FACTORS AFFECTING SUSTAINABILITY OF NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUNDED PROJECTS IN NYERI TOWN CONSTITUENCY

BY

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DECLARATION

Declaration by the Student

This research project is my original work and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of the KCA University

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DEDICATION

I dedicate this research study to my wife for her great support and encouragement, my daughter and son for being wonderful blessings in my life, my parents for their spiritual and material support and finally friends who have always supported me through my academic journey.

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On the very outset of this research, I would like to extend my sincere and heartfelt obligation towards all the personages who helped me in this endeavour. Without their active guidance, help, cooperation and encouragement, I would not have made headway in this research. I acknowledge with a deep sense of reverence, my gratitude towards my beloved members of my family, who have always supported me morally as well as financially. I am exceedingly indebted to my supervisor for his conscientious guidance and encouragement to accomplish this assignment. Without his dedication and guidance, this project report would not have been made possible. I extend my gratitude to KCA University for giving me this opportunity to further my studies at the institution. Last but not least, my gratitude goes to all my friends who directly or indirectly helped me to complete the research study.

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LIST OF ABBREVIATIONS

CDF	Constituency Development Fund
DDO	District Development Officer
DFRD	District Focus for Rural Development
IT	information technology
NG-CDF	National Government Constituency Development Fund
CSFs	critical Success Factors

OPERATIONAL DEFINITION OF TERMS

Project Costing According to Ayudhya (2011) project costing is the process of projecting the total cost of implementation a project within a pre-determined defined timeframe and project scope. It is the primary element of project cost planning, implementation and completion, a knowledge part that involves project planning, monitoring, and controlling a project's monetary costs.

Project leadership Project Leadership as a combination of skills and experience while employing the necessary control measures in the most appropriate style to oversee successful project performance (Bass, 2010). The project team requires the leader to use his experience and skills in directing his team towards success.

Project Monitoring project monitoring as a process of maintaining a constant track of all project parameters as well as group performance and task time, identification of existing and potential project challenges and undertaking remedial activities required to ensure that the project is on budget, within the scope, and meets the indicated deadlines (United Nations Development Programme, 2010).

Project Sustainability Project sustainability is the measure of the extent to which all projects undertaken within a community are able to serve it and deliver on all parameters (Adhiambo, 2012). It also involves looking at the required time to complete the projects.

ABSTRACT

The main objective of this study was to assess the factors affecting sustainability of national government constituencies development funded projects in Nyeri town constituency. The study objectives were project monitoring, project leadership and project costing. The study was guided by the agency theory, trait theory of leadership, stakeholders' theory and role systems theory of accountability through the theoretical review, conceptual framework, empirical review and the gaps in research. The study used a descriptive study and targeted all project management committee members among the 63 projects in the implementation phase which was 325 respondents. A sample size of 77 respondents from the target population was used to provide primary data in form of likert scale questionnaires. Collected data was analyzed by use of SPSS to generate results which were analysed using quantitative and qualitative form. A regression analysis was also performed to show the nature and strength of the relationship between study variables. From the findings the study recommended that for CDF projects to be sustainable and give citizens the benefits expected, projects committee need to ensure that, project monitoring is undertaken regularly. The study also recommended that, project inputs should be closely monitored and targets should be set for the representatives to have complete involvement and participation especially from the project representatives. The study also recommended impact assessment on the target community to avoid incomplete and abandoned projects due to lack of factoring possible impacts of these projects. This study established that most of the CDF projects had no political interest and gains neither do they propagate political interests. This study therefore recommended that CDF projects in other constituencies to stand firm in giving quality service delivery to citizen without any political influence or interests. The project managers in these CDF projects should also embrace teamwork as a way of fostering good leadership in project management. The research also recommended proper book keeping, budgeting and documentation of project costing in formulation and implementation of CDF projects. Lack of proper utilization of resources contributes to stalled projects and misappropriation of funds. Therefore, project representatives in CDF committees should be in the fore front in ensuring that there is accountability and responsibility for the resource utilization in this projects. The study also recommended community involvement in undertaking the NG-CDF projects. The general public have a right to information on the budget allocation, amounts spend, project targets and completion rates. Thus, project stakeholders should welcome the opinions of community members to ensure inclusivity in the undertakings of these projects.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, the ideology to steer development in the grass root has long history. In India for instance, Saumya (2015) did a study on the role of constituency funds on economic growth in India. The study notes that; India is faced with widespread inequality among its regions which make it impossible to have a balanced development. Such a condition makes it one of the most unequal economies amongst the emerging economies today. However, the study found out that the state was in the process of reducing this inequality by introduction of devolution of funds given to states depending on their needs and population size. The study established that such funds would steer development and reduce the inequality experienced in the country. This will allow them to have greater powers in development planning.

In a different study in japan, Maya & Thomas recommended that the government should create a policy to promote equity and the researchers suggested the use of devolved funds would be the best idea. However, the development policy of should always been guided by the central government through economic planning. The major for such government plans has been to bring development projects to people in relation to the degree of urgency and order of their needs. However, the implementation of such projects has been influenced by a number of factors that range from political alignments, community perceptions and participation, availability of financial resources for the projects, poor planning, poor M&E (World Bank, 2015) and may more not be listed here.

The ideology of government funding of rural projects has been borrowed by African countries since independence. According to Okonta *et al.,* (2013), Nigeria is one of the most populous African countries which run a federal system divided into thirty regional states fed by executive governors, regional assemblies and government (Linder 1990). This country has had many governments and coups inspired by unequal use of their natural resources. It is witnesses that rules lend to allocate themselves ownership of the exploitation of natural resources like oil whenever they are in power fuelling upheavals and unrest. This therefore forced the government to come up with equal allocation of projects to various states as per the national budget in the equally shared ratios of population and need (World Bank, 2012).

The final consequences of such moves since 2010 has been almost equal distribution of funds for development projects as per the needs of the locals and as per the urgency of their satisfaction. However, Abotsi (2013) notes that, a number of challenges have been experienced in implementing of such projects in various states from time to time. In the Niger delta for example, political hooliganism, religious divides, poor community perceptions of government projects have taken a central stage for times now; hindering the success of these projects.

Locally, Kenyan governments have been in the fore front in ensuring balanced development across the country. To achieve this, the government created the constituency policy across the country. Constituencies referred to as Development Fund (CDF), the National Government Constituencies Development Fund (NG-CDF) is a fund that was created in 2003 via an Act of Parliament, kwon as the CDF Act 2003. Over time, the CDF act 2003 has been reviewed severally one including the CDF (Amendment) Act 2007, which was later replaced by CDF Act 2013 and lately changed into the current NG-CDF (Amendment) Act 2015. NG-CDF is one of

the devolved government money meant to realize quick socio-economic progress at constituency level by funding of grass root arranged projects and ensure improved community contribution into nation building aspects at the local level (Wamalwa, 2013). CDF aimed at regionalizing national finances and or resources into the local level where the more pressing needs of the common citizens can be solved by the government.

However, before the introduction of the CDF, government programmes aimed at boosting development existed but slight achievement was attained due to politicization and the mismanagement of resources in most of the CDF programs and projects (Cort & Kinyanjui, 2010). For example, in the year 1983, the government of Kenya in a bid to steer forward development coined the District Focus for Rural Development (DFRD) which was directed at augmenting geographical impartiality where funds were apportioned to less developed districts or regions across the country (Chekwada, 2014). Ochieng (2012) argued that DFRD could not however accomplish much as most of the projects were identified, monitored and implemented by the central government and the rural communities were only seen as rubberstamp by accumulating them and enlightening them their development needs as well as how the government planned to create development programs to curb striking issues. Therefore, participation by the local communities was essentially passive so whichever consideration by the central government was just agreed upon without scrutiny by the locals.

Sustainability of a project funded using public funds is the main objective of the government as well as the beneficiaries to the project. However, there has been a growing concern on the role of NG-CDF in funding projects across the country. Ideally and according to the provisions of the NG-CDF Act, 2015 and the Public Procurement and Asset Disposal Act, 2015 and Regulations

of 2016, the implementation of communal development programs must start with the documentation of the needs of the community (Gikonyo, 2008). The undertakings of project identification based on the community needs in line with the NG-CDF Act, 2015 section 27 (1, 2&3) that provides that ward gatherings be held to scrutinize and choose projects to be forwarded to the CDFC before onward provision for financing to the NG-CDF Board.

The identification, appraisal and funding of any project must be in line with the NG-CDF Act of 2015, circulars, public procurement and disposal Act, 2015 and Regulations of 2016 and the NG-CDF implementation guidelines 2015 prepared by the National Management Committee. All the residents in each constituency are anticipated to be active in development programs identification and execution to ensure that goals of the project are seen using resources apportioned for them and within a given period of time. According to Kamau (2019) Nyeri township constituency received approximately 100 million shillings in the 2017/2018 financial year to implement various development projects and therefore the need to establish the sustainability of these projects undertaken.

1.1.1 Project Sustainability

Project sustainability remains an acute challenges for all rural, nationwide and global development organizations. Internationally, unimaginable amounts of money have been expended in communities to improve the living condition of the people. Due to the need for more development Aid efficiency is an increasing concern for the benefactor organizations. In the recent past, development experts have greatly focused on resourceful aid provision to education and health sectors especially in the developing countries. The shift to Sector Wide Approaches Structural Adjustment measures from the project mode Direct Budget Support, Programmes-

based Approaches and the Medium-Term Expenditure Frameworks mirror this issue for reducing the disintegration of progress systems and adjustment of the way relief is distributed to the local communities by the government or non-governmental organisations by shifting projects power from the donors to the local communities whose are beneficiaries to the projects and not those who fund them (Adhiambo, 2012). Although donor funding in community progress especially in Africa can be viewed as a temporary catalyst for transformational change, sustaining the social change is brought by donor financing is challenging. For example, unanticipated conditions may loom the initial uptake of innovative project design parameters. Short-term financing cycles, struggle with time needed to inspire social change; and possibly valuable healthy involvements may come to an end shortly after the donor funding ends making the entire project a short-term venture for the community.

The concept of sustainability can also be viewed for the perspective of political, social, time factors as well as economic situations within the community under consideration. According to Wanjohi (2010) sustainability is mirrored in the capability of the society to survive with change and adapt to different conditions brought by the projects established within the community. In fact, today a project undertaken by either the government or non-governmental organisation may seem sustainable but within a short period going into the future the projects become obsolete. Nevertheless, considerable resources have been apportioned to creating and preserving community-based agendas for families, children and youth, moderately little is known about how these programs are sustained and what reasons lead to their letdown.

In most cases as experienced by projects initiated by government in Kenya, most community-based programs have moderately short life once its initial financing program comes to an end

(Aras & Crowther, 2008). Insufficient information and comprehension of what sustains communal projects especially projects funded through public resources has led to several researches concentrating on how community projects can be sustained even after the initial funding is completed and improve their durability in solving the needs of the community in which they are based.

Attainment of any form of sustainability is not an attempt of a day, but a lifelong practice. Given this statement, project sustainability is a process which is influenced by a myriad of factors. Several authors and scholars have established various factors which include well-coordinated implementation, project planning and design creation, and monitoring and evaluation methods to perfect weak parts as strengthening is done on the effective areas as key factors in project sustainability (Isabalijaa, Kituyi, Mayokab, Rwashana & Mbarika, 2011).

Project Management Institute (2006) argues that numerous approaches to any project execution, continuity and sustainability exist. The alleged payback by the local society such as employment opportunities and satisfactory market for the projects goods and services when delivered are some measures of a NG-CDF projects especially in central Kenya where the region is mostly agricultural based. Transparency in the processes such as tendering and involvement in the planning and executing of the community projects is also essential in ensuring long-term benefits of the project. According to Ababa (2013) projects sustainability especially in the government sectors are influenced by stakeholders involvement, project identification, project costing, project leadership and project monitoring and evaluation.

1.1.3 History of Nyeri Town Constituency

Nyeri Town Constituency is situated in Nyeri County, formerly in the Central province of Kenya. The Constituency borders other constituencies in Nyeri County including Tetu, Kieni, Mukurweini and Othaya. Nyeri Town Constituency lies about 160km east of Nairobi City County which is the capital city. The Constituency covers a total Area of approximately 167.8 Kms, and has five main wards namely; Kamakwa/mukaro, Kiganjo, Rware, Ruringu and Gatitu. According to the National Census (2009), Nyeri Town Constituency has a population of 693,558 and is projected to be at 884,009 by the years 2020.

The main economic activity in Nyeri Town Constituency is subsistence farming. Livestock keeping is also popular, especially goats and cattle. Most residents are Christians, with minority Muslim populations in the main urban centres. The constituency falls under Nyeri County where the poverty level is 22%. This is quite lower compared to the national level of 45%. Nyeri Town Constituency have a strategic plan which currently from 2016-2021 with an aggressive approach to eradicate poverty among the residents. To ensure full implementation, there is clear distribution of powers and responsibilities in the following order. The area Member of Parliament, the Chairman NG-CDFC, NG-CDF Fund Account Manager, NG-CDFC members, Ward Administrators, Village councils and heads of departments of relevant ministries at County and National Government levels. Nyeri Town constituency is located within Nyeri County which includes other 5 constituencies. The rationale for settling at Nyeri town constituency was that, the constituency in comparison with other constituencies had the highest number of projects under implementation phase. In addition, it had many unaccomplished projects funded by NG-CDF whose completion time was long overdue.

1.2 Statement of the Problem

Since the creation of the Constituency Development Fund in 2003 as a kitty to help the national government identify and implement development projects at the community level, there has been a mixed perception of the fund from both citizens at the constituency level who are the main beneficiaries as well as members of the parliament. Some quarters see the NG-CDF kitty as a fund to steer forward development at the grass root level while others term it as an avenue for embezzlement of public funds through creation of ghost and non-sustainable projects. At inception, each constituency was allocated Kshs. 6,000,000 by the national government annually to identify and fund development activities. Later on, the moneys have been increasing progressively depending on the graphical size, poverty level, and population size of each constituency and according to the new regulations the National Government should channel at least 2.5% of its share of annual revenue to the NG-CDF kitty towards community projects (NG-CDF Act, 2015).

Despite the increased funding, most NG-CDF projects have been left incomplete, neglected or are unsustainable. This has subsequently resulted to the emergence of white elephant projects whereby value for money used in the project implementation cannot be ascertained. To help the local people especially in Nyeri Town Constituency, there is need to identify and implement long-term sustainable projects in health, education, food security and creation of employment. However, sustainability of these projects is never achieved and the beneficiaries keep complaining and even call on the national government to ban the kitty since it only benefits a few people close to the board members and the current Member of Parliament in the constituency.

Several local studies have been conducted on the area of NG-CDF. Kimenyi (2005) did a study on effectiveness of Constituency Development Fund in social development, and it was established that the CDF kitty is indeed necessary. However, he noted that the CDF projects were a times done according to political grounds; were not professionally designed, and that in some areas the projects were never accomplished but funds were allocated. Kimenyi (2005) study however delved on effectiveness of CDF and not sustainability of projects funded by the CDF. In addition, this study was conducted more 14 years at the time of conducting this study. Thus, there is need to do look at the factors affecting sustainability of CDF projects.

Mapesa and Kibua (2006), conducted a research using a sample of five (5) Constituencies to test on the levels of recipient awareness and participation in the CDF process, institutional capacity, coordination and legal framework of the CDF fund. The findings showed that in most cases the kitty belonged to the local Member of Parliament, and therefore those who benefited from the funds had no full participation and therefore not aware of their rights in regard to the kitty. While the study by Mapesa and Kibua (2006) had an aspect of CDF kitty, it only looked at public involvement in the CDF processes with no aspect of project initiation, implementation and monitoring being discussed.

Kairu and Ngugi (2014) conducted a research on the factors affecting effective implementation of Constituency Development Fund projects in Machakos Town Constituency and established that there was a low level of consumption of allotted budget in execution of projects in Machakos as well as low community involvement in the projects identification and implementation. Kairu and Ngugi study identified low community involvement and political influence as the key factors affecting sustainability and implementation of CDF projects.

However, their study did not consider the contribution of project monitoring, project leadership and project costing on the implementation of CDF projects.

The existing body of research on CDF funding and project performance has looked into public participation and political influence as the key factors affecting implementation and performance of CDF projects. However, the aspect of project monitoring, project leadership and project costing has not been tackled on the sustainability of NG-CDF projects. Therefore, with many projects in different constituencies remaining incomplete for years even after several funding while others providing no vale to citizens even after completion, together with limited research on project sustainability with regard to CDF projects, necessitates the undertaking of this study on the factors affecting sustainability of NG-CDF funded projects in Nyeri town Constituency

1.3 Objectives of the Study

1.3.1 General Objective

To determine the factors affecting sustainability of national government constituencies' development funded projects in Nyeri town constituency

1.3.2 Specific Objectives

i. To find out the effect of project monitoring on the sustainability of national government constituencies' development fund projects in Nyeri town constituency
ii. To establish the effect of project leadership on the sustainability of national government constituencies' development fund projects Nyeri town constituency

iii. To assess the effect of project costing on the sustainability of national government constituencies' development fund projects Nyeri town constituency

1.4 Research Questions

i. What is the effect of project monitoring on the sustainability of national government constituencies' development fund projects Nyeri town constituency?
ii. What is the effect of project leadership on the sustainability of national government constituencies' development fund projects Nyeri town constituency?
iii. What is the effect of project costing on the sustainability of national government constituencies' development fund projects Nyeri town constituency?

1.5 Justification of the Study

Since the inception of programme by the national government there are reports that the entire CDF system is being used as an instrument for misappropriation of public funds rather than being a development tool. Cases such as malpractices in the procurement process, inadequate project identification, monitoring and evaluation have led to misuse of the funds. Moreover, governance of the kitty has faced challenges such as political influence, power wrangles and at the end the projects undertaken are sub-standard. Additionally, particular members of the NG-CDF committee are not well informed about project management process which brings doubt in their capability to oversee and manage the NG-CDF funded projects successfully. These claims influenced this study to identify the factors that affect sustainability of the NG-CDF projects in Nyeri Town Constituency.

1.6 Significance of the Study

1.6.1 Nyeri Town Constituency Community

The local community will benefit from this research since it will give insight to the factors that hinder sustainability to the NG-CDF funded projects. They will be able to compare the NG-CDF strategic plan that promises to create an environment where sustainable development goals on access to quality education, clean water, poverty eradication, security, and youth and gender economic empowerment and the actual functioning of the funds.

1.6.2 Nyeri Town NG-CDF Committee

The NG-CDF function especially the committee and the area Member of Parliament stands to benefit greatly from this project. The study will give a clear picture of what happens on the grassroots as well as offer recommendations to the committee on how to effectively identify, cost, Implement and monitor projects to ensure they are sustainable.

1.6.3 Government of Kenya

The government of Kenya which provides the constituency development funds through the ministry of devolution will able to evaluate the policies in place to manage the NG-CDF kitty against what the Nyeri Town Constituency does and review the policies to ensure effective functioning and development to all citizens.

1.6.4 Scholars and Other Researchers

This research study will act as a reference material for other scholars and academicians undertaking a research on then National Government Constituency Development Funds.

1.7 Scope of the Study

This study covered the factors affecting sustainability of national government constituency development funded projects and covered variables such as project monitoring, project leadership and project costing with a particular reference to Nyeri Town Constituency in Nyeri County. Since the study intended to get the Kenyan context on the research topic, the target sample was the NG-CDF committee members, Project management committee members as well as members of the community who benefit from the NG-CDF projects since they can provide adequate information. The study looked at the ongoing projects from 2013 to 2019 as the key target since the projects can be analysed based on leadership, monitoring and costing.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter forms the evaluation of the relevant theoretical literature and empirical review from comparable previous studies with respect to the objectives of the suggested study. Finally, it also includes the conceptual framework that explain the study in relation to the the issues affecting sustainability of national government constituencies' development fund projects in Kenya.

2.2 Theoretical Framework

This section articulates the existing theories with regard to the proposed objectives of the study. The major theories discussed herein the agency theory, trait theory of leadership, the Stakeholders Theory of Accountability and Role System theory of accountability.

2.2.1 Agency Theory

Agency theory is a development by Jensen and Meckling (1976). Agency theory holds a central role in the corporate governance literature. It describes the fundamental conflict between self-interested managers and owners, when the former have the control of the firm but the latter bear most of the wealth effects. Jensen's and Meckling's (1976) original model illustrates this by describing how lower managerial stakes lead to increases in non-pecuniary spending by the managers as they do not fully internalize the costs.

According to Peterson (2010) this theory predicts, explains, and puts the limits of interactions between the government agencies and the local community. In theory, desired project performance is guaranteed in exchange for reimbursement when the agencies satisfies the needs of the society and projected in the project analysis. As soon as the agencies indicates to influence the project deliverables via managerial action and those actions maximizes the returns expected by the agency other than favourable return to an institution in the form of return on equity or investment, there is therefore an agency issue that must be solved.

According to Jensen & Meckling (1976) Agency theory can be defined as the relationship that exist between the principals, such as the company shareholders and their agents in the form of company managers and executives who manage the organization on behalf of the shareholders. According to the theory, agents who are company and project managers are hired by the shareholders as well as the government and the community to undertake a particular task either in the short run or for a long period of time. The shareholders or the government in this case delegate the operations of a business and or the NG-projects to the managers and or directors, who act as agents in all undertakings. In the case of government programs such as NG-CDF functions, the theory helps in reducing the key stakeholders into to two: CDF committees and the society. An agent has decision-making authority that affects the well-being of the principal.

Agency theory terms organizations as essential structures to maintain conventions, and via thee firm operations, it is possible to have direct control which curtails opportunistic conduct of agents who are the managers and executives of the firms. Accordingly, Barlie and Means (2012), in a bid to match the interests of both the principal and the agent, a complete contract is drawn to address the interest of the two parties into the agreement. In relation to this theory, all projects

and the funds allocated to various NG-CDF projects is viewed as part of the contract between the principal (government) and the agent (CDF function) who engages the contractors and must therefore guarantee that the interests of the government/citizens principal are safeguarded by the agent.

Sustainability of the NG-CDF projects is relational, since it involves interaction between two or more parties. Given that the legitimacy and the agency relationship of NG-CDF is dependent upon successfully maintaining multiple types of relationships, it is suggested that the NG-CDF must practice a form of methodological pluralism to produce accounts that satisfy all of their various stakeholder (Williams, 2010). The value of proper public participation, financial reporting, good records management system and proper procurement system acts as a control system that reinforces relationship among all the stakeholders.

The main idea in agency theory is that the principal or the national government is unwilling, either too busy, or in some instances not qualified to execute a given contract and so ends up engaging the agent. This explains the reason why the NG-CDF institutions at the grassroots engage the services of the contractors to undertake various projects in all wards. The contracts are however awarded via competitive tendering process and this ensures the projects undertaken are therefore beneficial to the community. This theory therefore explains the nature and importance of the relationships that must exists and be maintained by various stakeholders in ensuring all NG-CDF initiated projects are planned, executed and properly monitored across all phases to deliver long term benefits to the society. In a nut shell, the theory supports project monitoring variable as the committee's act as the agents.

2.2.2 Trait Theory of Leadership

The traits theory is the oldest leadership theory which states that leaders are naturally born and not made as instigated by Thomas Caryle in the early 1900s (i.e., that leadership is generally inborn, other than being advanced over learning). Original research activities conducted by (Mann, 1959; Stogdill, 1948) concentrated on the correlation between behaviour and leadership in different levels of management and reported little evidence. In a different perspective, Bateman and Zeithanal (1993) underlined that the trait methodology accepts the existence of leadership behaviour and that all leaders are therefore born and not made. This was also accepted and popularized by Davies (1990) who argued that the trait approach in leadership matters focused more on the personality of the leader which in reality is a good measure of their abilities.

According to Bateman and Zeithanal, leadership qualities could be secluded and that people with these qualities could then be selected, recruited, and fixed into leadership stations. DSouza (1989) identified the clusters of traits as problem solving, character, technical and professional expertise analytical ability, innovation, self-development, setting goals, focus on results, effective communication, taking innate responsibility for project outcomes, inspiring and motivating others, interpersonal effectiveness, trust and care for others, improvement, ability to champion adjustment and capability to relate well to outside stakeholders which in this case are the community members and, project sponsors as well the government.

John Gardner (1989) came to the inference that there were some attributes or traits leaders possessed. These are: intelligence, physical vitality, proper judgment, action-oriented, eagerness to accept any responsibility as well as task competence. Therefore, this relates well with the study since the project leaders who are the managers as well as the project management

committees must possess capabilities such as understanding of the society and their urgent needs, have expertise in dealing with the local community, capacity to motivate them for achievement, courage and resolution confidence in order to successfully implement the projects. Moreover, it's essential to look at factors such as decisiveness trustworthiness, adaptability/flexibility and self-confidence in all undertakings. The project leaders in all NG-CDF must therefore make the best use of the trait theory to spearhead the projects towards success and ensure the project benefits are felt for a long period of time by the community. Although less consistency was demonstrated in the findings from various past trait studies, some traits did appear more often than others such as technical and professional skill, problem solving skills, communication and interpersonal skills.

The trait theory however has some limitations (Saddler, 1997). Qualities linked with leadership in a particular circumstance cannot be used to predict leadership qualities in a different set up (Gordon, 1987). Gordon argues that no compromise as to what display the behavior of the leader since the postulation of the theory tends to ignore the role of juniors who greatly affects the leadership. This theory applies in study directly especially in explaining the second variable on leadership. To effectively implement government projects which are sustainable, the project managers must possess a set of traits which includes but not limited to visionary, planning skills, management skills, resourceful and even be able to influence other project implementers in the right direction. However, the most crucial resource consumed in NG-CDF projects across the country is the public funds which must be safeguarded by the project management committees. This is because the benefits derived from the projects undertaken must have equal value to the funds expended in the process. Without proper utilization of the public funds in all NG-CDF

projects, the public may never achieve any value for the funds and secondly, it becomes a challenge to have all the projects in progress to be sustainable.

2.2.3 Stakeholders Theory of Accountability

Stakeholders theory was developed by Freeman (1984) on the account that; "A firm that manages for stakeholders allocates more resources to satisfying the needs and demands of its legitimate stakeholders than what is necessary to simply retain their wilful participation in the productive activities of the firm." Generating accountability in the public service is extremely complex given the nature of the public set up and the many interactions and influences that exist with the sector. A composite network of policymakers and providers of such obligation exist and all must be satisfied. Accountability is a difficult by the complexities in defining and quantifying financial results especially in government undertakings where the focus is service delivery and not profit making. Widespread research points out that about two-thirds of the disparity in attainment of government projects and ensure long term benefits is the deliberate negligence from the project managers and stakeholders to ensure commitment and accountability especially in funding, and managing the project implantation phases (Ladd, 1996).

The stakeholder theory has for a long time been used as a yard stick for measuring the relationship between stakeholders' interactions and the achievement of projects goals both in the public and the private sector. This was first championed by the works of Freeman's landmark book "Strategic Management: A Stakeholder Approach" was published in 1984. The author suggested that existing approaches to accepting the projects implementation environment fail to account of a widespread stakeholders who can affect or can be affected by the projects under consideration. He further proposed that in a bid to manage successfully in stormy project

implementation period which explains the dynamic nature of the political and society environment of today, the stakeholder theory offers a methodologies to effectively address the ever fluctuating needs brought about by different groups such as the project management committees, the community the policy makers and even the donor in varying degrees which might greatly affect the projects executions and sustainability (Jensen & Meckling, 1996).

The stakeholder is essential in this study in developing and evaluating the kind and the nature of stakeholders' relationships that must exist and the extent to which they can affect successful implementation of NG-CDF projects within the country given that each stakeholder is crucial. The various stakeholders in this classic theory include the NG-CDF committees, the National government, and target groups such as the society benefiting from the NG-CDF funds. Though these stakeholders are naturally never adversarial, possible incompatible behaviour is considered a great constraint on the strategic planning, funding and execution of NG-CDF projects as all levels of the constituency as well as sustainability of those created projects. There is considerable evidence that many organizations need to voluntarily disclose financial facts in their periodic reports. However, given that there are extensive expenses involved in providing such disclosures and exaggerated by the reality that reporting is mostly unregulated, conventional wisdom provides that stakeholders would work together to establish effective management of the NG-CDF projects (Chan & Kent, 2013).

2.2.4 Role Systems Theory of Accountability

The original assumptions of the role systems theory was a creation of a methodology applied in describing how organizations manage to provide consistent results and products to their clients and customers (Katz & Kahn, 1998). Furthermore, role system theory was created to put more

emphasis on relational relationships between various players within the organization and how these affected the organizational performance. Furthermore, the theory proposes a central role for interpersonal anticipations, the consequences of maintaining these relationships, as well as the links tasks and activities that each individual must undertake to ensure the outcome is met (Ferris, Mitchell, Canavan, Frink, & Hopper, 2000). Besides these outstanding connections regarding the structure and working of role/duty systems and funds accountability systems in governments, the parties involved in the process must be free and feel as part of the process in order to accept and a bind by the provisions of the systems. In the case of project sustainability especially the NG-CDF projects, several systems must be put into place to ensure the ultimate goal which is long term benefits to the society are achieved.

According to this theory, any goal can be achieved if and when proper systems are put into place. (Schlenker, Britt, Pennington, Murphy, & Doherty, 2004). Therefore, in NG-CDF projects sustainability, the role system theory plays a key role in explaining the type of linkages between the various stakeholders and the systems that must be in place to achieve the goals. However, most of the systems in place tended to focus on reactive decisions, opinions, or behaviors related to moral or ethical issues emanating from the society or political norms in the constituency (Dose & Klimoski, 2005). Within the NG-CDF funds management systems such as legal, moral and structural systems must be in place to ensure sustainability and accountability for all stakeholders involved in the projects. However, accountability infers the expectation of an accounting person, having to report or explain oneself to others in the future creates a conflict of interest.

Therefore, this theory is essential in establishing the perquisite for ensuring projects accountability especially in ensuring public funds are properly utilized to achieve measurable

value. Thus, Ferris et al. (2000) describe examples of both the cognitive and behavioural concerns of having to accept and meet the anticipations of another party as the backbone of this theory. The Role theory essentially has proved useful for the explanation of the need for having structural and legal systems within the NG-CDF projects, calling for accountability from all the concerned parties and in ensuring all projects are well planned, resources acquired, right contracts established, project deliverables achieved, projects monitored and evaluated, corrective measures undertaken in the right manner, community involved in all areas and proper management of the projects once complete. The theory also explain the relationship between project laws and regulations as well as the community norms and how these interact to ensure successful implementation of all NG-CDF projects across the country.

2.3 Empirical Review

This section analyses existing literature on what others have recognized on the factors affecting sustainability of national government constituencies' development fund projects in Kenya by looking on issues such as project monitoring, project leadership and project costing.

2.3.1 Project Monitoring and Sustainability of NG-CDF Projects

According to United Nations Development Programme (2010) project monitoring can be defined as a process of maintaining a constant track of all project parameters as well as group performance and task time, identification of existing and potential project challenges and undertaking remedial activities required to ensure that the project is on budget, within the scope, and meets the indicated deadlines. Project monitoring therefore, is a vital measure of the project implementation and management process. It affords comprehension of timely and continuous

project progress and necessitates undertaking of corrective actions when the performance diverges considerably from the planned direction and or way (Naidoo, 2011). Project monitoring involves of consistent systematic gathering and analysis of material evidence about the project to track the progress of the implementation phase against pre-determined project targets and objectives. It is a significant management instrument which, if properly adopted and used, provides constant feedback on the project implementation status and assists in the documentation of potential successes and limitations to facilitate timely decisions making process to rectify the problem.

Project monitoring as a tool is used to keep a careful check of project activities over a period of time to enhance successful implementation of a project. Nuguti (2009) utilized project monitoring tool to check on progress of various undertakings in education sector and pointed out a number of issues posing challenges in education sector. However, for monitoring to be a useful tool, the information that is collected must be used. This is not the case in education sector, according to TIK (2010), the Radical Reform for Kenya's Education Sector policy review credited several of Ministerial Task Forces and Commissions and to review education sector policies, but the initiative and suggestions posed by the commissioners have either been ignored completely or have not been efficiently implemented.

For monitoring to be effective, there must be measurable signs used to track change in direction of a project, or show trend of the progress of the project. These measurable signs are referred to as indicators. According Nyonje, Ndunge and Mulwa (2012) indicators are measures of inputs, processes, outputs, outcome and influence for progress, projects and even strategies. If fully supported by proper data collection process, examination and reporting, indicators enables

project executives to demonstrate results, tract progress and take remedial action to escalate the outcome. Participation of key stakeholder in identifying the key indicators is vital since they are then more likely to appreciate and adopt the indicators for the project management decision-making. Project indicators can be can be used for setting performance objectives and evaluating progress toward achieving them. Identifying problems via an early warning system to allow corrective action to be taken. Indicating whether there is need for an in-depth evaluation or review (Wamalwa, 2013).

According to Maddock (2009) the key objectives of Monitoring and Evaluation is to identify the most efficient and valuable use of available project resources. It is essential for mounting objective conclusions about the extent to which programs can be referred a "success". Monitoring and evaluation combined provides the required facts to guide project planning, to design and executive programs and government projects, and to apportion, and re-allocate inputs in better ways possible to achieve maximum benefits. However, the only way we can appreciate how far this practice has come is by looking at its evolution through The Four generations of project evaluation (Hwang & Lim, 2013). The First generation evaluation began in the 1900s and was characterized as measurement-focused related to the tradition of informative research and scientific management in projects, business and industry. The evaluation role was to technically apply and provide measurement tools and instruments. The Second generation evaluation concentrated more on explanation and led to program evaluations, by this time, Monitoring and Evaluation emphasis was on achievement of objectives and analysis of the program's strength and weaknesses; these results were used to guide in the modification of the project design

(World Vision, 2009). The responsibility of the evaluator became basically that of describer, although earlier technical functions were also retainer.

According to Prabhakar (2008) project Monitoring and Feedback remains one of the main factors that affect project execution and sustainability and project managers should therefore dedicate adequate focus of the monitoring parameters to ensure feedback receive d forms a basis for decision making. Similarly, Papke-Shields et' al (2010) also noted that the prospect of achieving project success appeared to be improved be several factors but emphasized more on frequent monitoring the progress of the project and in accordance to the set objectives. According to their research activities, project monitoring and controlling still remains a strategic and key aspect in management of project quality, human resources, scope, cost, time, communication and risks.

In agreement, Hwang & Lim (2013) conducted a research and established that project evaluation and monitoring, schedule performance, budget performance, and quality performance could be considered as some of the key project success factors. Ika et' al (2012) carried out a study using a regression model and concludes that there was a statistically strong and positive relationship between the study variables which he termed as a project each of the five Critical Success Factors and project success. The study wanted to establish the effect of include monitoring, Institutional design environment coordination and training. The researcher also concluded that, according to practice and in theory, the most crucial CSFs for any project are the manner in which it is managed, supervised as well as its design and evaluations and constant monitoring. Therefore, Hence Ika et' al (2012) study positions monitoring and evaluations processes highly as one of the most crucial that affect the success of projects especially in the government sector

where the profits are measured by the level of satisfaction delivered to the public and value for money delivered.

A research done out by Ika et' al (2010) concluded that project accomplishment was nor purely affected by the level of project planning efforts from the management. However, the research established that a there existed a strong and significant correlation between properly instituted monitoring and evaluation projects tools and project achievement standard which was an early indicator of project whole life impact to the beneficiaries. Secondly, Ika et' al (2010) emphasizes that evaluation and project monitoring is far more essential than the project planning phase in measuring of project key success indicators. Chin, (2012) agreed with the researchers conclusion project monitoring and evaluation remains one of the components of the project management methodology whose main goal is to ensure project success is achieved.

Jackson (2014) also remarks that monitoring information and reports should keenly focus on project objectives, productivity growth as well as decline vulnerable work sections, anticipated completion date, projects budget and also the expected outcome once the project is complete. According to the study findings, standard project reports on cost and execution should be produced at a pre-determined intervals to the stakeholders which include the project manager, the local community other senior management and finally the client or the project owner, (Aitken, 2010). Further Jackson (2014) asserts that project reports must be created in a manner that can be easily understood by project non-specialists who in most cases include the beneficiary. However, it is essential to discern how much quality project data is being made available by the project specific activity managers as well as the time is being expended to gather the project data and what kinds of abilities are prerequisite for such data collection activity. Most of the times, real

development does not equal the scheduled progress, making it important to maintain the project management, engineer, sponsor and the client, informed of the project progress and the specific circumstances that can negatively affect each project event.

Fringenti (2012) stated that project monitoring includes controlling all project resources to ensure the right quantity and quality have been utilized. However, this includes taking well-timed and remedial actions to achieve project goals and objectives. Therefore, depending on the extent to the level of disparity between scheduled and the actual, the project managers ought to commence suitable mechanism actions to rectify the deviation. According to Aitken (2010) most of the information form the project is examined by variance i.e. difference between actual performance and the planned project deliverables and it is the management to govern what is beneficial in analyzing individual project events. In addition, variations in project cost, timeframe, project scope due to unavoidable circumstance and quality demands leads to discrepancies and which in most of the cases leads to cost increase than savings (Aitken, 2010). Therefore, frequent monitoring and evaluation of all projects is crucial to avoid all these unexpected events.

In theory and practice several techniques exist which project managers are which can adopt in undertaking project monitoring and evaluation which includes the PERT, Bar charts, the CPM model among others. However, Ahuja and Tiruvengadam (2014) asserts that network-based practices such as the critical path method and the program evaluation review method are having limits given the modern complexities in projects due to technology, demand for quality and resources dynamics. During execution phase (in the construction industry), real advancement is documented and associated with scheduled project progress and the initial budget created and

funded. Without effective project monitoring, there is a risk that manager's main concern could be downgraded or that the project manager's in the monitoring involvement. Throughout the project monitoring process, the project managers must be proactive to ensure the projects are fully implemented and are sustainable.

2.3.2 Project Leadership and Sustainability of NG-CDF Projects

Bass (2010) defined leadership as a combination of skills and experience while employing the necessary control measures in the most appropriate style to oversee successful project performance. An organizational setting requires the leader to use his experience and skills in directing his team towards success. Dvir, Edin Avolio, & Shamir (2012) argued that project leaders were likely to flourish in circumstances where the abilities of the leader are precise to the project being undertaken. This explains the reason why most success is achieved in projects that are undertaken by managers who have right skills in management of key project resources such as human resources, finances, raw materials and the project stakeholders

According to Dvir *et. al*., (2012) leadership skill is operationalized as the capacity and ability developed through considered, logical and continuous effort arising via talent, continuous preparation or exercise to efficiently and adaptively carry out difficult actions involving ideas cognitive skills, technical skills and human skills. Leadership skills especially in the field of project management are learned first in class and through delegation and then combined with experience to form competent skills in undertaking even complex projects such as construction (Kyongo, 2013). Project leadership skills are usually advanced in projects experts partly by the introduction of theory and learning as well as by practice. This training process was termed as experiential learning. Dvir *et. al*., (2012) citing Kolb's experiential learning cycle states that one

can learn project leadership skills by moving up the learning curve form a beginner to an expert and this squarely reflected on their ability to effectively scan the environment and undertake logical actions to learn as well as overcome challenges in the learning process.

The importance of leadership style in project performance cannot be under estimated (Winston, 2016). Several studies in past have established that leadership style has a positive effect on project performance. Bass (2010) argued that the leadership methodology and behaviors of individuals may significantly contribute to significant subordinate's results such as satisfaction, performance and perception towards leader's efficacy. Fiedler (2009), defines leadership style as the kind of relationship where an individual uses his or her means and or methods to make a group of diverse people work together in a bid to achieve a common goal in this case project completion. According to the modern theories of leadership, 5 leadership styles have been championed and undertaken as key in ensuring leaders achieve project success. According to Bass (2010) these theories include transactional leadership, visionary leadership, presented, including charismatic leadership, culture-based leadership and transformational leadership.

Kiioh (2015) examined the influence of leadership on performance of Information Technology projects at Fintech Kenya. In the study, descriptive survey design was employed as well as a combination of both qualitative methodology and quantitative methods. The study established a positive and significant relationship between the study variables which included project management leadership characteristics and performance of IT projects. In particular, the study established that project management methodology had the highest effect on performance of IT projects in Kenya (Jackson, 2014).

Kariuki (2014) did a study on the effect of leadership skills on the success of IT projects within the banking sector. The study used Descriptive research design and the sample size was 50 banks within the country. From the findings, the study established that the leading project manager attributes project greatly affect positively the success of projects, and this can be it can be attained via never-ending training sessions and learning process. The study by Kariuki (2014) also suggested seven leadership skills that are vital for a good project manager including; communication skills, planning and goal setting skills, problem solving and decision making skills, conflict resolution skills, team building skills, sense of responsibility, time management skills and ability to see the future with certainty.

Ngiri (2012) examined the role of leadership skills on the Performance of Rural Development Community-Based Projects in Murang'a South sub-county. The study employed descriptive research. Stratified sampling of district development officer (DDO) and projects committee members was done. Data was gathered using a both structured and semi-structured questionnaire, which was conducted via drop and pick later methodology. Data was analyzed using descriptive statistics such as percentages and frequencies. The results indicated that project performance is significantly related with leadership skills used by the project managers, monitoring and evaluation, with stakeholders' participation, with planning and with resources adequacy.

Dzirikure (2013) did a study on the key determinants of performance of HIV and AIDS projects in Machakos district. The study identified several determinants of performance among which are: creativity of project teams, quality of leadership and management, availability of adequate resources, quality of planning, the qualities of the project leader timeliness in implementation, /manager; the social, political, economic environment in which the project is implemented;

theoretical/paradigmatic relevance of project designs and implementation methodologies; the quality of monitoring and evaluation project teams which are squarely defined by the project leadership.

Huwein (2013) investigated the influence of Project Manager's Soft leadership skills on project success, a case of Sinov Construcion Company. The purpose of the study was to identify and assess the impact of project managers' coordination, communication, team building, interpersonal, and delegation, problem finding, analyzing, solving abilities on project success while simultaneously evaluating the effect of team work as restraining issues on link between project mangers' soft leadership skills and project success. To reach into conclusion, the study collected views of 178 specific people linked with organizations undertaking various projects. Non-probability convenience sampling technique was employed in the study to calculate samples from the targeted population. The study employed a descriptive statistics to analyze the data, correlation and regression analysis was also employed in the study analyze the primary data. The study concluded there was a statistically substantial positive correlation between each of identified managers' soft leadership skills and project performance indicators.

Kyongo (2013) conducted a study on the factors that influence the effective performance of community based projects in Kenya, A case of Thika District. The objectives were to establish the effect of funding, community participation, Leadership training and experience on the performance of community based projects. The study established that all the factors influenced the project performance in CBOs in one way' or another. Community participation was selected by the majority of respondents to be the most influential because majority of the members did not participate in the most important activities which affected project performance (Adhiambo,

2012). Funding was selected the second by most of the respondents as in the burden of sourcing funds was left to the members only with very little support from the government and other sponsors. Leadership training and experience had the least influence. With their effects being indirect they were chosen to be less influential though they played a major role in the performance of CBO projects.

2.3.3 Project Costing and Sustainability of NG-CDF Projects

Ayudhya (2011) defines project costing as the process of projecting the total cost of implementation a project within a pre-determined defined timeframe and project scope. It is the primary element of project cost planning, implementation and completion, a knowledge part that involves project planning, monitoring, and controlling a project's monetary costs. In most government projects project costing assumes methods to establish cost appraisals that are used to evaluate the financial viability of projects, to properly and logically budget for project costs, and to efficiently monitor project spending from the panning phase to execution and project commission and relate this to the benefits to be delivered by the study. According to Wanjohi (2010) in any NG-CDF project activity, accuracy in cost estimate is essential for determining whether to undertake a project, for decisive a project's final scope, and for certifying that projects are financially reasonable, realistic and avoid cost overruns since this affects the total cost and eventually benefits of the project. Cost estimates are usually reviewed and updated from time to time as the project's scope becomes more clear-cut and as project risks are openly known by the project management.

According to John (2009) NG-CDF projects is a composite non-routine, single undertaking venture with a myriad limitations such timeframe, budget and other resources such as human

resources, in order to meet the community needs. The NG-CDF amended Act 2015 defines a project as an eligible development in which the projects are identified by the community working in collaboration with the project management committee from the NG-CFD offices or even by the Member of Parliament as need arises. Factors that complicate the practice are preferences of the decision makers, improper project calculation and estimation, resource allocation, project inter-relationships among other critical factors. According to the provisions of the CDF Act 2015, all projects must be conducted in accordance with proper costing processing which involving having experts project officers working closely with the project implementation committee and the CDF funds manager (Adhiambo, 2012). Therefore, it's crucial that the project management teams and managers plan for the project cost which includes the initial cost prepared and budgeted for as well as any cost incurred during project implementation phase.

As identified in Nyeri Town constituency strategic plan 2016-2021, there are proposed projects which the committees shall prioritize and vet in consultation with the community after further scrutiny and justification. These projects include water, education, roads network, health, agriculture and youth programmes. Importantly, the strategic plan has given the community priority in identification and priotization of the projects to be conducted in each ward. Gaba (2013) argues that the critical motivation behind the NG-CDF fund is that the community who are the beneficiaries can participate both in prioritization of the projects to be funded and in monitoring the expenditure of the money thus cutting losses due to bureaucracy, graft and mismanagement of funds.

This actually is well catered for in the Act where it disqualifies all politicians such as MPs and MCAs from being key decision makers of the projects to be accomplished. The section also

specifies that the authorized signatories will be at least 3 persons to ensure effective control of the funds and effective allocation. Hence as much as Chekwanda (2014) explains that NG-CDF appointment and its management create room for political patronage and other irregularities, otherwise checks and balances are well in place. All projects have defined goals and objectives of which when achieved under the triple constraint of time, cost and scope then the project is said to be successful. Objectives could be social, economic or financial (Field & Keller, 2008). Technical officers or officers have a positive impact on the Constituency Development Funded projects performance through their roles in project identification, planning, costing implementation and monitoring and evaluation of such projects (Adan, 2012). In Nyeri Town constituency, the legal framework allows the PMCs, the Finance officers and relevant technical officers to evaluate and undertake project costing

The total cost of construction in normal circumstances is expected to be the sum of the following cost: Materials, Labor, Site Overheads, Equipment/Plant, Head office Cost and Profit but in many parts of the world, there are other costs to be allowed for (David, 2012). Poor cost estimation leads to poor cost control thus poor cost performance of a project. This can also lead to underestimation, which subsequently translates into increases in project cost as errors and omissions are exposed. Estimation documentation must be in a form that can be understood, checked, verified, and corrected. The foundation of a good estimate is the formats, procedures, and processes used to arrive at the cost. Poor estimation includes general errors and omissions relating to plan details and project quantities as well as general inadequacies and poor performance in planning and estimation procedures and techniques.

2.4 Conceptual Framework

According to Mugenda and Mugenda (2013) a conceptual framework is a concept that's tabulates the connection and nature of relationship between study variables. It shows the theory underlying these relationships and describes the nature and direction of these variables. In this study, variables such as project monitoring, project leadership and project costing was presented as the independent variables while sustainability of national government constituencies' development fund projects was presented as the dependent variable.

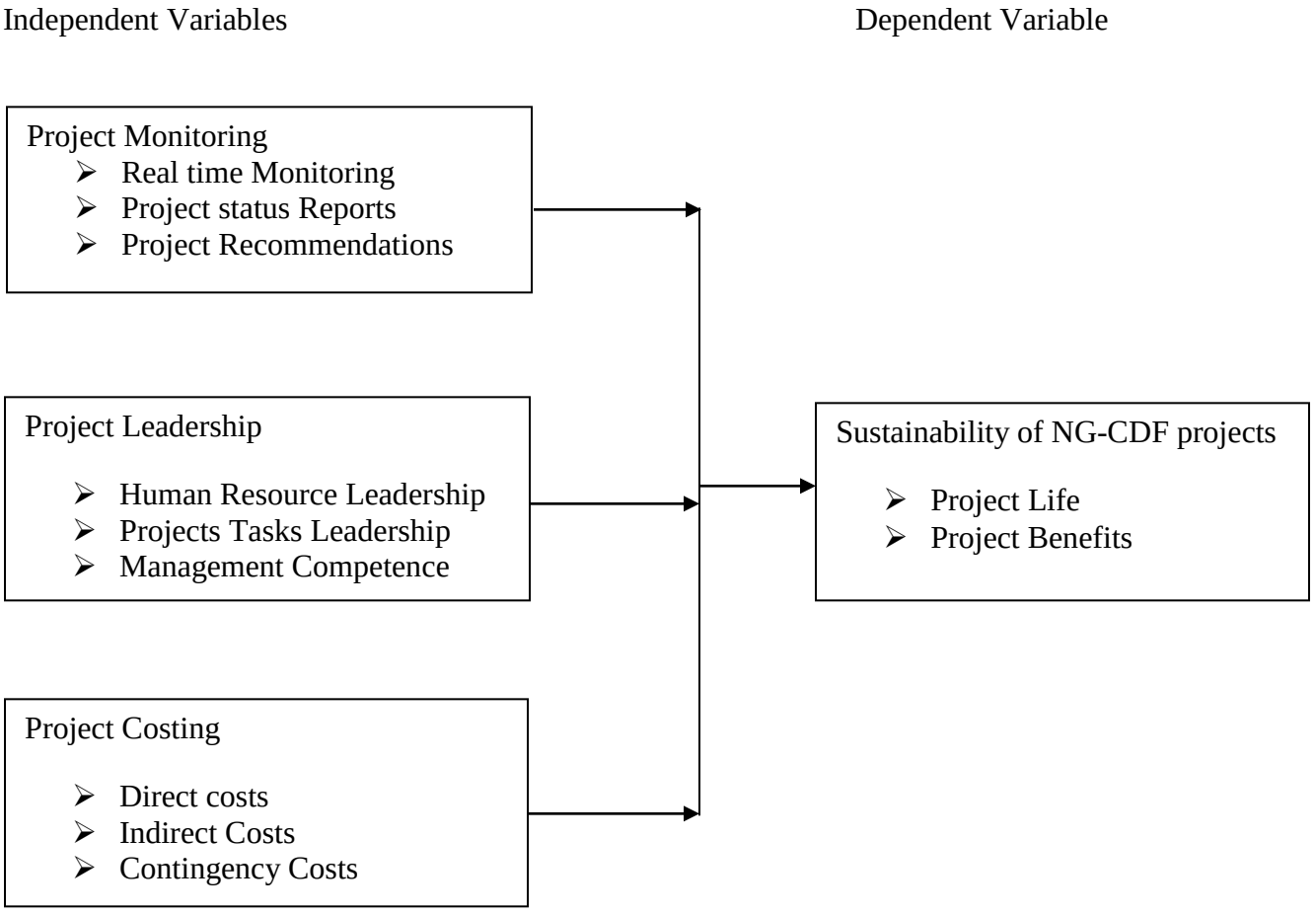

Figure 2. 1 Conceptual Framework

Source (Author, 2019)

project monitoring as a process of maintaining a constant track of all project parameters as well as group performance and task time, identification of existing and potential project challenges and undertaking remedial activities required to ensure that the project is on budget, within the scope, and meets the indicated deadlines. Project monitoring therefore, is a vital measure of the project implementation and management process. When these tasked are well planned and executed at all levels of management and project implantation process, NG-CDF projects will be completed within the set scope

Project Leadership as a combination of skills and experience while employing the necessary control measures in the most appropriate style to oversee successful NG-CDF project performance. The project team requires the leader to use his experience and skills in directing his team towards success. Project leaders flourish in circumstances where the abilities of the leader are precise to the project being undertaken and in this case, the project management committees are choses from competent members of the society. This explains the reason why most success is achieved in projects that are undertaken by managers who have right skills in management of key project resources such as human resources, finances, raw materials and the project stakeholders

Project costing as the process of projecting the total cost of implementation a project within a pre-determined defined timeframe and project scope. It is the primary element of project cost planning, implementation and completion, a knowledge part that involves project planning, monitoring, and controlling a project's monetary costs. In most government projects project costing assumes methods to establish cost appraisals that are used to evaluate the financial viability of projects, to properly and logically budget for project costs, and to efficiently monitor

project spending from the panning phase to execution and project commission and relate this to the benefits to be delivered by the study. Most NG-CDF projects require huge sums of money to be completed and therefore proper costing, budgeting and oversight of proper implementation is critical in ensuring achievement of the project goals.

Project sustainability is the measure of the extent to which all projects undertaken within a community are able to serve it and deliver on all parameters. It also involves looking at the required time to complete the projects. However, this remains an acute challenges for all rural, nationwide and global development organizations. In Nyeri town constituency, all projects undertaken in the last three financial years have been proposed to bring long-term benefits to the community and this will determine how sustainable they can be if the benefits are derived for a long period of time with minimal maintenance and operational costs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This Chapter describes the research design to be adopted, study area, description of the study population, sampling design, methods of data collection procedure, data processing, data analysis and interpretation.

3.2 Research Design

This study adopted a descriptive research design. According to Kothari (2014) descriptive research as a method of gathering data in a bid to answer questions regarding the present status of the subjects in study or to test hypotheses. It involves framing the study objectives, scheming the approaches of collecting the data, calculating the sample, actual data assembly and finally analysing the data to obtain outcomes. Descriptive survey design was suitable for this study, as it permits a researcher to adopt few variables to carry out the study. The method was also preferred because it is used to answer questions like how, who and how much (Mugenda and Mugenda 2013). Furthermore, a descriptive survey research was fit for this study as it reflects issues such as rapid turnaround in data collection, economy of the design, and gives a clear picture of the current situation.

3.3 Target Population

According to Saunders Lewis and Thornhill, (2012) target population can be defined as the specific inhabitants about which facts are desired. A population is a definite set of people, group

of things, elements, services, events, or households that are being studied. However, the target population must have the noticeable features from which the researcher proposes to draw generalities. In this study, the target population was all the 325 project management committee members drawn from all NG-CDF projects in Nyeri town constituency for the financial year 2017/2018 to 2018/2019. As identified in Nyeri Town Constituency financial information for financial year 2017/2018 to 2018/2019 there were 63 projects identified and in the implementation phase within the constituency spread among the five Wards of Nyeri Town Constituency. Each of these projects is managed and supervised by 5 project management committee members who were targeted. Therefore, the study target population was 325 respondents as shown in table 3.1 below

Table 3. 1: Target Population

Ward	**Project**	**Project management Committee Members**
Kamakwa/mukaro	15	75
Kiganjo	12	60
Rware	11	55
Ruringu	15	75
Gatitu	10	50
Total	**63**	**325**

Source, (Nyeri Town NG-CDF, 2019)

3.4 Sample Size and Sampling Technique

This study assumed a proportionate stratified random Sampling design to select the sample population. This is a sampling technique in which the entire items of interest are divided into homogenous subclasses that have related features and select respondents from every subcategory so as to ensure unbiased representation of the entire population in the selected sample (Mugenda & Mugenda, 2013). It also purposes at proportional representation with an aim of accounting for the variance in subclasses characteristics (Neuman, 2010). The sampling specifically focused on the five wards identified Nyeri Town Constituency. This choice of tool was used due to the fact that the targeted population was well aware of the functions of the NG-CDF, the projects within the constituency and therefore capable of filling-in the questionnaires and as well as provide correct information.

Stratified sampling method was used to select 77 respondents from the five wards within Nyeri Town Constituency. The study adopted the formula of Naissuma (2010) to calculate the sample size as shown in equation below;

$$n = \frac{NC^2}{C^2 + (N-1)\,e^2}$$

Where;

n = is the sample size

N = is the population size

C = is the coefficient of variation

e = is the level of precision.

With a confidence level of 95% and precision level of 5%, the sample size was equal to 77 as derived in the equation below;

$$n = \frac{325(0.5)^2}{(0.5)^2 + (325-1)(0.05)^2} = 77$$

This constituted approximately 24% of the sampling population. Mugenda and Mugenda (2013) contend that a sample size should be between 10 percent and 30 percent of the target population. The 77 respondents were grouped according to the five wards as shown in table 3.2 follows.

Table 3. 2: Target Sample

Ward	**PMC Members**	**Sample Size**
Kamakwa/mukaro	75	18
Kiganjo	60	14
Rware	55	13
Ruringu	75	18
Gatitu	50	12
Total	**325**	**77**

Source, (Researcher, 2019)

3.5 Research Instruments

In this study, questionnaires were adopted by the researcher in gathering from the sample of the population. Due to their efficiency and quickness in collection of large volumes of data, from a large population and within a short period of time, questionnaires was appropriate for the study. In addition, the study was mainly looking at variables that can't be directly straight witnessed

such as perception, opinions, views, feelings and attitude of key members of the NG-CDF members and community members as well. Such information can be best collected with questionnaires that allowed respondents to give much of their opinions about the research problem (Cooper, 2008). The questionnaires were piloted with subject experts before final administration. This was done to cross verify the contents, structure and nature of the questions asked and to ensure the topic is well covered.

3.6 Data Collection Procedure

In this study, a case study was used to accumulate primary quantitative data. Data was collected by administering self-constructed structured questionnaire instrument of likert scaling. In order to reach the entrepreneurs and obtain information, the researcher obtained an introduction letter from the University. The letter authorizing the researcher to collect the data was presented to all projects committee in Nyeri Constituency asking for permission to obtain information. All questionnaires were administered by the researcher on a drop and pick basis. The Researcher stayed with the respondents until they completely filled the questionnaires and clarified any difficult arising from the questions delivered to the respondents.

3.7 Validity and Reliability of Research Instrument

3.7.1 Pilot testing

Pilot test is done before the actual data collection. This is to ensure refinement of the questionnaire and that the respondents don’t encounter problems or ambiguity in filling the responses. In this study, 10% of the sample size which is equivalent to 8 respondents was chosen to take part in the pilot test.

3.7.2 Validity

Validity refers to the extent to which research instrument test what intends to measure. Different types of validity were used. Face validity refers to type of validity where the measure is subjectively viewed by knowledgeable individuals as covering the concept. Here, experts from the finance and accounting field viewed the research instrument and gave their opinion. Content validity asks whether the measure covers all generally accepted meaning of the concept. The data collection tool was checked to ensure that, comprehensive content is covered for good quality of respondent's. Construct validity refers to the ability of the scale to measure variables that are theoretically related to the variable that the scale purports to measure. In this study, questions and statement using the Likert scale were checked to ensure the scores obtains are related to the variable the study sought to measure (Kothari, 2010). Therefore, face validity, construct and content validity were used in this study.

3.7.3 Reliability

Reliability refers to the ability of an instrument to produce similar results at different times with the same respondents (Mugenda & Mugenda, 2010). In order to test for reliability, a pilot study was carried out on 10% of the sample population.

A single test was administered for internal consistency of the items and reliability was determined using the Cronbach Alpha coefficient which indicates the extent to which a set of items can be treated as measuring a single latent variable. The results were as shown below;

Table 3. 3: Reliability Results

Variable	Cronbach's Alpha	N of Items
Project Monitoring	.743	10
Project Leadership	.989	10
Project Costing	.939	6
Sustainability	.940	3
Average score	**0.903**	**29**

Reliability results indicated that the research instrument had an overall Cronbach alpha coefficient of 0.903. All the research variables were found to have good internal consistency as the Cronbach alpha coefficient in each was greater than 0.7. project monitoring had the lowest coefficient of 0.743 while project leadership had the highest coefficient of 0.989.

3.8 Data Analysis and Presentation

Descriptive and inferential statistics were appropriate in analyzing the data collected for fast conception and analysis by the readers. After the data collection process in the field and before the analysis, all the questionnaires were sufficiently inspected for consistency, completeness, accuracy and edited. The research data was then coded into Statistical Package for the Social Sciences software (SPSS) to enable the answers to be clustered into several categories and analyzed by means of descriptive statistics. Simple Mean was used to get the average number of the respondents on their feeling determined in the Likert scale. The turn up of respondents was expressed in percentages while Standard deviation was calculated to determine the variation of responses from the mean of distribution. The findings were presented using tables and pie-charts. Regression analysis was also used as it provides a mean of objectively assessing the degree of

the association amongst the independent variables and the dependent variables in the prediction of the dependent variable. The multiple regression analysis model used was specified as follows:

$Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Where Y = Sustainability of NG-CDF projects in Kenya

β_o = Constant

X_1 = Project Monitoring

X_2 = Project Leadership

X_3 = Project Costing

β_1, β_2, and β_3 = Regression Coefficients

ε = Error term

3.9 Diagnostic Test

This study adopted linear regression analysis. Before undertaking the regression analysis, data was checked if it meets the assumptions for linear regression analysis. These assumptions are; autocorrelation, homoscedasticity, multicollinearity and normality.

The Durbin-Watson test was used in this study to ascertain the data does not suffer from autocorrelation problem.

Multicollinearity is a phenomenon or regression problem of very higher inter- correlations among independent variables. This renders statistical inferences unreliable if present in the data. To determine if data suffers multicollinearity, linear regression analysis was conducted with collinearity diagnostic shown by Variance Inflation Factor (VIF).

Homoscedasticity describes a situation in which the error term is the same across all values of the independent variables. Linear regression requires that the error term is the same. Heteroscedasticity is likely to arise as a result of the presence of outliers. Levenes test was used to test if the data was Homoscedastic or heteroscedastic.

Normality test seeks to ensure that data has a normal distribution. In this study, Sharpiro-Wilk test was used to test normality.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

4.1 Introduction

This chapter covers data analysis, presentation of the data and interpretation of the study findings. The analysis was undertaken in line with the study objectives. In a nutshell, the study sort to establish if project monitoring, project leadership, and project costing have an effect on sustainability of national government constituencies' development fund projects. The section provides response rate, descriptive statistics and inferential statistics in the form of correlation and regression analysis.

4.2 Response Rate

Table 4. 1: Response Rate

Response	Frequency	Percent
Responded	53	69.0
Did Not Respond	24	31.0
Total	77	100.0

After successful data collection, 53 respondents completed the research instrument while 24 returned blank or incomplete questionnaires. This formed a response rate of 69%. According to Dixon (2012), a response rate of 50% and above is sufficient for making inferences on the study phenomena. Therefore, a 69% response rate in this study was enough to draw conclusions on the factors affecting sustainability of national government constituencies' development funded projects in Nyeri town constituency.

4.3 Demographic Data

Demographic data in this study covered the residence of the respondents marked by wards, level of education, period they have been residents of Nyeri Town Constituency and the period they have served in the national government CDF projects as community representatives.

Table 4. 2: Demographic Data

Category	Sub-Category	Frequency	Percent
Respondents Ward of Representation	Kamakwa/mukaro	10	18.9
	Kiganjo	12	22.6
	Rware	12	22.6
	Ruringu	8	15.1
	Gatitu	11	20.8
	Total	**53**	**100.0**
Level of Education	Primary	4	7.5
	Secondary	7	13.2
	College	26	49.1
	University	16	30.2
	Total	**53**	**100.0**
Period of Being Resident	Below 5 Years	11	20.8
	7-8 Years	21	39.6
	9-10 Years	15	28.3
	Over 10 Years	6	11.3
	Total	**53**	**100.0**
Period of Working	Less than a Years	10	18.9
	1-2 Years	13	24.5
	3-4 Years	14	26.4
	5-6 Years	9	17.0
	Above 6 Years	7	13.2
	Total	**53**	**100.0**

Source, (Research Data, 2019)

Respondents were asked to indicate the wards they represent in NG-CDF projects in Nyeri town constituency. The results indicated that, Kiganjo and Rware wards had the highest representation of 22.64% both. Gatitu had 20.75% representation while Kimakwa and Ruringu had 18.87% and 15.09% respectively. The results imply that, all wards of Nyeri town were represented in NG-CDF projects.

The results indicated that majority of the respondents (49%) were within the college level, while 30.19% were within the university category of education. Respondents under secondary school level were 13.21% while the minority were 7.55% who were within the primary school level. The findings indicate that more than 50% were beyond secondary school level. The respondents can respond to study questions.

The period to which respondents have been residents of Nyeri town constituency was of concern in this study to determine the level of awareness of residents on the undertakings of CDF in the area. The results showed that, majority of the respondents (39.62%) have been residents of Nyeri town constituency for 7-8 years. Of the total representation, 28.3% indicated to be residents for 9-10 years. A fifth held that they have less than 5 years in the constituency while 11.32% have been residents for over 10 years. The results indicate that, more than three quarters of the respondents have been residents of Nyeri town constituency. Therefore, it can be interpreted that they understand various projects undertaken by CDF, their progress and possibly the costing and proportion of completion.

To understand the factors affecting sustainability of national government constituencies' development funded projects in Nyeri town constituency, it was essential to establish the period to which respondents have served in the CDF committee.

More than 50% of the respondents indicate to have served in CDF committees for more than 2 years. As shown in figure 4.2, 26.42% indicated to have been community representatives for 3-4 years, 24.53% for 1-2 years while 18.87% less than a year. A proportion of 16.98% have served for 5-6 years while 13.21% have more than 6 years in service. This indicates that, quite a good number, notably more than 50% have served for than 3 years hence they understand project dynamics in terms of project monitoring, costing and leadership aspects of project implementation by CDF.

4.4 Factors Affecting Sustainability of NG-CDF Projects

Factors discussed under this section include project monitoring, project leadership and costing. These factors have been deemed to have an impact on the sustainability of projects in terms of completion within time schedule and with budget.

4.4.1 Project Monitoring

Respondents were requested to express their level of agreeing with the assertions dealing with project monitoring and sustainability of NG-CDF projects. The assertions were presented to the respondents to rate based on five-point Likert. The scale ran from no extent at all as the minimal rating to very great extent as the highest scale. The findings were as shown in table 4.2.

Table 4. 3: Project Monitoring

	N	Mean	Std. Deviation
Projects are prioritized according to their impact and regional balance.	53	3.8679	.62134
Stakeholders are involved in the implementation.	53	3.5094	.97315
Effectiveness of the project implementation process is assessed.	53	3.4151	.81886
Stakeholders are consulted during the planning stage	53	3.3208	.82680
Each project fund is approved and safeguarded.	53	3.2453	.87499
Objectives of the project are explained to the stakeholders.	53	3.1509	.69049
The outputs of the projects are compared with budgeted output.	53	3.1509	.76952
Project inputs are closely monitored.	53	3.0189	.90915
Targets are set for various representatives.	53	3.0000	.89872
Project impacts on the target community is assessed.	53	2.9057	1.02402

Source, (Research Data, 2019)

Project monitoring has been regarded by Naidoo (2011) as a vital measure of the project implementation and management process. It affords comprehension of timely and continuous project progress and necessitates undertaking of corrective actions when the performance diverges considerably from the planned direction and or way.

The tabulated data analysed in terms of mean and standard deviation presents the factors of project mentoring deemed to have a high impact on sustainability of NG-CDF projects. It is

worth noting that, most of the variables were rated to moderate extent inferred from the means of 3.

Majority of the respondents held that projects are prioritized according to their impact and regional balance (μ = 0.3; SD=0.6), that stakeholders are involved in the implementation (μ= 3.5; SD=0.97) and that effectiveness of the project implementation process is assessed (μ=3.41; SD=0.82). Other factors rated to moderate extent included; the assertion that stakeholders are consulted during the planning stage (μ = 3.3, SD=.83); each project fund is approved and safeguarded (μ =3.2; SD=0.87); objectives of the project are explained to the stakeholders (μ= 3.2; SD=0.69) and that the outputs of the projects are compared with budgeted output (μ=3.2; SD=0.77).

Based on the study results however, the expectation to have some factors being considered highly were given the lowest rating in terms of project monitoring. Assessment of project impacts on the community was rated to small extent as indicated by mean of 2.9 and standard deviation of 1.02). Similarly, setting targets for the representatives was not given much weight (μ = 3.0; SD=0.898). The two highly ranked aspects of project monitoring are the prioritization of projects according to their impact and involvement of the stakeholders during implementation.

4.4.2 Project Leadership

Five-Point Likert scale was used to rate respondents level of agreeing, based on several assertions of project leadership. The results were analysed in terms of mean and standard deviation.

Table 4.4: Project Leadership

Statement	N	Mean	Std. Deviation
There is a positive relationship between project leadership and project sustainability.	53	4.0189	.74655
Projects representatives understands the goal of the project.	53	3.5094	1.08526
Employees working under PMC are motivated to meet project targets.	53	3.4151	.98905
Rules of engagement between project implementers and other stakeholders are clear.	53	3.1509	.71780
The team elected to manage the project implementation are skilled managers.	53	3.1321	.70813
The team leaders are skilled people in mobilizing resources and community towards effective implementation of the projects.	53	2.8679	1.20954
Team work is evident during project implementation.	53	2.8113	.92105
There is effective supervision on the utilization of project resources.	53	2.8113	.65212
There is effective communication on project progress.	53	2.6038	1.02544
Political interests are considered in project management teams selections rather than competence.	53	2.1509	1.00759

Source, (Research Data, 2019)

Majority of the respondents agreed to a great extent that there is a positive relationship between project leadership and project sustainability ($\mu = 4.0$; SD=0.74). The respondents further agreed to a moderate extent that; projects representatives understand the goal of the project (μ=3.5; SD=1.085), employees working under PMC are motivated to meet project targets (μ= 3.4; SD=0.98), rules of engagement between project implementers and other stakeholders are clear

(μ=3.15; SD = 0.72) and that the team elected to manage the project implementation are skilled managers (μ=3.1321; SD=0.71).

On the tabulated results, some factors of project leadership were rated lowly based on means and standard deviation. Their rating interpreted to 5-point Likert scale would range between small extend and moderate extent. These include the assertions that: the team leaders are skilled people in mobilizing resources and community towards effective implementation of the projects (μ= 2.8; SD=1.21); team work is evident during project implementation (μ= 2.8; SD= 0.92); there is effective supervision on the utilization of project resources (μ= 2.81; SD=0.65); There is effective communication on project progress (μ=2.6; SD = 1.02) and that political interests are considered in project management teams selections rather than competence (μ= 2.15; SD=1).

Bass (2010) defined leadership as a combination of skills and experience while employing the necessary control measures in the most appropriate style to oversee successful project performance. On this perspective, some factors should be give weight on sustainability of NG-CDF projects. Unlike some of the findings of this variable, project leadership requires representation of skilled team leaders in mobilizing resources and community towards effective implementation of the projects, team spirit and effective supervision on the utilization of project resources.

4.4.3 Project Costing

Project costing was deemed a significant factor in determining sustainability of NG-CDF projects. To ascertain the dimensions of project costing impacting sustainability of CDF projects,

the researcher presented several statements to the respondents, to be gauged using 5-Point Likert scale.

Table 4. 5: Project Costing

	N	Mean	Std. Deviation
Budgeted project costs are used to manage costs.	53	3.0566	.76999
The funds allocated are efficiently used to create projects of the required quality	53	2.9811	.79640
Project running costs are incorporated in the project costing.	53	2.4906	1.03073
Project initial and operational costs are estimated by experts to improve on the accuracy.	53	2.3962	1.13238
Cost of materials, labour, equipment and services are well documented.	53	2.2075	1.11560
The community is involved in project costing.	53	2.0189	.90915

Source, (Research Data, 2019)

The study results indicated that, respondents agreed to moderate extent that budgeted project costs are used to manage costs ($\mu = 3.05$; SD=0.77). Further, the respondents indicated that the funds allocated are efficiently used to create projects of the required quality ($\mu = 2.98$; SD=0.79).

On the other hand, taking it to account total project costing variable, respondents expressed a rating of small extent and moderate extent on key matters of project costing. Respondents felt some factors were not given much weight in implementation of NG-CDF projects. These included: project initial and operational costs are estimated by experts to improve on the accuracy ($\mu = 2.4$; SD=1.13); cost of materials, labour, equipment and services are well

documented (μ= 2.2; SD=1.11) and that the community is involved in project costing (μ=2.01; SD=0.91).

These findings indicated that, in most of CDF project committees, community involvement has not been considered in most of the areas. This raises concern as community members need to be aware of the projects being undertaken and budgets assigned. On the other hand, documentation of costs of labour and other expenses is not well undertaken. Lack of proper documentation of critical costs in project implementation is likely to lead to funds misappropriation, consequently contributing to incomplete projects or poor quality projects.

4.5 Correlation analysis

Correlation analysis was undertaken to establish the association between the study variables. Pearson correlation was employed to indicate the strength of correlation. These associations were tests for significance at 95% confidence level. The findings are as shown in table 4.6 below.

Table 4. 6: Correlation Results

		Project Monitoring	Project Leadership	Project Costing	Sustainability
Project Monitoring	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	123			
Project Leadership	Pearson Correlation	.883**	1		
	Sig. (2-tailed)	.000			
	N	123	123		
Project Costing	Pearson Correlation	.212*	.165	1	

	Sig. (2-tailed)	.018	.068		
	N	123	123	123	
Sustainability	Pearson Correlation	.755**	.663**	.083	1
	Sig. (2-tailed)	.000	.000	.003	
	N	53	53	53	53

Source, (Research Data, 2019)

Positively strong correlation was found between project monitoring and project leadership (r = 0.883). This association was significant at 95% confidence level, since the p value (0.00) was less than 0.05. Therefore, increased adoption of project monitoring is associated with enhancement in project leadership.

Positively weak correlation was established between project monitoring and project costing (r = 0.212). The correlation was significant at 95% confidence level (p value = 0.018<0.05). sustainability was found to have a strong and positive correlation with both project monitoring and project leadership as indicated by correlation coefficients of 0.755 and 0.663 respectively. Positively moderate correlation was also found between sustainability and project costing (r = 0.464). The correlations were significant at 95% confidence level.

4.6 Factor Analysis

Factor Analysis is a technique for modelling observed variables, and their covariance structure, in terms of a smaller number of underlying unobservable factors. The factors typically are viewed as broad concepts or ideas that may describe an observed phenomenon. Factor analysis was conducted in this study to identify most factors that explain sustainability of NG-CDF projects.

Table 4. 7: KMO Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.870
Bartlett's Test of Sphericity	Approx. Chi-Square	1327.576
	Df	325
	Sig.	.003

Source, (Research Data, 2019)

The KMO Test is a measure of how data is appropriate for factor analysis. According to Cerny and Kaiser (1977) KMO above 0.5 is indicates data is suitable for factor analysis. The significance of the test was 0.003 <0.05 meaning its significance at 95% confidence level. Thus, there is enough evidence to support the alternate hypothesis that is, there is correlation between the variables hence go ahead with Factor Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy - This measure varies between 0 and 1, and values closer to 1 are better. A value of .870 is a suggested minimum. Bartlett's Test of Sphericity This tests the null hypothesis that the correlation matrix is an identity matrix. An identity matrix is a matrix in which all of the diagonal elements are 1 and all off diagonal elements are 0.

Table 4. 8: Communalities in the Variables

Communalities	**Initial**	**Extraction**
Stakeholders are consulted during the planning stage	1.000	.853
Objectives of the project are explained to the stakeholders.	1.000	.785
Projects are prioritized according to their impact and regional balance.	1.000	.937
Each project fund is approved and safeguarded.	1.000	.868
Stakeholders are involved in the implementation.	1.000	.897

Targets are set for various representatives.	1.000	.691
Project inputs are closely monitored.	1.000	.663
Effectiveness of the project implementation process is assessed.	1.000	.940
The outputs of the projects are compared with budgeted output.	1.000	.683
Project impacts on the target community is assessed.	1.000	.910
The team elected to manage the project implementation are skilled managers.	1.000	.880
Political interests are considered in project management teams selections rather than competence.	1.000	.937
There is a positive relationship between project leadership and project sustainability.	1.000	.883
The team leaders are skilled people in mobilizing resources and community towards effective implementation of the projects.	1.000	.451
Employees working under PMC are motivated to meet project targets.	1.000	.880
Projects representatives understands the goal of the project.	1.000	.690
Rules of engagement between project implementers and other stakeholders are clear.	1.000	.557
There is effective communication on project progress.	1.000	.798
Team work is evident during project implementation.	1.000	.551
There is effective supervision on the utilization of project resources.	1.000	.801
The community is involved in project costing.	1.000	.892
Project initial and operational costs are estimated by experts to improve on the accuracy.	1.000	.428
Cost of materials, labour, equipment and services are well documented.	1.000	.955
The funds allocated are efficiently used to create projects of the required quality	1.000	.438
Budgeted project costs are used to manage costs.	1.000	.864
Project running costs are incorporated in the project costing.	1.000	.856
Extraction Method: Principal Component Analysis.		

Source, (Research Data, 2019)

Communalities indicate the amount of variance in each variable that is accounted for. From table 4.8, initial communalities in column 2 gives estimates of the variance in each variable accounted

for by all components or factors. For principal component extraction, this is always equal to 1.0. Column 3 gives extraction communalities which are estimates of the variance in each variable accounted for by the components.

With principal factor axis factoring, the initial values on the diagonal of the correlation matrix are determined by the squared multiple correlation of the variable with the other variables. Extraction column indicate the proportion of each variable's variance that can be explained by the retained factors. Variables with high values are well represented in the common factor space, while variables with low values are not well represented. The communalities in this study were all high indicating that the extracted components represent the variables well.

Table 4. 9: Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.617	21.605	21.605	5.617	21.605	21.605	4.876	18.754	18.754
2	4.170	16.037	37.642	4.170	16.037	37.642	4.135	15.905	34.658
3	3.738	14.378	52.020	3.738	14.378	52.020	3.723	14.320	48.978
4	3.026	11.640	63.660	3.026	11.640	63.660	3.044	11.709	60.687
5	2.084	8.015	71.675	2.084	8.015	71.675	2.313	8.898	69.585
6	1.452	5.583	77.259	1.452	5.583	77.259	1.995	7.674	77.259
7	.993	3.821	81.079						
8	.880	3.386	84.465						
9	.738	2.839	87.305						
10	.665	2.557	89.862						
11	.563	2.167	92.029						
12	.480	1.847	93.876						
13	.348	1.337	95.213						
14	.290	1.115	96.328						
15	.196	.753	97.081						
16	.144	.554	97.635						

17	.120	.463	98.098
18	.102	.393	98.491
19	.094	.360	98.851
20	.081	.313	99.165
21	.060	.229	99.393
22	.047	.182	99.576
23	.042	.161	99.737
24	.031	.118	99.855
25	.026	.101	99.956
26	.012	.044	100.000

Extraction Method: Principal Component Analysis.
Source, (Research Data, 2019)

Eigenvalues are the variances of the factors. Because the factor analysis was conducted on the correlation matrix, the variables are standardized, which means that each variable has a variance of 1, and the total variance is equal to the number of variables used in the analysis, in this case, 26.

From table 4.9 and with eigenvalues requested greater than 1.0, so the first four (6) factor components form the extracted solution. The six components explain 77.259% of the variability in the original 26 factors. Therefore, the complexity of the data set can considerably be reduced by using these components.

Table 4. 10: Component Pattern Matrix

Items	**Component**					
	1	**2**	**3**	**4**	**5**	**6**
Political interests are considered in project management teams selections rather than competence.	.957				.114	
The team elected to manage the project implementation are skilled managers.	-.931					
Employees working under PMC are motivated to meet project targets.	.922				.136	

There is a positive relationship between project leadership and project sustainability.	.912	.119			.160	
Projects representatives understands the goal of the project.	-.807			.128		.123
The team leaders are skilled people in mobilizing resources and community towards effective implementation of the projects.	.522			-.379		-.161
Cost of materials, labour, equipment and services are well documented.	.125	.967				
The community is involved in project costing.	.107	.937				
Budgeted project costs are used to manage costs.		-.928				
Project running costs are incorporated in the project costing.		.919				
The funds allocated are efficiently used to create projects of the required quality		-.436	-.208	.403	-.100	.169
Project initial and operational costs are estimated by experts to improve on the accuracy.	.122	.427	.174	.322	.158	.269
Effectiveness of the project implementation process is assessed.	-.111	.110	.935		-.168	
Project impacts on the target community is assessed.			.928	-.175		-.111
Projects are prioritized according to their impact and regional balance.			-.918		-.283	
Project inputs are closely monitored.		-.131	.764	.215		
There is effective supervision on the utilization of project resources.				-.886		.102
There is effective communication on project progress.	.102	-.164		-.852		.174
Rules of engagement between project implementers and other stakeholders are clear.	-.206		-.128	.671	.161	-.137
Team work is evident during project implementation.	.406	.144		.555	.169	.146
The outputs of the projects are compared with budgeted output.	-.205	-.130	.117	-.164	-.749	.148
Each project fund is approved and safeguarded.	-.359	.101		.108	-.684	.493
Targets are set for various representatives.		-.231	.359	-.181	.676	.104
Objectives of the project are explained to the stakeholders.	.124	.178	.383	.307	.599	.371
Stakeholders are consulted during the planning stage			.178	.212		-.873
Stakeholders are involved in the implementation.			-.347	.138	.438	-.749

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 10 iterations.

Source, (Research Data, 2019)

The components can be interpreted as the correlation of each item with the component. Each item has a loading corresponding to each of the 6 components. Item 1 is correlated 0.957 with the first component, 0.114 with the Fifth component. The square of each loading represents the proportion of variance explained by a particular component. For instance, Item 1, 91.5% of its variance is explained by the first component.

4.7 Regression Analysis

4.7.1 Diagnostic Tests

Diagnostic tests are key for researchers using regression model. The diagnostic tests checks if the data is fit for regression analysis by observing that the data does not violet the four principal assumptions of linear regression. According to Chatterjee and Hadi (2012), violation of the assumptions for regression analysis results to biased data whose interpretations and inferences does not reveal the true trend of the phenomena on study. Diagnostic test carried out in this study were, test of normality, multicollinearity, auto-correlation and heteroscedasticity.

4.7.1.1 Test of Normality

Test of normality is done to ascertain that there is normal distribution of the data. Sharpiro-Wilk test was used to test normality.

Table 4. 11: Normality Test

	Shapiro-Wilk		
Variables	**Statistic**	**df**	**Sig.**
Project Monitoring	.918	86	.412

Project Leadership	.710	86	.182
Project Costing	.640	86	.094
Sustainability	.715	86	.401

Source, (Research Data, 2019)

The null hypothesis held that the data was not normally distributed. The significance levels for Shapiro-Wilk test were above 0.05. According to Razali and Wah (2011), when using Shapiro-Wilk test, if the p-values are less than 0.05 then the data is not normally distributed. Therefore, null hypothesis was dropped and conclusion reached that the data was normally distributed hence sufficient for inferential test.

4.7.1.2 Homoscedasticity Test

Levene's test of homogeneity of variances was used to test homoscedasticity. This test checks whether the variance between independent and dependent variables is the same.

Table 4. 12: Homoscedasticity Test

		Levene Statistic	df1	df2	Sig.
Project Monitoring	Based on Mean	.924	3	40	.438
	Based on Median	.898	3	40	.451
	Based on Median and with adjusted df	.898	3	38.019	.451
	Based on trimmed mean	.897	3	40	.451
Project Leadership	Based on Mean	.684	3	40	.567
	Based on Median	.495	3	40	.688
	Based on Median and with adjusted df	.495	3	33.362	.688
	Based on trimmed mean	.562	3	40	.644
Project Costing	Based on Mean	.416	3	40	.742
	Based on Median	.132	3	40	.941

	Based on Median and with adjusted df	.132	3	36.106	.940
	Based on trimmed mean	.351	3	40	.789

Source, (Research Data, 2019)

The significance level for all the variables was greater than 0.05. Therefore, the variances were significantly equal hence the homoscedasticity was evident. According to Levene (1960), if Levene's test is non- significant (p >0.05), then the variances are roughly equal and the assumption that there is homoscedasticity is tenable.

4.7.1.3 Test for Autocorrelation

The Durbin-Watson test was used in this study to ascertain the data does not suffer from autocorrelation problem.

Table 4. 13: Test for Autocorrelation

Model	Durbin Watson
Project Monitoring	1.871
Project Leadership	1.713
Project Costing	2.006

Source, (Research Data, 2019)

The acceptable Durbin Watson range is between 1.5 and 2.5 (Field, 2009). A rule of thumb is that test statistic values in the range of 1.5 and 2.5 are relatively normal. Field (2009) suggests that values under 1 or more than 3 are a definite cause of concern. All Durbin Watson values in this study ranged from 1.713 to 2.114. Therefore, there was no autocorrelation on the data.

4.7.1.4 Multicollinearity Test

Multicollinearity is a statistical phenomenon in which two or more predictor variables in a multiple regression model are highly correlated meaning that one can be linearly predicted from the others with a non-trivial degree of accuracy (Kothari, 2004). Multicollinearity test was done using variance inflation factor, as recommended by Cohen and Cohen (2003).

Table 4. 14: Multicollinearity Test

	Collinearity Statistics	
	Tolerance	**VIF**
Project Monitoring	.877	1.140
Project Leadership	.553	1.809
Project Costing	.972	1.029

a. Dependent Variable: Sustainability
Source, (Research Data, 2019)

According to Landau and Everett (2004), VIF less than 10 and tolerance greater than 0.1 indicates that there is no multicollinearity. Based on the data results, all the variables had VIF less than 10 and tolerance greater than 0.1. Therefore, the data in this study did not suffer multicollinearity problem.

4.7.2 Regression Analysis

This study sought to analyse factors affecting sustainability of national government constituencies development funded projects in Nyeri town constituency. The independent variables therefore were project monitoring, project leadership and project costing. The dependent variable was the stainability of CDF projects. Regression analysis was undertaken to establish if the independent variables significantly affect sustainability of national government constituencies' development funded projects.

Table 4. 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785[a]	.617	.604	.28698

a. Predictors: (Constant), Project Costing, Project Monitoring, Project Leadership

Source, (Research Data, 2019)

Model summary in regression analysis points out to the results of goodness fit. R squared is the coefficient of determination. In this study, the coefficient of determination was 0.617. This indicates that 61.7% of variation in sustainability of CDF projects is explained by independent variables. A proportion of 38.3% of variation in sustainability of CDF projects is explained by other variables not included in this model.

Table 4. 16: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.891	3	.297	3.321	.000[b]
	Residual	37.019	40	.925		
	Total	37.909	43			

a. Dependent Variable: Sustainability

b. Predictors: (Constant), Project Costing, Project Monitoring, Project Leadership

Source, (Research Data, 2019)

Analysis of variance describes the significance of the overall model. From the results, the F statistic was 3.321. *P value* was 0.00 smaller than the critical p value 0.05. Therefore, the model was significant at 95% confidence level.

Table 4. 17: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.512	0.172		2.979	.043
	Project Monitoring	1.104	0.173	1.040	6.371	.000
	Project Leadership	.214	0.069	.011	3.091	.006
	Project Costing	.446	0.121	.331	3.701	.000

a. Dependent Variable: Sustainability

Source, (Research Data, 2019)

Constant for the regression model in this study had a coefficient of 0.512 significant at 95% confidence level (p value = 0.043 < 0.05). Project Monitoring had the greatest coefficient of 1.104. The relationship between Project Monitoring and sustainability was found significant at 95% confidence level (P value = 0.00). This implies that, factoring project monitoring in implementing CDF projects will enhance their sustainability and vice versa.

Project leadership had a coefficient of 0.214 denoting a positive correlation with sustainability of NG-CDF Projects. This relationship was significant at 95% confidence level (p value = 0.006). Being conscious on project costing, budgeting and ensuring that budget estimates are met is likely to lead to sustainable projects. This is inferred from the regression coefficient of 0.446, significant at 95% confidence level (p value = 0.000 < 0.05).

Fitting the Regression Model

The regression model for this study was

$$\mathbf{Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon}$$

Where Y = Sustainability of NG-CDF projects in Kenya

β_o = Constant

X_1 = Project Monitoring

X_2 = Project Leadership

X_3 = Project Costing

β_1, β_2, and β_3 = Regression Coefficients

ε = Error term

Based on the significant variables, the fitted model became

$$\mathbf{Y= 0.512 +1.104X_1 +0.214 X_2 +0.446 X_3}$$

4.8 Discussion

One way through which government can contribute and improve standards of living for its citizens is through implementation of key projects in the country. The introduction of CDF in 2003 was milestone in implementing such projects and fostering development. The available body of research documents that, for these projects to be viable and complete in time, monitoring, leadership and costing needs to be included and supported by all stakeholders especially the committees in place.

Factor analysis undertaken in this study found that project monitoring has a great impact on sustainability of CDF projects compared to project leadership and costing. The regression analysis established a positive relationship between projects monitoring and sustainability of CDF projects. This implies that, CDF committees embracing project monitoring are likely to have sustainable projects. These findings agree with Ika et al. (2010) who established that there

existed a strong and significant correlation between properly instituted monitoring and evaluation projects tools and project achievement standard which was an early indicator of project whole life impact to the beneficiaries.

It is on the view of the positive effect of project monitoring that Fringenti (2012) posit that project monitoring includes controlling all project resources to ensure the right quantity and quality have been utilized. Therefore, depending on the extent to the level of disparity between scheduled and the actual, the project managers ought to commence suitable mechanism actions to rectify the deviation.

Project leadership entails having project managers equipped with the right leadership skills to steer development forward. Leadership skills especially in the field of project management are learned first in class and through delegation and then combined with experience to form competent skills in undertaking even complex projects such as construction (Kyongo, 2013). Bass (2010) argued that the leadership methodology and behaviours of individuals may significantly contribute to significant subordinate's results such as satisfaction, performance and perception towards leader's efficacy. The findings of this study established a positive relationship between project leadership and sustainability of CDF projects. The relationship was also found significant at 95% confidence level.

The findings on leadership are in line with Kiioh (2015), study that established a positive and significant relationship between the study variables which included project management leadership characteristics and performance of IT projects. The findings also agree with Kariuki (2014) who did a study on the effect of leadership skills on the success of IT projects within the banking sector and established that the leading project manager attributes greatly affect the

success of projects, and this is attainable via never-ending training sessions and learning process. The study by Kariuki (2014) also suggested seven leadership skills that are vital for a good project manager including; communication skills, planning and goal setting skills, problem solving and decision making skills, conflict resolution skills, team building skills, sense of responsibility, time management skills and ability to see the future with certainty.

Project costing is a significant determinant of sustainable CDF projects. The regression results established a positive link between project costing and sustainability of CDF projects. The findings are in agreement in with David (2012). According to David (2012), poor cost estimation leads to poor cost control thus poor cost performance of a project. This can also lead to underestimation, which subsequently translates into increases in project cost as errors and omissions are exposed. Estimation documentation must be in a form that can be understood, checked, verified, and corrected. The foundation of a good estimate is the formats, procedures, and processes used to arrive at the cost. Poor estimation includes general errors and omissions relating to plan details and project quantities as well as general inadequacies and poor performance in planning and estimation procedures and techniques.

The regression results indicates that holding all other factors constant, there is a variation of 0.512 in projects sustainability in Kenya. Moreover, at ceteris paribus, projects monitoring results into 1.104 change in projects sustainability. In addition, project leadership resulted into 0.214 change in projects sustainability while project costing resulted into 0.446 change in projects sustainability.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary of the findings, conclusion and recommendations based on the research findings. It highlights key findings and recommendations which will add to the body of knowledge on project management as well as provide highlight for future scholars.

5.2 Summary of the Findings

The response rate for this study was 69% which was deemed adequate for establishing the contribution of project monitoring, leadership and costing on sustainability of CDF projects. Majority of the respondents indicated that, Kiganjo and Rware wards had the highest representation. On education basis most respondents had college level category of education. On residence period, the results showed that, majority of the respondents were residents of Nyeri town constituency for 7-8 years. The results further indicated that more than a half of the respondents indicate to have served in CDF committees for more than 2 years.

5.2.1 Project Monitoring and sustainability of NGCDF Projects

Based on the assertions of project monitoring, respondents expressed that, to a moderate extent, projects are prioritised according to the impact and regional balance. They also agreed to a moderate extent that stakeholders are involved in the implementation and effectiveness of the project implementation process is assessed. There is a significant positive relationship between projects monitoring and sustainability of NGCDF projects.

5.2.2 Project Leadership and sustainability of NGCDF projects

The study results underscores the potential contribution of project leadership in sustainability of CDF projects. Respondents agreed to a great extent that there is a significant positive relationship between project leadership and project sustainability. Owing to its immense contribution, respondents held that projects representatives understands the goal of the CDF projects and that Employees working under PMC are motivated to meet project targets. The respondents however agreed to a small extent that pointed out that, team work is evident during project implementation; that there is effective supervision on the utilization of project resources, there is effective communication on project progress. The respondents further disagreed that political interests are considered in project management teams' selections rather than competence.

5.2.3 Project Costing and sustainability of NGCDF projects

Projects costing was found to be a key determinant of sustainable CDF projects and has a significant positive relationship. In Nyeri town constituency, respondents agreed to a moderate extent that the funds allocated are efficiently used to create projects of the required quality and project running costs are incorporated in the project costing. However, a point of concern was evidenced by the small extent rating that cost of materials, labour, equipment and services are well documented and the community is involved in project costing.

5.3 Conclusion

The findings of this study established that, project monitoring, leadership and costing have a significant positive effect on sustainability of CDF projects. The study further concludes that, in Nyeri constituency, the rate of embracing these three factors is moderate.

While respondents indicated that stakeholders are involved in the implementation and effectiveness of the project implementation process is assessed, the study established that, there is limited close monitoring of project inputs likely to cause misuse of CDF resources. Further, there is no significant performance targets for the representatives.

In most of the CDF committees, factors of good leadership have been adopted moderately. Representative understands the goals of the projects and are motivated to meet project targets. However, the study finds a conclusion that the level of uptake of these good leadership in project management is quite low than expected. In addition, only general aspects of costing have been considered in the NG-CDF projects. While respondents acknowledge inclusion of running costs on the project costing, the available data indicate such undertakings score low in real application.

Project monitoring, project costing and project leadership were found to determine sustainability of NG-CDF projects at 61.7%. Therefore, there are other factors contributing to 38.3% sustainability of CDF projects. Therefore, based on the study results, this study adds to the body knowledge in the field of project management that agrees with project monitoring, leadership and costing to have a significant effect on sustainability of CDF projects.

5.4 Recommendations

For CDF projects to be sustainable and give citizens the benefits expected, projects committee need to ensure that, project monitoring is undertaken regularly. The findings of this study recommends that, project inputs should be closely monitored and targets should be set for the representatives to have complete involvement and participation especially from the project representatives. The study also recommends impact assessment on the target community to avoid incomplete and abandoned projects due to lack of factoring possible impacts of these projects.

This study established that most of the CDF projects are not for political interest and gains neither do they propagate political interests. This study therefore recommends CDF projects in other constituencies to stand firm in giving quality service delivery to citizen without any political influence or interests. The project managers in these CDF projects should also embrace teamwork as a way of fostering good leadership in project management.

The research also recommends proper book keeping, budgeting and documentation of project costing in formulation and implementation of CDF projects. Lack of proper utilization of resources contributes to stalled projects and misappropriation of funds. Therefore, project representatives in CDF committees should be in the fore front in ensuring that there is accountability and responsibility for the resource utilization in this projects.

The study also recommends community involvement in undertaking the NG-CDF projects. The general public have a right to information on the budget allocation, amounts spend, project targets and completion rates. Thus, project stakeholders should welcome the opinions of community members to ensure inclusivity in the undertakings of these projects.

5.5 Suggestion for Further Research

This study established that project monitoring, project leadership and costing explain 61.7% of sustainability of CDF projects. Therefore, further research can be undertaken to establish what these other factors are that affect the sustainability of NGCDF projects in Kenya.

This study was conducted in Nyeri town constituency. There is need to replicate the same study in another constituency. This will help validate the findings of this study.

Sustainability of CDF projects in light of project monitoring, leadership and costings was the core part of this research. However, challenges faced by these CDF committees were not covered. Therefore, there is need to establish the challenges affecting sustainability of NG-CDF projects.

5.6 limitations of the study

The researcher expected some of the challenges in the study might be difficulties in data collection from the target population as some were unwilling to fill in the questionnaires, may be busy with office work and some may not respond at all and return the questionnaire empty. To minimize this challenge, the researcher obtained an introduction letter from the University so as to introduce him to the respondents and in addition the questionnaires were done on a drop and pick basis by the researcher.

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APPENDIX I: QUESTIONNAIRE

Dear Respondent,

I am a student at KCA University master's Degree in Finance. I am conducting research on: The factors affecting sustainability of National Government Constituencies' Development Fund projects in Kenya and you were selected as one of the respondents. Kindly complete the questionnaire below as honestly as possible. Your information alongside others will help me in my research and will be used strictly for academic purposes and will be treated as confidential.

PART A: GENERAL INFORMATION

1. Kindly indicate the ward you represent in the Nyeri Town Constituency NG-CDF

Kamakwa/mukaro ( ) Kiganjo ( )

Rware ( ) Ruringu ( )

Gatitu ( )

2. What is your highest level of education?

Primary ( ) Secondary ( )

College ( ) University ( )

3. How long have you been a resident of this community?

Below 5 years ( ) 7-8 years ( )

9-10 years ( ) Over 10 years ( )

4. How long have you been working as a community representative in the NG-CDF projects?

Less than a year ( ) Between 1-2 years ( ) Between 3-4 years ( )

Between 5-6 years ( ) For 7 years and above ( )

PART B: EFFECT OF PROJECT MONITORING ON THE SUSTAINABILITY OF NG-CDF PROJECTS IN KENYA

5. Please indicate the extent to which you agree with each statement with reference to effect of project monitoring on the sustainability of national government constituencies' development fund projects in Kenya, Given a scale of 1-5 where 1=very small extent, 2=small extent, 3=some extent, 4= great extent, 5= very great extent.

	Statement	1	2	3	4	5
(a)	Stakeholders are consulted during the planning stage					
(b)	Objectives of the project are explained to the stakeholders.					
(c)	Projects are prioritized according to their impact and regional balance.					
(d)	Each project fund is approved and safeguarded.					
(e)	Stakeholders are involved in the implementation.					
(f)	Targets are set for various representatives.					
(g)	Project inputs are closely monitored.					
(h)	Effectiveness of the project implementation process is assessed.					
(i)	The outputs of the projects are compared with budgeted output.					
(j)	Project impacts on the target community is assessed.					

PART C: EFFECT OF PROJECT LEADERSHIP ON THE SUSTAINABILITY OF NG-CDF IN KENYA

6. Please indicate the extent to which you agree with each statement with reference to the effect of project leadership on the sustainability of national government constituencies' development fund projects in Kenya Given a scale of 1-5 where 1=very small extent, 2=small extent, 3=some extent, 4= great extent, 5= very great extent.

	Statement	**1**	**2**	**3**	**4**	**5**
(a)	The team elected to manage the project implementation are skilled managers.					
(b)	Political interests are considered in project management teams selections rather than competence.					
(c)	There is a positive relationship between project leadership and project sustainability.					
(d)	The team leaders are skilled people in mobilizing resources and community towards effective implementation of the projects.					
(e)	Employees working under PMC are motivated to meet project targets.					
(f)	Projects representatives understands the goal of the project.					
(g)	Rules of engagement between project implementers and other stakeholders are clear.					
(h)	There is effective communication on project progress.					
(i)	Team work is evident during project implementation.					
(j)	There is effective supervision on the utilization of project resources.					

PART D: EFFECT OF PROJECT COSTING ON THE SUSTAINABILITY OF NG-CDF PROJECTS IN KENYA

7. Please indicate the extent to which you agree with each statement with reference to the effect of project costing on the sustainability of national government constituencies' development fund projects in Kenya

Given a scale of 1-5 Where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree.

	Statement	**1**	**2**	**3**	**4**	**5**
(a)	The community is involved in project costing.					
(b)	Project initial and operational costs are estimated by experts to improve on the accuracy.					
(c)	Cost of materials, labour, equipment and services are well documented.					
(d)	The funds allocated are efficiently used to create projects of the required quality					
(e)	Budgeted project costs are used to manage costs.					
(f)	Project running costs are incorporated in the project costing.					

PART E: SUSTAINABILITY OF NG-CDF PROJECTS IN KENYA

7. On a scale of 1-5 rate the significance of the following factors affecting sustainability of national government constituencies' development funded projects in Nyeri town constituency Given a scale of 1-5 Where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree.

	Statement	**1**	**2**	**3**	**4**	**5**
(a)	Project Monitoring					
(b)	Project Leadership					
(c)	Project costing					

THANK YOU