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Role of Project Management Practices on Sustainability of Constituency Development Fund Projects: A Case of Langata Constituency

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Abstract: **The success of a project is regarded as the achievement of goals and objectives. The only way that these objectives can be met is through the use of effective project management processes and techniques. The study sought to examine the role of project management practices on the sustainability of CDF projects in Langata Constituency. The study examined the influence of project leadership, project planning, project communication and monitoring and evaluation on the sustainability of constituency development funds in Langata Constituency. In the literature review, three theories were examined namely, the theory of leadership, the theory of change and theory of constraints. The study used structured questionnaires to gather information from the respondents. The sample size of the study is 201 respondents were stratified in two strata of top-level management consisting of sub-county leaders, project manager, and CDF heads, and union staff employees comprising CDF implementation team. The descriptive research design was used in the study as both quantitative and qualitative data were collected. Analysis of data was done using SPSS version 23. Correlation and regression analysis were used to obtain relationship among the variables. The analyzed results were presented using tables. The findings showed that project leadership has a positive and significant effect on project sustainability, $\beta 1 = 0.246$, $p < 0.001$, project planning has a positive and significant effect on project sustainability, $\beta 2 = 0.303$, $p < 0.001$, project communication has a positive and significant effect on project sustainability, $\beta 3 = 0.302$, $p < 0.001$ and project monitoring and evaluation has a positive and significant effect on project sustainability, $\beta 4 = 0.263$, $p < 0.001$. From these findings, it is recommended that: there is need to enhance further the role of project leadership within proper and effect leadership styles through constant capacity building and training. Also, there is need to further define project goals and objectives clearly to all members, establish proper budgeting mechanisms through which adequate allocation of resources can be achieved and also ensure that procurement guidelines are set up and adequately followed in the project planning processes. Also, there is a need for improvement in the communication channels to draw more benefits out of project communication. Also, there is there is need to address mechanisms that ensure there is regular monitoring of project progress to provide that there is the maximum benefit of the monitoring and evaluation processes established.**

Keywords: **Monitoring and Evaluation, Project Communication, Project Leadership, Project Planning.**

1. INTRODUCTION

The misuse and misappropriation of public resources such as CDF and LATF in Kenya are 11.2% [6] CDF bursaries are services prone to corruption and unethical conduct, the affected counties are Bungoma county, Nairobi county, Garissa county, Nyamira county and Nyandarua county [7]. The CDF kitty was established in Kenya to give the locals' power to implement development initiatives of their choices, yet most projects have been poorly implemented with nothing substantial to show for the funds utilized [17]. [19] noted that some projects were started without involving the beneficiaries in their identification and prioritization which subsequently failed to solicit their support. Reporting from her

encounters with the CDF funded projects in Nambale Constituency [16], noted that most of those projects were performing poorly trading accusations from the stakeholders hurling blames for misappropriation of the funds. [13] similarly noted that in Githunguri Constituency some projects in education and health have not realized the objectives set.

According to [1], the challenges facing CDF in Kenya are: lack of resources to complete the internal and external oversights and audits, lack of guarantee for ordinary constituents to be thoroughly 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 electoral result.

[15] believes that true measure of project success or failure depends on how the project outcome is perceived by all the stakeholders. However, that ideal may not always be achievable; it is best to project management practice to try to identify all stakeholders and satisfy their aspirations as far as possible. In Langata Constituency, the implementation and successful completion of projects using project management practices are still not well established. The County has witnessed some projects like hospitals, road network and construction of classrooms stalled, abandoned, badly built, and some completed but not successfully implemented as per project management practices.

2. EMPIRICAL REVIEW

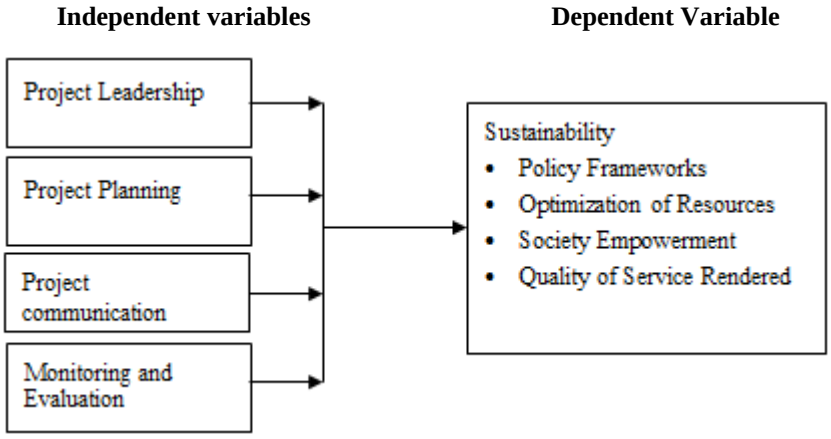
Project planning influences the performance of the project since poorly designed projects are hard to monitor or evaluate, project plan defines the project budget and schedule of activities and outputs which act as baselines against which implementation performance is assessed periodically during the project monitoring process, the project plan defines the project's expected outcomes and goals and facilitates the evaluation to determine the extent to which the objectives were achieved. Other studies on planning are; the studies of [3] who considered the role of input factors such as people, management and technical methods in the requirements capturing and analysis (RCA) stage an important task in planning. This provides a comprehensive view of factors in planning that can affect the efforts during the RCA stage and throughout the whole development process.

The study of [5] considered planning as composed of three major tasks: development of functional requirements; development of technical specifications and the implementation of project management. [10] did empirical research in business process management. Their study seeks to study trends in empirical BPM research and applied methodologies using a developed framework to identify the status quo and to assess the probable future development of the research field. To analyses the development of the research field, a systematic literature review of empirical journal articles in the BPM context was conducted. The retrieved literature was analyzed using scient metric methods and a developed reference framework. The study results show an increase in interest in the research field. Research interests, applied methodologies, the underlying research paradigm and the level of maturity of empirical BPM research differ depending on regional aspects. Several studies have been done about project management practices. [11] studied determinants of successful implementation of community-driven development (CDD) projects. Where he discussed 3 variables: financial resources, community ownership and technical support as the main determinants of successful implementation of CDD projects.

Timeliness in the availability of finances and adequacy of the financial resources, the involvement of the community members, and technical support were key determinants but didn't have a significant contribution to timely completion of the CDD projects. He concluded that they were other factors that played a significant role like: projects that are tendered to contractors, income-generating projects, the cohesion of the implementing groups and with other income generating activities, were implemented and completed at a high success rate. [14] studied the factors that influenced implementation of agricultural projects in Langata Constituency.

Economic factors (farm income levels & adoption of technology), land ownership and uses (ownership & land size ad use), gender issues (land ownership, market access & agricultural knowledge); how they influenced implementation (projects designs, outputs, and outcomes, Projects sustainability) of agricultural projects in Langata Constituency. The researcher found out that economic factors, land ownership, and gender issues had a relationship with implementation of agricultural projects in Langata Constituency. Some studies have been done to investigate factors that determine project implementation [4]. [9] revealed that PM tools and techniques play an important role in the effective management.

3. CONCEPTUAL FRAMEWORK



4. SUMMARY AND CRITIQUE OF EXISTING LITERATURE

Research in project sustainability has primarily been carried out in other countries of the world including India and South Africa. However, despite its acknowledged and venerated spot in the circles of development, no substantial literature on its implementation progression and contribution to CDF projects' sustainability has been documented in Kenya to date. [12] supports this assertion in their assessment of socio-economic status and participatory development in Kenya where they concluded that 'in spite of poverty paradox in Kenya attracting renewed attention among researchers, policy makers and common public in equal measure, very little attention has been directed at the relationship between socioeconomic factors and popular participation in management of CDF projects'. This research study sought to fill this gap by investigating the role of Participatory management through participatory rural appraisal in the sustainability of CDF projects.

[8] researched problems in managing internal development projects in a multi-project environment and it recognizes the elements that should constitute project success, however from this study, it remains difficult to capture the overall management system outcomes. This might be because project portfolios are dynamic and have multiply interdependent systems that continuously change and develop. This, therefore, means that there is a need for a comprehensive success framework that is capable to cover the whole project management system and lead to better project performance.

[18] states that different forms of project planning are carried out in five stages namely: conception, design, tendering, construction and closeout. This means that in a project, project planning can be categorized by the stage at which it is done. However, projects usually operate in complex environments and therefore the measures of the effectiveness of project planning and the performance of the project itself are complex.

It has also been suggested by [2] in their studies that project performance which is linked to project success should also be examined multi-dimensionally on the single project and corporate level. Further studies also suggest that system evaluation models often look at inputs, processes, and outcomes [4]. These arguments are not sufficient since to project performance and success, it is not viable to assess only results, but it is necessary to consider the step by step processes that lead to the results.

5. RESEARCH METHODOLOGY

The descriptive study design was used. The target population was 413 as per the 2017 annual report and financial statement of CDF implementers and beneficiaries of Langata Constituency. The sample size is calculated at 95% confidence level, an alpha level of 0.05 which is the margin of error of ±5% and 0.5 as the standard deviation which shows how much variance the research expect in as responses. The sample size for the study was 201 respondents. The study adopts stratified sampling technique since the target population involved individuals of different cohorts in Langata Constituency. The study uses questionnaires to collect data from respondents. The structured (closed-ended) and unstructured (open-ended) questionnaires were used to get uniform responses from respondents. To measure the relationship between the independent variables and the dependent variable, the research used the model:

$$Y = f(X1, X2, X3, X4, X5)$$

$$Y = \beta 0 + \beta 1\ X1 + \beta 2\ X2 + \beta 3\ X3 + \beta 4\ X4 + e$$

Where;

Y = Sustainability

X1 = Project Leadership

X2 = Project Planning

X3= Project communication

X4= Monitoring and Evaluation

e = Error term

Multiple regression models reveal linear relationships between predictors and the dependent variable.

6. RESULTS AND DISCUSSION

Response Rate:

A total of two hundred and one respondents were selected for the study. From the data collected, out of the 201 questionnaires administered to respondents, 198 were filled and returned. This translated to a response rate of 98.5%.

6.1 Project Leadership:

The findings further showed that 24.7% and 19.2% of the respondents respectively agreed and strongly agreed that the project leaders challenge people to try out new and innovative ways to do their work while 1%, 24.2%, and 30.8% indicated otherwise giving a mean of 3.37 (sd = 1.081) indicating neutrality with the statement. Furthermore, 42.9% and 9.1% agreed and strongly agreed respectively that the project leaders actively listen to diverse points of view while 2.5%, 6.1%, and 39.4% indicated otherwise. The mean response was indicating overall agreement with the statement. Also, 31.8% and 21.2% agreed and strongly agreed respectively that the project leaders follow through on the promises and commitments that they make while 15.2%, 8.1%, and 23.7% indicated otherwise giving a mean of 3.36 (sd = 1.317) indicating overall neutrality with the statement. The findings also show that 38.4% and 21.2% of the respondents agreed and strongly agreed respectively that the project leaders appeal to others to share an exciting dream of the future while 1%, 12.1%, and 27.3% indicated otherwise giving a mean of 3.67 (sd = 0.977) showing overall agreement with the statement.

From the findings, there are apparent project leadership practices that are employed such as adherence to principles and standards and the sharing of the exciting future. However, there are gaps identified particularly in project leaders challenging people to try out new and innovative ways, project leaders following through on the promises and commitments and searching outside the formal boundaries of my organization for creative ways to improve what they do. Such gaps if not addressed can curtail the sustainability of CDF projects.

6.2 Project Planning:

The findings in Table 4.4 show that 33.3% and 4% of the respondents agreed and strongly agreed respectively that the organization has clearly defined the project goals and objectives while 3%, 22.2%, and 37.4% indicating otherwise giving a mean response of 3.13 (sd = 0.908) that showed neutrality with the statement. The findings further showed that 26.8% and 13.1% of the respondents agreed and strongly agreed respectively that project resources are appropriately allocated during the entire planning process of the project while 1.5%, 25.3%, and 33.3% indicated otherwise giving a mean response of 3.25 (sd = 1.025) indicating overall neutrality with the statement.

The findings further revealed that 44.4% and 43.4% of the respondents agreed and strongly agreed respectively that all the staffs working on the projects are involved during planning while 12.1% indicated otherwise giving a mean response of 4.31 (sd = 0.678) noting agreement with the statement. Furthermore, 27.8% of the respondents agreed that all project team members are involved in project planning while 19.7% and 52.5% disagreed and held a neutral view about the statement giving a mean response of 4.08 (sd = 0.686) indicating overall agreement with the statement. Also, 26.8% and 13.1% of the respondents agreed and strongly agreed respectively that the organization has flexible schedules that help team members to balance their work while 1.5%, 25.3%, and 33.3% indicated otherwise giving a mean response of 3.25 (sd = 1.025) showing overall neutrality with the statement. Finally, the findings showed that 26.8% and 13.1% of the

respondents agreed and strongly agreed respectively that Each sector has procurement plans that help in the allocation of project resources while 1.5%, 25.3%, and 33.3% indicated otherwise giving a mean response of 3.25 (sd = 1.025) showing overall neutrality with the statement.

From these findings, with regard to project planning, there are gaps that need to be addressed in terms of ensuring there are clearly defined the project goals and objectives, proper allocation of resources, having flexible schedules that help team members to balance their work and providing that procurement plans that help in the distribution of project resources are in place. Otherwise, there is need to enhance the involvement of all staff and team members in project planning to further improve the sustainability of the CDF projects.

6.3 Project Communication:

From the findings, 51.5% of the respondents strongly agreed that there is regular communication between the management and the employees while 1%, 5.6% and 41.9% indicated otherwise giving a mean response of 4.44 (sd = 0.648) showing overall agreement with the statement.

Furthermore, the findings show that 14.6% and 23.2% of the respondents agreed respectively that project managers ensure effective and easy communication between them while 1.5%, 8.1% and 52.5% indicated otherwise giving a mean response of 3.5 (sd = 0.986) that indicated agreement with the statement. In addition, 58.6% and 9.6% of the respondents agreed and strongly agreed respectively that communication flows mainly between similar hierarchical levels while 5.6% and 26.3% indicated otherwise giving a mean response of 3.72 (sd = 0.711) showing that majority of the respondents agreed with this statement. findings also showed that 23.2% and 30.8% of the respondents agreed and strongly agreed respectively that suppliers interact easily with the management of the project while 1.5% and 44.4% indicated otherwise with the mean response of 3.82 (sd = 0.927) indicating that majority of the respondents agreed with the statement. Also, the findings showed that 58.6% and 9.6% of the respondents agreed and strongly agreed respectively that in case of any delay of supplier we are notified easily by our suppliers while 5.65 and 26.3% indicated otherwise with a mean response of 3.72 (sd = 0.711) indicating overall agreement with the statement.

Finally, the findings showed that 14.6% and 23.2% of the respondents agreed and strongly agreed respectively that they analyse data in context and communicate our results effectively while 1.5%, 8.1% and 52.5% of the respondents indicated otherwise giving a mean response of 3.5 (sd = 0.986) showing that majority of the respondents agreed with the statement. The findings show that in general, the level of project communication was optimal but would require further improvement in order to draw more benefits out of it

6.4 Monitoring and Evaluation:

The findings showed that 45.5% and 15.7% of the respondents agreed and strongly agreed respectively that the organization has put on mechanisms that ensure there is regular monitoring of project progress while4.5%, 6.1% and 28.3% indicated otherwise giving a mean response of 3.62 (sd = 0.974) indicating agreement with the statement. The findings further showed that 25.3% and 23.7% of the respondents agreed and strongly agreed respectively that monitoring and evaluation facilitates transparency and accountability of the use of project resources while 1%, 15.2%, and 34.8% indicated otherwise thus giving a mean response of 3.56 (sd= 1.044) indicating agreement with the statement.

Furthermore, the findings show that 13.1% and 25.8% agreed and strongly agreed respectively that the organization gives regular project progress to all project stakeholders while 2%, 13.6%, and 45.5% indicated otherwise with a mean response of 3.47 (sd = 1.079) indicating agreement with the statement. Also, 37.9% and 37.9% of the respondents agreed and strongly agreed respectively that participatory M&E ensures that the project objectives and goals are achieved while 1%, 5.6% and 17.7% of the respondents indicated otherwise giving a mean response of 4.06 (sd = 0.932) indicating agreement with the statement.

The findings further showed that 28.3% and 30.3% agreed and strongly agreed respectively that the organization has put in place project control systems that are very effective in their functions while 7.1% and 34.3% of the respondents indicated otherwise giving a mean response of 3.82 (sd = 0.949) showing agreement with the statement. Finally, the findings show that 20.7% and 27.8% of the respondents agreed and strongly agreed respectively that the organization has put in place mechanisms that ensure there is regular monitoring of project progress while 13.6%, 5.6%, and 32.3% indicated otherwise giving a mean response of 3.43 (sd = 1.319) indicating neutrality with the statement.

From these findings, the CDF board practices, regular monitoring of project progress, facilitates transparency and accountability of the use of project resources, ensures regular project progress to all project stakeholders, participatory M&E provides and has put in place project control systems that are very effective in their functions. However, there is a weakness regarding mechanisms that ensure there is regular monitoring of project progress.

6.5 Project sustainability:

From the findings, 44.9% and 47% of the respondents agreed and strongly agreed respectively that the project meet intended objectives/goals for its sustainability while 8.1% indicate otherwise giving a mean response fo 4.39 (sd = 0.633) that showed agreement by a majority of the respondents on this statement. The findings further showed that 35.4% and 57.1% of the respondents agreed and strongly agreed respectively that there is proper utilization of resources within the organization while 7.6% indicated otherwise giving a mean response of 4.49 (sd = 0.635) that showed strong agreement by a majority of the respondents regarding this statement.

Furthermore, it has been showed that 58.6% and 9.6% of the respondents agreed and strongly agreed that projects are implemented and completed within the expected timeframe hence meet the quality requirements while 5.6% and 26.3% of the respondents indicated otherwise giving a mean response of 3.72 (sd = 0.711) showing agreement by majority of the respondents. Also, 23.2% and 30.8% of the respondents agreed and strongly agreed respectively that society had been empowered on the projects implemented by CDF while 1.5% and 44.4% indicated otherwise giving a mean response of 3.82 (sd = 0.927) indicating overall agreement by a majority of the respondents.

Finally, 23.2% and 30.8% of the respondents agreed and strongly agreed respectively that all CDF board members are responsible and accountable to all projects activities while 1.5% and 44.4% indicated otherwise giving a mean response of 3.82 (sd = 0.927) indicating overall agreement by a majority of the respondents. The findings above indicate that the level of project sustainability in Langáta constituency was high given the various factors that the board addresses about CDF project management

6.6 Correlation Results:

The findings further show that project planning has a positive and significant relationship with sustainability, $\rho 2 = 0.376$, $p < 0.001$. This means that there is a 0.376 probability that project sustainability will increase with increased project planning. Furthermore, project communication has a positive and significant relationship with sustainability, $\rho 3 = 0.329$, $p < 0.001$ such that there is a 0.329 chance that project sustainability will be improved with increased project communication. Finally, the findings show that project monitoring and evaluation has a positive and significant relationship with sustainability, $\rho 4 = 0.537$, $p < 0.001$ such that project sustainability has a chance of 0.537 of increasing with increased project monitoring and evaluation. Project monitoring and evaluation also accounted for the most significant relationship with sustainability.

6.7. Model Summary:

Table 6.1 presented the model summary of the multiple regression models. The results showed that all the three predictors (Project leadership, Project planning, Project communication and Project monitoring evaluation) explained 31.9% variation of project sustainability. This indicated that considering the three study independent variables, there is a probability of predicting market performance by 31.9% (R-squared = 0.319).

Table 6.1: Model Summary

R	R Square	Adjusted R Square	Std. The error of the Estimate
0.565a	0.319	0.309	0.40139
a Predictors: (Constant), Project leadership, Project planning, Project communication, Project monitoring evaluation			

7. CONCLUSION

The primary objective of the study was to examine the role of project management practices on the sustainability of CDF projects in Lang'ata Constituency. More specifically, the study sought to: determine the role of Project leadership on sustainability of constituency development funds projects in Langata Constituency, assess the role of project planning on sustainability of constituency development funds projects in Langata Constituency, establish the role of project communication on sustainability of constituency development funds projects in Langata Constituency and examine the role of monitoring and evaluation on sustainability of constituency development funds projects in Langata Constituency.

The findings have shown that project leadership, project planning, project communication and project monitoring and evaluation all have positive and significant effects on project sustainability. However, there are various gaps that have been identified that curtail project sustainability through effective project management that need to be addressed further

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