

Determinants of Effective Implementation of Constituency Development Fund Projects in Kilifi North Constituency, Kenya

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Abstract: *Having being enacted as an act of Parliament in 2003, the Constituency Development Fund has seen success and challenges in the implementation of its projects. Poor administration, application and disbursement of funds means resource wastage hence project failure. The aim of this study was to establish the determinants of effective implementation of Constituency Development funds, with specific objective, to establish the processes used in the formulation and implementation of CDF projects. The population of the study consists of 383 CDF top officials, project committee members and opinion leaders and a sample size of 192 respondents purposively chosen. Non-Probability sampling technique was used embracing both quota and convenience sampling techniques. Both primary and secondary data was collected using face to face interview method, observations and questionnaires. Data was analyzed using chi-square method of data analysis and data presented in charts and tables. The study found out that there are processes in implementation of the CDF projects that need to be followed for effective implementation. The study recommends that to enhance implementation of CDF projects, proper channels of recruiting project and CDF managers should be established.*

Keywords: *Project failure, Project formulation, Project Implementation, Project Planning, Project success, Wastage.*

Introduction

Successful implementation of a project is usually difficult and complex and appears to be one of the most difficult aspects of a manager's job (Bolles, 2002). It is a stage in project management that involves putting funds into real work (Slevin & Pinto, 1987). A project has been defined as the investment of money or otherwise in a time bound intervention to create productive deliverables while implementation is defined as a specified set of activities designed to put into practice an activity or program of known dimensions (Zablon & Lily, 1987). According to this definition, implementation processes are purposeful and are described in sufficient detail such that independent observers can detect the presence and strength of the "specific set of activities" related to implementation (Cleland, 2006). In addition, the activity or program being implemented is described in sufficient detail so that independent observers can detect its presence and strength (Harold, 2004). In other words implementation simply means carrying out the activities described in a work plan, therefore making Project implementation or project execution the phase where visions and plans become reality (Young, 2013).

Implementation of any project depends on various factors. These factors include; proper planning, adequate financing, organizational factors and effective communication between the stakeholders (Pedro, 2014). The implementation of CDF has been marred by repeated accusation of abuse of funds, patronage due to excessive powers of the members of parliament, incomplete projects, and lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of the fund (TISA, 2009)

Project managers need to systematically and quantitatively assess these critical variables, anticipating possible effects, and then choose appropriate methods of dealing with factors that affect project success (Mobey & Parker, 2002). The chances of a project succeeding according to Dennis and Jeffrey (1987) can be increased if firms have an understanding of what the critical success factors are which may include understanding of organizational culture, planning, communication and adequate finances and community involvement in project identification. Community involvement in project identification and implementation ensures that projects implemented through decentralized funds respond to the needs of the community. It also contributes towards community ownership of projects (IEA-Kenya, 2008).

The Kenyan Constituency Development Fund (CDF) was introduced in 2003 during the National Rainbow Coalition (NARC) era. The fund was designed to support constituency-level grass-root development projects. It is aimed at achieving equitable distribution of development resources across regions and to control imbalances in regional development brought about by partisan politics. It targeted all constituency-level

development projects, particularly those aiming to combat poverty at the grassroots (Nyaguthii & Oyugi 2013). The CDF program has facilitated the putting up of new water, health and education facilities in all parts of the country, including remote areas that, until then, often received inadequate attention during funds allocation in national budgets (Ochanda, 2010).

1.1 Statement of the problem

Implementation is a critical phase in the project cycle and has been viewed by many managers all over the world as the critical point in determining success or failure. Given the critical role of implementation in project management, it was important that issues surrounding CDF projects be examined. This will help in determining impediments and opportunities to successful use of CDF to support development in the constituencies.

1.2 General objective

To establish the determinants of effective implementation of Constituency Development fund (CDF) projects in Kilifi North Constituency.

1.3 Specific objective

To establish the processes used in the formulation and implementation of CDF projects

1.4 Research Questions

What are the processes used in the formulation and implementation of CDF projects?

Literature Review

2.1 Theoretical review

This research is based on project management Theory and the management of projects and Project Implementation Theory.

2.1.1 Project management Theory and the management of projects

This theory was postulated by Ernø-Kjølhede in 1999. It States that the most fundamental understanding about a project is that a project is not a machine. It may more aptly be likened to a living organism and like an organism, projects develop and change continuously. Thamhain&Wilemon (1975) states that, projects also have different phases they go through, amounting to what is generally termed as the project life cycle. Most project management books divide the life of a project into four phases that are more or less similar; project formation, project build-up, main program phase and phase-out or conceptualization, planning, execution and termination as per (Adams and Barndt, 1983). The division into four phases, indicate a linear relationship between the phases. According to Ernø-Kjølhede (1999), Projects are presupposed to be of a repetitive kind and they build on the application of existing knowledge. In fact the majority of projects are carried out under conditions of limited rationality and they are not repetitive, stable nor linear. This certainly goes for research projects, which tend to be one-of-a-kind and focused on creating new knowledge or applying knowledge in new ways (Gari, 2014). What is more, Bolles (2002) argues that, research projects are complex, the exact outcome is difficult to plan, the process towards the outcome may sometimes be rather chaotic and research projects are often subjected to forces in the outside world beyond the control of the project management.

2.1.2 Theory of Project Implementation

This theory was formulated by Nutt in 1996 who defines implementation as a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted (Pedro, 2014). Implementation is a procedure directed by a manager to install planned changes in an organization (Jason, 2007). There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous (Cleland, 2004). Amachree (1988) made several important distinctions pertinent to these processes of planned change, identifying four procedures called the entrepreneurial, exploration, control and implementation sub processes. From this perspective, implementation can be viewed as a procedure used in planning change process that lays out steps taken by the entire stakeholders to support change.

Project Implementation identifies function/responsibilities to ensure that all activities are accounted for, regardless of personnel turnover (Pinto & Selvin, 1994). It also minimizes the need for continuous reporting by Identification of time limits for scheduling and a methodology for trade-off analysis (Kerzner, 2004). Project management as argued by Amachree (1988), measures accomplishment against plans, early identification of problems for corrective action to follow and improved estimating capability for planning Knowing when

objectives cannot be met or will be exceeded. Therefore, the project manager has the duty to control the company's resources within time, cost and performance. For some companies, it means manpower, money, equipment which includes machine, materials, information and technology, and all these are to be managed by the project manager.

2.2 Critical Success Factors in Effective Project Implementation

In their study on effective project implementation, Dennis and Jeffrey (1987) define a project as an organization of people dedicated to a specific purpose or objective. They argue that Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks. The authors further state that a project is generally considered to be successfully implemented if it comes is on-schedule (time criterion), Comes in on-budget (monetary criterion), Achieves basically all the goals originally set for it (effectiveness criterion) and is accepted and used by the clients for whom the project is intended (client satisfaction criterion). Their study further embraces the idea of project life cycle in helping managers to successfully implement the project.

2.3 Conceptual framework

According to Dennis and Jeffrey (1987) adequate finances and good planning are an essential input in any project, without adequate finances a project will definitely fail. Planning on the other hand is the key determinant for the success of the project (Burke, 2003). Project managers need to have a well-planned blue print of the expected project so that during implementation they can be able to refer and see if the project is going as planned.

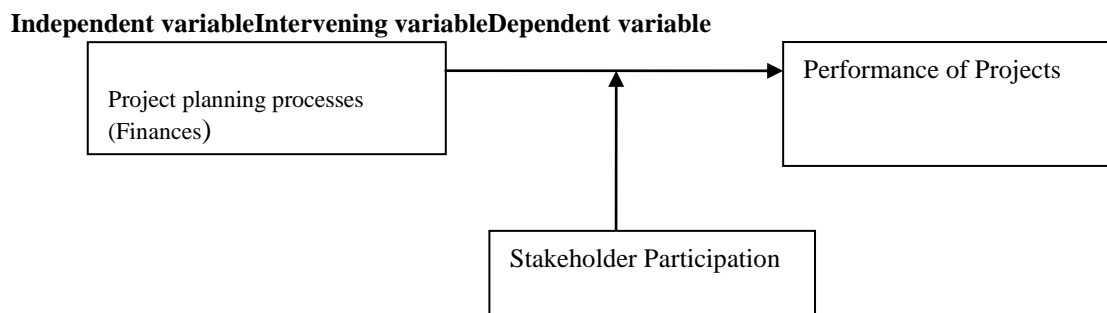


Figure 2.1 Conceptual framework

Methodology

The study is mixed research method involving both qualitative and quantitative research methods. The population of the study comprises all the CDF projects in Kilifi North Constituency, with accessible population of 383 people. Sample size of 192 respondents was identified by use of non-probability sampling. Interviews, observation and questionnaire were used to collect data. Data was analyzed using both qualitative and quantitative methods. Chi-Square model of data analysis was used to analyse the data which was coded and analyzed using SPSS to establish trends, patterns and relationships which was reflected in the form of graphs, tables and charts.

Research Findings And Discussion

4.1 Response Rate

The study targeted a sample size of 192 respondents in which 192 questionnaires were distributed out of which 122 were dully filled and returned for analysis. This constituted a response rate of 64% which was adequate enough for conducting the analysis. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to be good.

4.2 Determinants of effective implementation

The study sort to establish what determines the effective implementation of CDF projects. The respondents gave their views as shown below.

Table 4.1: Determinants of effective implementation

Determinants of effective implementation	Frequency	valid %	Actual %	Rank
Enough funding of the projects	52	42.62	42.62	1
Experienced and skilled management committees	31	25.41	25.41	2
Experienced contractors	18	14.75	14.75	3
Adequate monitoring and evaluation	12	9.84	9.84	4
Proper decision making concerning the project	6	4.91	4.91	5
Community involvement in project planning	3	2.45	2.45	6
	122		100	

According to the respondents, the funding factor was the strongest agreed upon at (42.62%); experienced contractors was agreed upon at (25.41%), experienced and skilled project management committee was a neutral factor (14.75%) while adequate monitoring and evaluation of the projects followed at (9.84%), Proper decision making concerning the project was ranked fifth at (4.91%), while Community involvement in project planning was the least agreed upon at (2.45%). This result clearly indicates that, most respondents viewed enough funding as the key factor to successful implementation of the projects.

4.3 The processes used in the formulation and implementation of CDF projects

The study discovered that only 62% of the respondents had the knowledge of how the CDF projects were formulated and the processes in the implementation of those projects.

Table 4.2 Knowledge of the formulation and implementation of CDF projects

	Frequency	valid%	Actual%
Agree	76	62	62
Disagree	46	38	38
	122	100	100

According to the respondents, the process of implementing a projects starts from project planning phase and ends with project close out phase. Project planning phase is where the scope and approach of a project are defined and planning of resources is done. This phase sets the stage for the remainder of the implemented project. The design phase involves the project solution both from a technical as well as an operational perspective that meets the business requirements of the project. The third stage of implementation process according to the respondents is whereby feasibility study is carried out if the project site is suitable and if the project will benefit the intended beneficiaries. Actual or life phase of the project follows the feasibility stage. In this phase, the actual work that involves the project begins. In this stage project monitoring and evaluation is also done. When the project is completed the project is closed out and left for the beneficiaries for maintenance and sustainability.

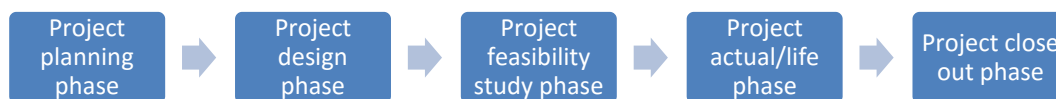


Figure 4.1: Processes in the formulation and implementation of CDF projects

4.4 Options available for enhancing implementation of CDF projects

The researcher found out that, to improve implementation of CDF projects, the following factors must be considered. Proper vetting of all project implementers - this will help in having qualified project managers and project management committee members. Sealing all corrupt loopholes - any corrupt person in the management of the projects should be prosecuted and measures to gap corruption should be put in place. To prevent political interferences – CDF should be made an independent entity. This will allow easier monitoring and accountability of funds through regular audits. The government also needs to create a mechanism of hiring the CDF administrators and project committee members so as to have professionals in its management. Lastly, restricted and open tendering should be adopted so as to avoid awarding tenders to unqualified contractors.

4.5 Chi-Square Model of Data Analysis

The X²-distribution (chi-squared) is the distribution of the sum of squared normal random variables. From the Chi-square test table, the Pearson chi-Squire value is 52.066 at a significance of 0.00 which is less than 0.05 meaning that the processes in implementation of CDF projects are significant in determining effective project implementation.

	Value	df	Asymo. Sig. (2-sided)
Pearson Chi-square	52.066 a	5	0.000
Likelihood Ratio	70.963	5	0.000
linear-by-Linear Association	17.99	1	0.000
N of Valid Cases	122		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 2.90

		Value	Approx. Sig.
Nominal by	Phi	0.653	0.000
Nominal	Cramer's V	0.653	0.000
N of Valid Cases		122	

a Not assuming the null hypothesis
b. Using the asymptotic standard error assuming the null hypothesis

Summary, Conclusions And Recommendations

5.1 Summary

This study found out the factors that determine effective implementation of CDF projects. These factors are; adequate finances, experienced contractors, experienced and skilled project management committee members, adequate and regular monitoring and evaluation of the projects, Proper decision making concerning the projects and Community involvement in project planning. Adequate finances was the key determinant of effective project implementation while involving community in project planning was the least important factor in determining effective implementation of CDF projects.

The study also found out that, CDF have processes for formulating and implementing its projects. The steps for formulating and implementing starts from project planning phase, design phase, feasibility testing, and actual work and lastly close out phase. The respondents argued that this processes are not often followed hence leading to the failure in project implementation. According to them therefore, by following this process of formulating and implementing CDF project will result to effective and successful implementation of the projects.

5.2 Conclusion

The study found out that ; adequate finances, experienced contractors, experienced and skilled project management committee members, adequate and regular monitoring and evaluation of the projects, Proper decision making concerning the projects and Community involvement in project planning determines effective implementation of CDF projects. The study also found that, there are processes in implementation of the CDF projects that need to be followed for effective implementation.

5.3 Recommendation

To enhance implementation of CDF projects, proper channels of recruiting project and CDF managers should be established. This will help in gapping political interferences and unqualified CDF project implementers. The government should also come up with ways of preventing political interferences on the choice of projects by involving the beneficiaries of the project in decision making.

5.4 Areas Of Further Research

The project management scholars should further research on the processes for implementing CDF projects and find out if this processes contributes to quality projects.

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