned. This translated to a response rate of 90%.

Legal and Policy Frameworks

Table 1: Legal and Policy Frameworks

Legal and Policy Frameworks	Mean	SD
Availability of a definite policy framework	3.93	0.777
CDF Act regulations influence implementation of CDF projects.	3.69	0.987
Budget regulations influence implementation of CDF projects.	3.43	1.181
Existence of public finance management regulations	3.59	1.169
The implementation of CDF projects is influenced by the set policies.	3.35	1.452
Government policies	3.7	1.101

The results in Table 1 revealed that the availability of a definite policy framework influences implementation of CDF projects to a large extent with a mean of 3.93 and standard deviation of 0.777. Government policies influencing effective the effectiveness of implementation of CDF projects had a mean of 3.7 and standard deviation of 1.101. The CDF Act regulations also influence implementation of CDF projects with a mean of 3.69 and standard deviation of 0.987. To a large extent also, the respondents indicated that existence of public finance management regulations influence implementation of CDF projects with a mean of 3.59 and standard deviation of 1.169. To a moderate extent, budget regulations influence implementation of CDF projects with a mean of 3.43 and standard deviation of 1.181. While the implementation of CDF projects is influenced by the set policies had a mean of 3.35 and

standard deviation of 1.452. The findings indicate the existence of various legal and political frameworks, which if not adhered to could hinder the success of implementation of CDF projects.

Project Financing

Table 2: Project Financing

Project Financing	Mean	SD
There is timeliness in the releasing funds.	3.78	0.856
Adequate funding is secured.	3.43	1.05
There is proper budget allocation.	3.45	1.242
Allocation of allocated is able to purchase appropriate resources.	3.51	1.329
There is an effective plan on how the money allocated to projects.	3.31	1.497

The results in Table 2 indicate that there timeliness in the releasing funds and financial management ensures that the money allocated is able to purchase appropriate resources influence project implementation to a large extent as indicated by a mean $M=3.78$ and 3.51 supported by $SD=0.856$ and 1.329 respectively. The respondents indicated that proper budget allocation, influence project implementation to a moderate extent as indicated by a mean, $M=3.45$ and $SD=1.242$. The results also indicated that secured adequate funding influence project implementation to a moderate extent as indicated by a mean of 3.43 supported by $SD=1.05$ while existence of effective plan money allocated influence project implementation to a moderate extent ($M=3.31$, $SD=1.497$). This implied that the project financing influence project implementation to a great extent.

Human Resource Skills

Table 3: Human Resource Skills

Human Resource Skills	Mean	SD
There is direct investment of Technical Officers	3.8	0.793
Adequate skills and experience of the project management committee	3.3	1.176
Technical capacity	3.28	1.172
Clear job allocation and designation befitting their expertise.	3.14	1.317
Necessary skills play a key role in providing functional advice in the development of appropriate results-based implementations	3.24	1.255
Training helps to a great extent to provide quality information to the project management committee	3.34	1.271
There is adequate financial management skills	3.22	1.389
There is proper project planning and research skills	3.64	0.97

The results in Table 3 indicated that there was direct investment of Technical Officers in the implementation of CDF Projects to a great extent ($M=3.8$, $SD=0.793$), that proper project planning and research skills had a positive impact on project implementation to a great extent ($M=3.64$, $SD=0.97$). The findings indicated that training help in provision of quality information to the project management committee affecting project implementation to a moderate extent ($M=3.34$ and $SD=1.271$). The findings indicated that necessary skills plays a key role in providing functional advice in the development of appropriate results-based affecting CDF project implementations to a moderate extent ($M=3.24$ and $SD=1.255$) while adequate skills and experience of the project management committee affects CDF Project

implementation to a moderate extent (M=3.3 and SD= 1.176). The findings indicated that technical capacity determine performance in implementation of CDF Projects to a moderate extent(M= 3.28 and SD= 1.1727) and that adequate financial management skill affects CDF project implementation to a moderate extent(M= 3.22and S= 1.389 while clear job allocation of human resources and designation befitting their expertise affects CDF project implementation to a moderate extent(M= 3.14 and SD= 1.317. This implied that human resource skills affects CDF project implementation to a moderate extent.

Project Team Leadership

Table 4:Project team leadership

Project team leadership	Mean	SD
Adequate monitoring and evaluation of the projects initiated at community level	3.39	1.08
Knowledge-ability of the management committee	3.36	1.265
The CDF management committees are commitment	3.36	1.274
Decision making concerning the project is efficient	3.46	1.328
There is prioritization of community needs	3.69	0.882
There is effective communication among the project team members	3.63	1.134
There is existence of political affiliation	3.36	1.132

The results in Table 4, the respondents indicated that prioritization of community needs by the management committees influence CDF project implementation to a great extent (M= 3.69 and SD= 0.882). The respondents indicated that effective communication among the project team members affected CDF project implementation to a great extent (M=3.63 and SD= 1.134. The respondents indicated that adequate monitoring and evaluation of the projects initiated at community level influence CDF project implementation to a moderate extent (M=3.39 and SD= 1.08). The findings also indicated that decision making concerning the project was established to be too efficient and knowledge-ability of the management committee affected CDF project to a moderate extent M=3.46 and SD= of 1.328; M= 3.36 SD= 1.265 respectively. The results further indicated that CDF management committees competency affects CDF project implementation process to a moderate extent M= 3.36 and SD=1.274. the findings further indicated that existence of political affiliation influence CDF project implementation with a moderate extent (M= 3.36 and SD= 1.132.

Project Implementation

Table 5: Project Implementation

Project Implementation	Mean	SD
Timeliness	3.53	1.291
Achievement of project objectives	3.1	1.511
Completion within cost budget	3.61	0.762
Satisfaction of project end users	3.4	1.189

The results in Table 5 indicated that project completion within cost budget influence project implementation to a great extent (M= 3.61 and SD= 0.762) and that project implementation timeliness was achieved to a great extent (M= 3.53 and SD= 1.291. The results also indicated that achievement of project objectives as outcome of project implementation was achieved to

a moderate extent (M=40, SD=1.189). Further results indicated that satisfaction of project end users was achieved to a moderate extent (M=3.10, SD=1.511)

Correlation Analysis

Table 6: Correlation analysis

		Y	X1	X2	X3	X4
X1	R	.517**	1			
	p-value	0.00				
X2	R	.585**	.402**	1		
	p-value	0.000	0.000			
X3	R	.636**	.572**	.604**	1	
	p-value	0.000	0.000	0.000		
X4	R	.655**	.528**	.590**	.704**	1
	p-value	0.000	0.000	0.000	0.000	
	N	83	83	83	83	83

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

Y= Project Implementation, X1 Legal and Policy Frameworks, X2 Project Financing, X3 Human Resource Skills and X4 Project team leadership

The results in Table 6 shows that there exists between of legal and policy framework and implementation of constituency development fund projects in Kiambu County, a Pearson Correlation $r = 0.517$, $P = 0.000 < 0.01$. In establishing the relationship that exists between project financing and implementation of constituency development fund projects in Kiambu County, a Pearson Correlation $r = 0.585$, $P = 0.000 < 0.01$. In establishing the relationship that exists between human resource skills and implementation of constituency development fund projects in Kiambu County, a Pearson Correlation $r = 0.636$, $P = 0.000$. The positive coefficient indicates a positive correlation between human resource skills and implementation of constituency development fund projects. The p-value indicated that the relationship was significant at 99% confidence level. Therefore, having the appropriate human personnel, contributes greatly to successful project implementation. In establishing the relationship that exists between project team leadership and implementation of constituency development fund projects in Kiambu County, a Pearson Correlation factor, $r = 0.655$, $P = 0.000 < 0.01$. The positive coefficient indicates a positive correlation between project team leadership and implementation of constituency development fund projects. The p-value indicated that the relationship was significant at 99% confidence level. Hence, through providing guidance and motivation, the project team leadership is likely to impact positively to the implementation of various projects.

Regression Analysis

The regression results indicated $R^2 = 0.535$ and R is 0.512. The coefficient of determination R square indicates that 53.5% of the variation on the implementation of constituency development fund projects in Kiambu County is explained by the studied factors. From ANOVA results to test the goodness of fit indicated that $F_{cal} = 22.477$ far exceed $F_{cri} = 1.1526$ was significant with $P = 0.000 < 0.01$ indicating regression model $Y = -0.133 + 0.197X_1 + 0.236X_2 + 0.247X_3 + 0.339X_4 + e$ had a goodness of fit .

Table 7: Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-0.133	0.402		-0.33	0.742
Legal and Policy Frameworks	0.197	0.124	0.153	1.59	0.116
Project Financing	0.236	0.106	0.225	2.22	0.029
Human Resource Skills	0.247	0.148	0.201	1.664	0.100
Project team leadership	0.339	0.131	0.3	2.587	0.012

a. Dependent Variable: Project Implementation

From the resultant model was $Y = -0.133 + 0.197X_1 + 0.236X_2 + 0.247X_3 + 0.339X_4 + \epsilon$. The results revealed that exist an insignificant positive relationship between legal and policy frameworks and CDF Project Implementation as regression factor $r = 0.236$, $P = 0.116 > 0.05$. The results concurred with Oyalo and Bwisa (2013) who revealed that there were policy factors that influence the completion of CDF funded projects in Kangundo constituency and found that CDF projects were under scrutiny and funds could only be allocated to specific areas of developed and hence some projects could run out of funds. The regression results indicates that there existed a significant positive relationship between project financing and implementation of constituency development fund projects in Kiambu County with regression factor $r = 0.236$, $P = 0.029 < 0.05$. The findings are supported by Murray (2011) findings who revealed that underfunding hinders implementation of development project. The study sought to establish a insignificant positive relationship that exists between human resource skills and implementation of constituency development fund projects in Kiambu County as regression $r = 0.247$, $P = 0.100 > 0.05$ with a p-value of 0.000. The results were supported by Auya (2015) who revealed that rural development programs in Kenya is affected by inadequate human resource was established to be the main challenge. The regression results indicated that there existed a significant positive relationship between project team leadership and implementation of constituency development fund projects in Kiambu County with regression factor $r = 0.339$, $P = 0.012 < 0.005$. This implied that proper leadership impacts positively on implementation of CDF project. This is mainly through them fostering an environment that encourages risk taking, recognition and rewards, and empowerment allowing other leaders to emerge. Similar findings were made by Wachira (2013) who found that top management support influenced implementation of the project.

Summary of findings

The study sought to determine the relationship between legal and policy framework and implementation of constituency development fund projects. To achieve this, Correlation Analysis was undertaken of which a positive and significant Pearson Correlation coefficient was obtained. This positive coefficient indicated that the legal and policy framework impacted positively on how the projects were implemented. This may be through appropriate organizational policies, organizational politics and appropriate public financial management policies which ensure that proper guidelines are set onto how the implementation process is undertaken. The regression results established that there exist an insignificant positive relationship between legal and policy frameworks and CDF Project Implementation as

regression factor $r= 0.236$, $P=0.116>0.05$. The study established that there existed a significant positive relationship between project financing and implementation of constituency development fund projects in Kiambu County with regression factor $r=0.236$, $P=0.029<0.05$. The study found there exist insignificant positive relationship that exists between human resource skills and implementation of constituency development fund projects in Kiambu County as regression $r=0.247$, $P=.100>0.05$ with a p-value of 0.000. The regression results indicated that there existed a significant positive relationship between project team leadership and implementation of constituency development fund projects in Kiambu County with regression factor $r=0.339$, $P=0.012<0.005$. This implied that proper leadership impacts positively on implementation of CDF project.

Conclusions and Recommendations

The study concluded that there is a positive relationship between legal and policy framework and implementation of constituency development fund projects in Kiambu County. This is through providing the necessary guidelines onto which the projects get implemented. The study thus recommends adoption of appropriate policy environment which was found to insignificantly affect implementation of the projects. The legal and policy framework thus ought to be well adhered to so as to ensure effective implementation procedures. The study concludes that there is a positive relationship between project financing and implementation of constituency development fund projects in Kiambu County. The financing aspects leading to successful implementation include adequate budget allocation to the IFMIS projects, internal controls, timeliness of releasing funds securing adequate funding, effective plan on allocation of funds and effective approval of funds. The study recommends that there should be adequate financing to achieve success in CDF project implementation.

The study concludes that there exists a positive relationship between human resource skills and implementation of constituency development fund projects in Kiambu County. This relates to direct investment of Technical Officers in the implementation of CDF Projects, proper project planning and research skills, adequate skills and experience of the project management committee and human resources on the project being given a clear job allocation and designation befitting their expertise. Hence having qualified personnel will ensure not only effectiveness in the implementation of constituency development fund projects but also timeliness in the implementation. The study concludes that there exists a positive relationship between project team leadership and implementation of constituency development fund projects in Kiambu County. This relates to prioritization of community needs by the management committees, adequate monitoring and evaluation of the projects initiated at community level and CDF management committees being committed to the implementation process.

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