

INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON IMPLEMENTATION OF NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN NYALI CONSTITUENCY

Ali Chilalya Ramadhani¹, Dr. Muchelule Yusuf²

College of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology, Kenya,

Abstract: Delays and disruptions are among the challenges faced in the course of executing NGCDF projects. The most widely used project success criteria are meeting time, quality and cost requirements. However, time plays a critical effect since its change will affect the other two. The study aimed at identifying how project management practices influenced the implementation of National Government Constituency Development Funded projects in Nyali Constituency. The study considered project management practices to be: project leadership, project planning, project control, and project monitoring. Descriptive research design was used, and the questionnaire was the data collection instrument. A sample size of 118 was used for the study where 6 project managers, 15 NGCDF management, and 97 employees were administered with questionnaires and simple random sampling and purposive sampling was applied. The results showed that project monitoring and project planning had significant inverse relationship with project implementation though not highly significant. Project leadership had a direct relationship with project implementation though insignificant. As for project control, the study showed that it had an inverse insignificant relationship with project implementation. The study also revealed that project planning and project monitoring explained 40.8% of the change in implementation.

Keywords: Project management practices, Project implementation, Planning, Monitoring, NG-CDF.

1. INTRODUCTION

The concept of Constituency Development Funds (CDF) has been embraced in many countries in the world [1] including Malaysia, Nepal, Pakistan, Jamaica and many other counties [2]; for development of communities at constituency level where funds are disbursed through a parliamentary representative who mostly uses its implementation as political acceptability by stakeholders. Constituency Development Fund is a devolved fund established by the Kenyan government to eliminate poverty, share national resources, and encourage citizen participation. CDF started in 2003 through the CDF Act, later replaced by CDF Act 2013 which was declared unconstitutional and invalid on 20th February 2015. It was replaced by the National Government Constituencies Development Fund (NG-CDF) Act 2015 effective 19th February 2016 [3].

According to [4] NGCDF Board (2017), the NGCDF kitty has financed over 85,000 NGCDF projects as by 2016. From the year 2003 up to 2016, Kshs 193,896,852,648 has been allocated to CDF projects in 290 constituencies. The financed projects in NGCDF include 11% in Water projects, 6% in Health projects which like building hospitals, example Mlaleo health Centre in Nyali constituency, and 55% in Education which include building classrooms (Ziwa la ng'ombe primary

school), new schools (Freetown secondary school in Nyali constituency), repair and maintenance of schools, and bursaries while the remaining 28% funds community development projects and other administrative costs [4]. However, [1] affirmed that the challenges facing CDF in Kenya are: resources to complete the internal and external oversights and audits, lack of guarantee for ordinary constituents to be fully knowledgeable to be able to act effectively in developing plans for CDF projects, the cumbersome process of allocation and implementation that involves a high number of stakeholders, development of procedures for effective cost planning in support of project implementation, and finally the politicized nature of funds so that projects are completed regardless of the electoral result.

Project management practices are routine ways of carrying out management, administrative activities and decisions that is the usual or expected ways of directing and coordinating project resources by an individual for the purpose of achieving project performance in terms of completing a project on time, on budget and with quality results [5]. The application of PMP in public sector has been identified as an efficient approach that helps in upgrading management capabilities and enables efficient completion of projects to attain desired objectives [6]. [7] argued that it's crucial to differentiate between project success and project management success. [8] explained that project success is measured against the overall objectives of the project while project management success is determined by measures of performance like cost, schedule and service performance. According to [7] project performance could be assessed in one of three ways: the implementation, Perceived values, and Customer satisfaction. Project implementation success should include time, monetary, effectiveness and satisfaction measures. The iron triangle criterion is not sufficient to measure the success of a project. A project may satisfy the iron triangle criterion and still be considered a failure, and conversely, a project doesn't satisfy and still considered to be successful [9].

2. EMPIRICAL REVIEW

According to [10], most projects in less developed countries are poorly implemented because stakeholders and the members do not appreciate the need for a qualified management team during implementation since most of them take political dimensions and are led by political appointees. Project leaders who lack formal authority rely mainly on influence and persuasion to gain cooperation from the project teams. In these situations, persuasion skills are integral to their role as project managers. According to [11], politics exist in every organization and can have a significant influence on projects funding and priority especially when the projects selection criteria are ill-defined and not aligned with the mission of the organization. In such cases, project selection isn't based on facts and sound reasoning but persuasiveness and power of some people advocating the projects.

According to [12], effective planning and control require a clear definition of the project; a robust approach to planning the project; selection and use of appropriate scheduling techniques; rigorous monitoring that enables proactive control of the project; and sound basis of good record keeping which facilitates feedback. According to [13], Project success inherently aligns with and depends on effective project planning. Project plans establish a common frame of reference for the performance of project management and technical activities and also provide a roadmap that guides the project team to the fulfilment of project activities. According to [12], planning determines what activities and products need to be carried out, when, to what standard and using which resources, including monetary funds. Well-planned projects, where the tasks that need to be undertaken, how and when they have been carefully considered, are much more likely to successfully deliver the desired outcomes. Planning is about communicating the sequence, method and time required to complete the project deliverables and with good planning, it is possible to predict whether the project remains on target to deliver its outputs within the time, cost or performance constraints [12]. Planning is the most time-consuming a set of activities but valuable if done properly.

Monitoring is the collection, recording, and reporting of project information important to the project manager and other relevant stakeholders. The purpose of monitoring is to ensure that all interested parties have available information required to exercise control over the project through the use of tools such as the project portfolio process [14]. Monitoring can be defined as control of the project implementation to keep the project on track and achieve the results of the project [15]. For a monitoring system to be effective, the project document must contain clear statement of project objectives and benefits, a detailed project cost estimates, source of funds, scope and schedule.

According to [16], Project Control is the project management function that involves comparing actual performance with planned performance and taking appropriate corrective action. Project Control is important because it may determine the success of the project by the stakeholders. Projects rarely fail but rather due to a collection of minor items that individually have a negative impact in a specific project area; however, when looked at over the life span of a project,

these minor items can cause significant impacts to cost, schedule, risk, and can manifest themselves as deviations from the original Project Plan. Control holds people accountable and prevents simple problems from becoming complex. Assessment of a project should be based on the appropriate level of control needed: too much control is too time-consuming, too little is very risky. For effective control, in the best case, the project manager needs a single information system to collect data and report progress [17].

3. CONCEPTUAL FRAMEWORK

A Conceptual Framework is a hypothesized model identifying the model under study and how dependent variable (DV), and the independent variables (IV) relate [18].

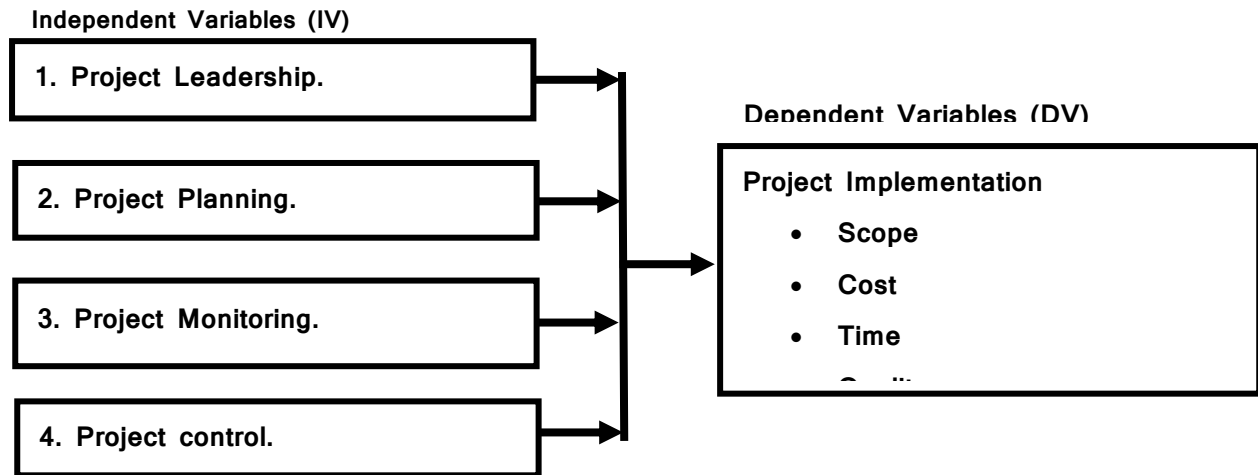


Figure I: The conceptual Framework

4. SUMMARY AND CRITIQUE OF EXISTING LITERATURE

For the theoretical review the study was supported by the theories of leadership, theory of project implementation, the theory of change, and contingency theory. The leadership theories explain the various leadership found in project like the great man more of an egoistic type of leadership; traits leadership where a the leadership is based on traits that are inherited; contingency leadership based on the degree of fit between the leadership qualities and style with demand of them in a particular situation; and the situation leadership where decisions are based on given circumstances. The theory change explains the roadmap which change needs to take to achieve the progress needed. It outlines relationships for short, intermediate, and long term outcomes. The theory of project implementation is useful in explaining the steps and components in successful implementations of projects. And finally the contingency theory is useful in explain how to deal with change in projects. There is not straitjacket way of dealing with change since projects are unique in nature.

[19] studied the effects of PMP on completion of capital projects where planning, control, and monitoring were identified as the project management practices. The study looked at capital projects and was specific to Kakamega County. [20] studied factors affecting successful completion of constituency development funded projects in Kenya where funds allocation and political interests were identified as the factors affecting successful completion of CDF projects in Nyandarua County. The study had two independent variables identified as success factors and was also specific to Nyandarua county. [21] studied the determinant of successful project implementation in Nigeria. The study looked at environmental factors; team philosophy; client commitment to project financing; and economic instability and how they affect successful implementation of projects. The study dealt with project success and was specific to Nigeria. It didn't capture project implementation success and PMP.

Most the literature reviewed revolve around the project success. It is critical to differentiate project success and project implementation success. Reviewed literature mostly concentrated on the project on the perspective of the final product while implementation success looks at the process needed for the delivery of a project. Project success entails project management success as well attaining the overall objective of the project. Thus, there is a distinction between the success of a project process and the success delivery of a product or a service [22], [23].

5. RESEARCH METHODOLOGY

The research adopted a descriptive survey design. [24] postulates that descriptive survey design is a method of collecting information or administering questionnaires to a sample of individuals and it is also used to describe the state of affairs as it exists. In this study, the target population was 170 people from three different cohorts of top management who include project managers & project administrators (9), NG-CDF management which entailed NG-CDFC members (16), Constituency Oversight Committee members (5), Project Management Committees members and Unionsable employees (140). The sample size of the study was determined by use of Krejcie & Morgan (1970) formula where a sample size of 118 participants was obtained. The study adopted stratified sampling, simple and purposive techniques. Stratified sampling was used since the target population involved individuals of different cohorts in Nyali Constituency.

The purposive sampling was used to select from the cohort of project managers/administrators, and NG-CDF management including committee members, Constituency Oversight Committee members, and Project Management Committees members. Questionnaire was the main tool used to collect data from respondents. Both structured (closed-ended) and unstructured (open-ended) questionnaires were used to get uniform responses from respondents. The validity of the instrument was checked by establishing a linkage between questions and their objectives. The reliability of the instrument was tested using Crobach's Alpha reliability coefficient (α) were a value of 0.778 was obtained and considered acceptable to yield reliable results as recommended by [18] and [25]. Completed questionnaires were edited for completeness and consistency before being processed. Both descriptive and inferential statistics were used and processed by SPSS Ver 23 to generate values of the coefficients, frequencies and percentages. The results were presented in form of tables. Correlation test was performed to obtain the relationship between the Dependent Variable and the predictors. ANOVA test was performed to test the significance of the whole model at a 5% significance level. Finally the Predictors were regressed against the Dependent Variable to obtain the linear relationships for the model as shown below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots\dots\dots (ii)$$

Where;

Y = Implementation of NG-CDF projects

Project management practices (X_1 , X_2 , X_3 , and X_4)

X_1 = Project Leadership; X_2 = Project Planning; X_3 = Project control; X_4 = Project Monitoring; e = Error term

6. RESULTS AND DISCUSSION

6.1 Response Rate

The response rate was 81.36% which are 96 questionnaires returned out of 118 administered thus considered being sufficient as supported by [18].

6.2 Descriptive statistics Study Variables

a. Project leadership

The first objective of the study was to establish the extent to which project leadership influenced the implementation of NG-CDF projects in Nyali constituency. The findings revealed that there was no statistical evidence that that the project had clear policies that guided the project manager on every aspect of projects, 38.5% of the respondents were unsure that with only 34.4% being in agreement and 27.1% disagreed. The study results indicated that 50% agreed that the organization strategy as well as the goals and objectives of the project were clear and communicated to the project team, 28.1% were unsure while 21.9% were in disagreement. [26] affirmed that, it is crucial for the project manager to address the larger issues of the business strategy and see where the project fits in the overall framework. The study also revealed 46.9 % agreed that the project had clear roles and responsibilities with only 26% disagreeing. The study did not reveal any significant statistical evidence of continuous training and development of project team members with a collective majority of 46.5% of the respondents disagreeing on the issue, 30.3% supporting, while 23.2% were unsure. The study also showed 55.3% believed there was appropriate and effective communication among project team members. The study also revealed that 56.3% agreed that the project manager possessed the necessary skills and knowledge needed. According to [12], the project manager must be skilled enough and operate in an environment that permits a given project team to function with ease. And finally there was generally agreed by 63.5% various project methodologies and designs were applied in the project by the project manager. [26] emphasized that a skilled project manager ought to apply various approaches to project leadership as the ability of a project manager to lead effectively is strengthened by his understanding of alternatives approaches to leadership.

b. Project Planning

To achieve the second objective the study i.e. to examine the influence of project planning on the implementation of NG-CDF projects in Nyali constituency. The descriptive statistics revealed that 52% agreed that the projects had detailed plans for the various project processes. [27] explained that the plans suggest alternative approaches, schedules, and resource requirements from which the best alternative can be selected. The study also revealed that a majority of 63.5% agreed on the presence of an elaborate way allocating project resources to various project activities, however there was no statistical evidence of the use of various tools like WBS, Log frame etc ensuring proper allocation of resources as a majority of 47.9% were unsure, with only 41.7% supporting it. [28] affirmed that the objective of activity resource estimating is to use various tools and techniques like bottom-up estimating, expert judgement and project management software to assign resources to each activity. Further the study revealed a majority of 47.9% and 49% agreed that WBS, log frame, Gantt charts were used for allocation of resources and planning tools were used in scheduling project activities respectively. The study also showed that a majority of 57.3% agreed that planning increased the project team's ability of dealing with future uncertainties. Planning is about communicating the sequence, method and time required to complete the project deliverables and with good planning, it is possible to predict whether the project remains on target to deliver its outputs within the time, cost or performance constraints [12]. The study also showed a majority of 61.4% agreed that stakeholders' needs were identified and documented. Finally a majority of 61.4% agreed that projects were implemented according to the plans.

c. Project Monitoring

The third objective of the study was to determine how project monitoring influence implementation of NG-CDF projects in Nyali constituency. The study indicated that a majority of 60.4% agreed that project definition documents were available and formed the basis of project monitoring. The use of project definition as a monitoring tool is considered to be a good monitoring practice [29]. The study also showed that a majority of 64.4% agreed monitoring was crucial in identification of variances. There was some evidence of project flexibility, variance identification and change initiated with minimal cost effects on activities during implementation supported by a majority of 74% of the respondents. However the study did not reveal any significant evidence that project managers used benchmarking as a monitoring tool during project implementation as a majority of 36.5% agreed, while 34.4% were unsure of the use of benchmarking. The study also revealed that 59.3% agreed that monitoring was useful in reduction of misuse of funds allocated to the project. According [14] monitoring is the control of project implementation aimed at keeping the project on track and ensures it achieves desired results. The study revealed that a majority 51% agreed as part of monitoring process that actual performance was measured and compared to the planned outcome. However there was uncertainty on the frequency of the comparisons made as shown by 49% of the majority were unsure. Finally, the study revealed that 64.6% agreed that project documentation was reviewed during the implementation process as an activity of monitoring to ensure that the objectives of the project were met

d. Project Control

To achieve the fourth objective which was to examine the extent to which project control affected the implementation of NG-CDF projects in Nyali constituency. From the descriptive statistics indicated that a majority of 63.3% agreed of existence of measures to control actual and potential risks of projects. The study also revealed that there was communication and regular updates of variances identified in the project scope as supported by 73% of the respondents. The study further revealed that for any change of scope, a change request was documented and strict procedures followed as agreed by a majority of 60.4%. According to [30], the fundamental items to be planned, monitored, and controlled are time, cost, and performance so that the project stays on schedule, within budget and meets the stakeholder's expectation. A majority of 64.6% agreed that budget reviews required a thorough approval by the sponsor. Finally, 61.4% were in agreement that project team members were regularly briefed on variances encountered during implementation and the actions taken to deal with the change.

e. Status of Project Implementation

To achieve the main objective of the study, i.e. to establish the influence of PMP on implementation of NG-CDF projects, the study sought to establish the status of implementation of NG-CDF in Nyali Constituency. The study revealed that a majority of 55.2% agreed that projects were implemented within their scope. The study further revealed that there were minimal changes made to the project definition document as supported by a majority of 48.9% of the respondents. However 66.7% suggested that projects were implemented within their budgets, with the same sentiments shared by a

majority of 82.3% agreeing that cost overruns were a frequent challenge. The study also revealed that 50% agreed that projects were implemented as per schedule. Milestones were not achieved as per stipulated time as agreed by 70.9%. To compliment the issue of milestones, 59.4% agreed that projects were not delivered on time. There was uncertainty on the level of satisfaction of the project acceptors or donor. Finally 52.1% did not agree that standards and specifications were observed throughout the project.

6.3. Inferential Analysis

Inferential statistics was used to establish the various relations the Predictor variables (project leadership, project planning, project monitoring, and project control) and the Dependent Variables. The analysis include: correlation, ANOVA, and linear Regression.

6.3.1 Correlation Analysis

Pearson’s product method at 0.05 significance level was used to determine the relationship between the Dependent Variable and Independent Variables. Should a significant relationship exist between the Dependent Variable and the Independent Variables, then it is viable to estimate the study model. Table I below shows the result of the analysis.

TABLE I: CORRELATION ANALYSIS OF VARIABLES

		Implementation of Projects	Project leadership	Project Planning	Project Monitoring	Project Control
Implementation of Projects	Pearson Correlation	1	.168	-.431**	-.393**	-.048
	Sig. (2-tailed)		.102	.000	.000	.645
	N		96	96	96	96
Project leadership	Pearson Correlation		1	-.090	.002	-.127
	Sig. (2-tailed)			.384	.984	.218
	N			96	96	96
Project Planning	Pearson Correlation			1	-.132	.282**
	Sig. (2-tailed)				.198	.005
	N				96	96
Project Monitoring	Pearson Correlation				1	-.239*
	Sig. (2-tailed)					.019
	N					96
Project Control	Pearson Correlation					1
	Sig. (2-tailed)					
	N					

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

***. Correlation is significant at the 0.05 level (2-tailed).**

From Table I above, The Pearson coefficient (r) for project leadership was 0.168, and the p-value was 0.102. The positive Pearson coefficient explains a direct relationship between project leadership and project implementation. However, the magnitude of the relationship is since $r = 0.168 < 1$ weak. Project leadership also showed having an insignificant relationship with project implementation since p-value (0.102) was more than the threshold of significance (0.05). According to [31], Projects carried out by the government are often aimed at achieving political objectives such as re-election leading to a situation where project management processes are deliberately not followed in expediting project delivery. Thus the project leadership is more of a decoy. [32] further explained that, the source of many failed projects is when project managers are assigned to projects where corporate politics gets involved, and executives often throw big money at technologies to solve their problems. According to [11], politics exist in every organization and can have a significant influence on projects funding and priority especially when the projects selection criteria are ill-defined and not aligned with the mission of the organization. In such cases, project selection isn’t based on facts and sound reasoning but persuasiveness and power of some people advocating the projects.

Project planning ($r = -0.431$, $p\text{-value} = 0.000$) had a significance relationship with project implementation since the P-value (0.000) was less than the threshold of significance (0.05). However, the magnitude of the relationship was weak since Pearson coefficient (r) $-1 > (-.431, -.) < 1$. The values are far much than the threshold (-1, 1). The negative valence on their coefficients explains the existence of an inverse relationship between the predictors and the Dependent variable. This could be explained by the sentiments of [31] that the consequences of the political nature of NG-CDF include unfulfilled objectives, budget overruns, poor standards, time challenges, as well as unmet specifications.

Project monitoring ($r = -0.393$, $p\text{-value} = 0.000$) had a significance relationship with project implementation since the P-value (0.000) was less than the threshold of significance (0.05). Project control had Pearson correlation (r) of -0.048 and $p\text{-value}$ of 0.645 ; this meant that project control had a weak inverse relationship with project implementation, and still, a relationship that is insignificant since $P\text{-value} (0.645) > (0.05)$ the threshold of significance. Thus it can be concluded that at a significance level of 0.01 which is less than 0.05, there exist evidence that project planning and project monitoring have significant inverse and a weak relationship with project implementation of projects. This finding is contrary to [33] that Project control provides critical information to all the other functions of the project and works closely with the project manager to evaluate the cost and schedule impact of various options during the life of a project.

NG-CDF projects are political in nature thus most of time the parliamentary representative uses its implementation as political acceptability by the stakeholders [1]. According to [31] Projects carried out by the government are often aimed at achieving political objectives such as re-election leading to a situation where project management processes are deliberately not followed in expediting project delivery. Thus the project outcome does not fulfil the objectives, budget overrun occurs and specifications are not met, and not forgetting concerns of timely project execution. Based on this, the effect of project leadership on implementation of projects was found to be weak and insignificant, project planning had a significant weak inverse relationship, project monitoring had a weak inverse relationship with project implementation, and finally project control had a weak insignificant inverse relationship with project implementation contrary to previous literature from [16], [33], [15], [26], [29].

6.3.2 ANOVA

Analysis of variance was conducted to determine the significance and fitness of the model as shown in Table II below. For the model to be fit, there should be evidence of significant i.e. $P\text{-value} < 0.05$. This means that at least one of our Predictors is useful in explaining the change in implementation of NG-CDF projects in Nyali Constituency.

TABLE II: ANOVA RESULTS

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	7.298	4	1.825	15.665	.000 ^b
1 Residual	10.599	91	.116		
Total	17.897	95			

a. Dependent Variable: Implementation of NG-CDF projects.

b. Predictors: (Constant), Project leadership, Project Planning, Project Monitoring, and Project Control.

From the ANOVA Table above the P-value was 0.000 at significance level of 0.05, thus it can be concluded that at least one of the predictors; Project leadership, Project Planning, Project Monitoring, and project Control, is useful in predicting implementation of NG-CDF in Nyali Constituency. Thus it can be concluded that the model is fit and useful in explaining the project management practices influencing implementation of NG-CDF in Nyali Constituency.

6.3.3 Regression

Since results from the findings of Table II above showed enough evidence of the significance of at least one Independent variable being useful in predict the Dependent Variable, then the Independent variables were regressed against the Dependent Variable to estimate the study model. The regression results are shown in Table III below.

TABLE III: REGRESSION RESULTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.779	.541		12.535	.000
Project Leadership	.067	.044	.125	1.536	.128
1 Project Planning	-.438	.077	-.479	-5.668	.000
Project Monitoring	-.483	.088	-.458	-5.501	.000
Project Control	-.005	.067	-.006	-.075	.941

a. Dependent Variable: Implementation of Projects

The coefficients of determination for our model were: project leadership (.067), project planning (-.438), project monitoring (-.483), and project control (-.005). The P-value for project leadership was 0.128, project planning was 0.000, project Monitoring was 0.000, and project control was 0.941 Thus only two predictors (Project Planning and Project Monitoring) were less than the threshold of 0.05, i.e. p-value (0.000, 0.000 < 0.05) were significant for the study, then the estimated model was fitted as below:

$$Y = 6.779 - 0.438 X_2 - 0.483 X_3 \dots\dots\dots (iii)$$

This can be translated as:

$$Y = 6.779 - 0.438 \text{ Project Planning} - 0.483 \text{ Project Monitoring.}$$

6.3.4 Model Summary

From the study, the following model summary was obtained as shown in Table IV

TABLE IV: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.639 ^a	.408	.382	.34128

a. Predictors: (Constant), Project leadership, Project Planning, Project Monitoring, and Project Control.

The findings from Table 4.13 above showed that the coefficient of determination (r) was 0.408 indicating that Project Planning and Project Monitoring explain 40.8% of project implementation of NG-CDF. Thus Project Planning and Project Monitoring are the two Project management practices that influence the implementation of NG-CDF projects in Nyali Constituency.

7. CONCLUSION

Project leadership had a direct relationship with project implementation however it doesn't significantly influence the rate of implementation of NG-CDF projects in Nyali Constituency. Good project leadership is essential for the overall success of projects; though it played an insignificant role in the implementation of the projects. Project leaders need to have all the necessary policies that will help them in the implementation of the strategy. Though project leadership was not a insignificant practice in the implementation of NG-CDF projects, good project leadership will always have a positive influence on the overall success of the project. Thus project should ensure that they have qualified, skilled project leaders with the all the policies needed to help them in all the aspects of the project.

Project planning had a significant inverse relationship with the implementation of NG-CDF projects in Nyali Constituency. Excessive Planning reduced the rate of implementation of projects. A project manager should strike a balance between the planning as a practice and implementation as a process. Planning is crucial for the success of the project, and without planning then there is nothing to be implemented. Planning is the most time-consuming a set of activities but valuable if done properly. Planning is an important practice that affects the overall success of the project. No planning means accepting failure. Planning gives the project a baseline document from which to monitor and control progress. Project managers should balance between planning and implementation as too much planning is time-consuming.

Project Monitoring had a significant inverse relationship with implementation of NG-CDF projects in Nyali Constituency. A project manager should ensure that too much time is not used in monitoring as such will limit the rate of implementation. Monitoring is essential in the identification of variances in scope, budget, and schedule. Monitoring is the control of the project implementation to keep the project on track and achieve the results of the project. The project manager should ensure a good and effective monitoring framework is in place so that change management is well taken care of. The use of tools and techniques like benchmarking should be highly encouraged to project managers so that they could learn the best practices from others. However, a balance needs to be maintained between what is monitored, how it is monitored, and for how long so as time is not wasted on indicators or activities that are not priorities.

Project control had an insignificant inverse relationship with implementation of NG-CDF projects in Nyali Constituency. Too much control inhibits project implementation. Though insignificant, Control holds people accountable for projects. Project Control is important because it may determine the success of the project by the stakeholders where too much control is too time-consuming, too little is very risky. Control holds people accountable regarding scope, schedule, and cost. Too much control affects the productivity of the project team and the rate of implementation. It is good to project management practices to ensure clear change management procedures are in place so that the changes in scope, quality, and schedule are not taken for granted by the project team, project manager or even the sponsors as with the correct procedures in place will help the project implementation process as per agreed success criteria.

REFERENCES

- [1] Baskin, M. (2010). Constituency Development Funds as a tool for decentralization. Centre for International Development.
- [2] Tsubura, M. (2013). The Politics of Constituency Development Funds (CDFs) in Comparative Perspective. The University of Sussex, Institute of Development studies.
- [3] Gathoni, J., & Ngugi, K. (2016). Drivers of effective project performance in national government constituency development funded projects in Kiambu County, Kenya. *International Academic Journals*, 2(2), 22-40
- [4] NG-CDF board. (2017, December). National Government Constituencies Development Fund Board. Retrieved from NG-CDF: <http://www.ng-cdf.go.ke/>
- [5] Mensah, S. (2007). The effect of project OF management practices on building projects performance: The case of the three organizations. Thesis for MSc in Construction Management, Kwame Nkrumah University of Science and Technology, Building Technology, Ghana.
- [6] Arnaboldi, M., Azzone, G., & Savoldelli, A. (2004). Managing public sector project: The Case of Italian Treasury Ministry. *International Journal of Project Management*, 22(3).
- [7] Amponsah, R. (2010). Improving Project Management Practice in Ghana with Focus on Agriculture, Banking and Construction Sectors. A thesis submitted in fulfillment of the requirements for the Degree of Project Management
- [8] Jugdev, K., & Muller, R. (2005). A retrospective looks at our evolving understanding of project success. *Project Management Journal*, 36(4).
- [9] Ika, L. (2009). Project Success as a topic in Project Management. *Project Management Journal*, 40(4), 6-19.
- [10] World-Bank-Group. (2013). Financial Management. Retrieved Jan 12, 2015, from Worldbank: <http://web.worldbank.org>
- [11] Larson, W. E., & Gray, F. (2011). *Project management: the managerial process* (5th ed.). New York, NY, 10020: McGraw-Hill Companies, Inc.
- [12] APM. (2015). *Planning, Scheduling, Monitoring, and Control: The Practical Management of Time, Cost and Risk*. Buckinghamshire: Association For Project Management.
- [13] Hill, G. M. (2008). *The complete project management office handbook* (2nd ed.). Boca Raton, New York: Auerbach Publications.
- [14] Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). *Project Management in Practice* (4th ed.). New York, USA: John Wiley & Sons, Inc.

- [15] INTERact. (2014). Project Implementation. In E. R. (ERDF), Project Management Handbook. European Union.
- [16] PMI. (2014). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (5th ed.). Newtown Square, Pennsylvania 19073-3299 USA: Project Management Institute, Inc.
- [17] Passenheim, O. (2009). Project management. Olaf Passenheim & Ventus Publishing ApS. Retrieved from <http://www.bookboon.com>
- [18] Mugenda, O. M., & Mugenda, A. G. (2008). Research methods. Quantitative and Qualitative Approaches. Nairobi: Acts Press.
- [19] Morris, M. (2014). Effects of Project Management Practices on completion of Capital Projects in Kakamega county, Kenya. Thesis for Award of MSc in Project Management, JKUAT, School of Human Resource.
- [20] Kamu, G & Muturi, M. (2015). Factors affecting successful completion of constituency development funded projects in Kenya: a case of Nyandarua County., International Journal of Economics, Commerce and Management 3(5), 499-516
- [21] Amade, B., Ogbonna, A. C., & Kaduru, C. C. (2012). Determinants of successful Project Implementation in Nigeria. International Journal of Management Sciences and Business research, 1(6).
- [22] Collins, A & Baccharini, D (2004). Project Success- a survey. ResearchGate, 1-34.
- [23] Cookies-Davies, T. (2002). The real success factors in Projects. International Journal of Project Management, 6(3), 164-170.
- [24] Orodho. (2003). Essentials of Education and Social Sciences Research Methods. Nairobi: Masola Publishers.
- [25] Gaur, A., & Gaur, S. (2009). Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS (2nd ed.). New Delhi: Sage India.
- [26] Gehring, D. R. (2007). Applying Traits Theory of Leadership to Project Management. Project Management Journal, 38(1), 44-54
- [27] Wysocki, R. K. (2009). Effective Project Management: Traditional, Agile, Extreme (5th ed.). Indianapolis, Indiana: Wiley Publishing, Inc
- [28] Watt, A. (2014). Project Management. Creative Commons Attribution 4.0. Retrieved from www.projectfasthub.com
- [29] Kezner, H. (2009). Project Management - A Systems Approach to Planning, Scheduling, and Controlling (10th ed.). New Jersey: John Wiley & Sons, Inc.
- [30] Portny, S., Mantel, S. J., Meredith, J. R., Shafer, S. M., Sutton, M. M., & Kramer, B. (2007). Project Management: Planning, scheduling, and controlling projects. New York, USA: John Wiley & Sons, Inc.
- [31] Kiplagat, K. J. (2012). Factors Influencing Implementation Of Capital Projects by Local Authorities In KILIFI County, Kenya. A Thesis submitted for the Award of Master of Arts Degree in Project Planning & management of the University of Nairobi.
- [32] Charvat (2002) Charvat, J. (2002). Project Management Nation: Tools, Techniques, and Goals for the New and Practicing IT Project Manager. John Wiley & Sons.
- [33] Wiley, D., Amado, M., Ashton, K., Ashton, S., Bostwick, J., Clements, G., . Snyder, A. (2011). Project Management for Instructional Designers. PM4ID. Retrieved from <http://pm4id.org/>