PROJECT MANAGEMENT PRACTICES AND COMPLETION OF NG-CONSTITUENCY DEVELOPMENT FUND PROJECTS IN SOUTH IMENTI CONSTITUENCY MERU COUNTY, KENYA

ANNE MWENDWA

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN PROJECT MANAGEMENT OF MOUNT KENYA UNIVERSITY

NOVEMBER 2024

DECLARATION AND APPROVAL

Declaration by the student

This project is my original work and has not been presented for a degree in any other University or for any other award.

Signature: ..... Date -----14/11/2024- ----------

Mwendwa Anne

MSCPM/2023/59743

Approval by the university supervisor

I confirm that the work reported in this project was carried out by the student under my supervision.

Signature ..... Date: .... 14/11/2024....

Dr. Mwenda Geoffrey

School of Business and Economics

Mount Kenya University

ii

DEDICATION

This research project is a special dedication to Charles Nkuru, Julia Kananu Nkuru, Edwin Miliah Mwendwa, Jovan Milaih and Jones Milaih.

ACKNOWLEDGMENT

I wish to acknowledge my supervisor Dr Mwenda Geoffrey of School of Business and Economics, Mount Kenya University for his encouragement, guidance and support that enabled me to successfully carry out this research project. I would also would to appreciate fellow students for Master of project planning and management class 2023 September for being a great class and a good team and great network to be part of was always encouraging to keep going towards the final goal. I finally wish to acknowledge the Mount Kenya University for giving me an opportunity and an enabling environment to pursue this Master's Degree programme.

ABSTRACT

The successful completion of a project can be evaluated based on its timeliness, cost-effectiveness, and overall efficiency. To achieve effectiveness, a project must adhere to the predefined budget and deadlines while delivering results that meet the quality and requirements set by the procuring entity. The South Imenti Constituency has implemented multiple NG-CDF initiatives in an effort to provide its residents with high-quality services. However, the actual development progress indicated in the projected constituency development plan has not materialized as anticipated, mostly because of heightened project management issues that have resulted in a discernible gap. This study's primary goal was to evaluate how project management techniques affect the completion of NG-CDF projects in the South Imenti constituency. The specific goals of the research were to determine the impact of monitoring and evaluation on the completion of NG-CDF projects in South Imenti constituency, as well as to investigate the role that stakeholder engagement plays in project completion. Additionally, the research looked at the degree to which project feasibility affects project completion in South Imenti constituency and the impact that project management skills training has on project completion. The study used resource-based theory, stakeholders' theory, and institutional theory as its theoretical framework to carry out the research. For the research technique, a descriptive research design was used. The study used a descriptive study and targeted all project management committee members among the 105 projects in the implementation phase which is 525 respondents. A sample size of 180 respondents from the target population were used to provide primary data in form of likert scale questionnaires. To collect primary data, semi-structured questionnaires would be used as the data collection approach. Descriptive and inferential statistics were employed in the analysis of the questionnaire data in order to derive significant findings. Tables and figures were used to display the result. From the results of the Pearson Chi-Square for project completion and management skills, the study revealed a positive and significant association between independent factors (Stakeholder participation, Project feasibility, Management skills training, and Monitoring & evaluation) and the completion of projects funded by NG-Constituency Development Fund in South Imenti Constituency, Meru County, the study also revealed that 63.4% variation of NG-CDF projects completion in Imenti South Constituency is a s result of variation of project management practices. The study recommends that the NG-CDF board ensure the recruitment and retention of qualified and competent project managers and staff with adequate experience in project management. The study further recommends a proper framework forork for community participation, from project identification through project planning and implementation to M&E of the projects.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

CDFB:	Constituency Development Fund Board
CIDP:	County Integrated Development Plan
GEF:	Global Environment Facility
M&E:	Monitoring and Evaluation
NACOSTI:	National Commission for Science, Technology and Innovation
NG-CDF:	National Government Constituency Development Fund
NTA:	National Taxpayers Association
PMC:	Project Management Committee
SPSS:	Statistical Package for the Social Sciences
UNESCO:	United Nations Educational, Scientific and Cultural Organization.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

A project is a unique, time-limited effort that involves a series of coordinated tasks with defined start and end dates. It is carried out by an individual or an organization to meet specific goals within a set time frame, budget, and performance criteria (PMBOK, 2021). The term "temporary" suggests that every project has a beginning and an end, even if pinpointing these moments can be challenging; the start may evolve gradually, while the finish could occur over an extended period (Fischer et al., 2020). "Unique," in contrast, means that a product or service has particular characteristics that set it apart from similar offerings (Burke, 2013). To ensure a project's success, it is crucial to have management practices; conduct monitoring and evaluation, and engage the community in the project's activities.

Project management practices are the underlying issues that are inherent in the project, according to Lamprou and Vagiona (2022), and they must be maintained in order for teamwork to be accomplished successfully. They persist for the duration of the project and require daily maintenance. The key to project management success is adherence to project procedures, specifically meeting schedule, budget, and quality targets. It also takes into account how the management process was implemented.

According to Johansen et al. (2019), for a project to be successful and create good expectations for all parties involved, it must be completed by the owner, designer, engineer, contractor, or operator. Nonetheless, these requirements are unique to all parties involved. During the project control process, a wide range of decisions must be taken. Typically, the decisions made earlier in the design process have a bigger impact on the

project control exercise. In order to optimize the employer and project's efficiency, the company was able to integrate general organizational control skills through project management activities. According to Kerzner (2019), a company and its industry should acknowledge best practices in project management in order to ensure the possible success of a project.

Project management may appear deceptively simple at first glance, but it entails numerous significant challenges. One of the main hurdles is ensuring that project goals align with the proposed plan while adhering to project constraints, such as scope, cost, time, and quality (Kerzner, 2022). Additionally, according to Chofreh et al., (2020), optimizing resource allocation and integrating inputs to meet predefined objectives presents another obstacle. These challenges persistently manifest in project management across various industries, hindering the achievement of set goals and desired project outcomes. The study also indicates that many of these challenges can be attributed to human error, including inadequate project planning, ineffective resource allocation, limited management commitment, and a failure to implement proper project management practices.

The concept of project management practices encompasses fundamental issues inherent in projects and involves the practical application of project management tools, techniques, models, and standards (Englund & Graham, 2019). According to Mtolera (2022), project management practices revolve around the comprehensive planning and coordination of a project, from its inception to completion, with the aim of meeting specific criteria while ensuring timely, cost- effective delivery and maintaining the desired quality standards. Additionally, Mtolera (2022) argues that as project management has evolved, these practices have gained importance. They also contend that what may be considered best practices may not be suitable for every organization, as different situations require adaptable approaches to achieve successful outcomes.

The unique push by governments to decentralize various services, including social, political, and financial resources, has resulted in successful projects worldwide. Countries like Pakistan, India, Jamaica, and Papua New Guinea have embraced resource devolution as a key part of their development strategies, achieving significant progress compared to many African nations (World Bank, 2015).

Countries such as Rwanda, Ghana, and Uganda have implemented regional devolution of resources to local levels, similar to Kenya's NG-CDF. The Rwanda Development Board (RDB) noted in 2014 that construction projects significantly contribute to economic development. In the 2014/2015 financial year, Rwanda allocated 784.1 billion Rwandan Francs, representing 44.7 percent of the national budget (Ministry of Finance and Economic Planning, 2023). Proponents of resource devolution argue that it is an effective tool for steering development efforts, as it addresses the growing needs of rural communities often overlooked in national development programs (World Bank, 2020).

The NG-CDF board (2021) states that a Parliament statute established the fund in Kenya in 2003. The National Government Constituency Development Fund (NG-CDF) is the new name for this fund as of 2015. On February 19, 2016, it came into force, establishing the division of authorities and responsibilities between local and federal administrations. In order to forward the development goal, the NG-CDF Act Section 4 sub-section (2a) of 2015 mandates that at least two (2.5%) percent of the annual ordinary state revenue be allocated and distributed equally among all constituencies.

The NG-CDF money must be managed and controlled by the Constituency Development money Board (CDFB), which is tasked with ensuring that all constituencies get funding and that transparency, accountability, and openness are upheld in its use. This fund was formed by the Kenyan government on the grounds that local governance systems are more apt to understand community needs (NG-CDF, 2015).

1.1.1 Project Completion

A project is a short-term endeavor that a team undertakes with the goal of producing a special good or service within a given budget and time frame and with measurable results (Kerzner, 2022). According to Engebø et al., (2020), a project is considered completed when it is delivered by the parties involved within the mutually agreed-upon deadline outlined in the contract. Finishing projects on time significantly boosts a company's competitive edge (Enshassi, et al., 2018). This is predicated on the notion that fulfilling goals requires hitting production objectives within the allotted period. Although completing projects on schedule is essential to their success, controlling each one separately is still vital (Khan & Al Maktoumi, 2020). According to Barata (2014), completing a project means carrying it out in accordance with its strategic plan. Langat (2015) reported operationally done projects that included partially finished classrooms, restrooms, and gates. Project completion is determined by Kahiga (2015) using the real duration of accomplishment (days, weeks, months, or years) either prior to or following the scheduled period.

1.1.2 Project Management Practices

This research focused on the evaluation of project management practices, specifically concerning stakeholders' engagement, project feasibility, project management skills training and monitoring and evaluation. Stakeholders bring a diverse range of expertise, information, and perspectives to a project, which can significantly enhance its effectiveness if managed appropriately (Bulongo, 2021). The prosperity or occurrence of traditional infrastructure projects has often been linked to the extent of stakeholder participation in the project management process. Chileshe et al. (2022) emphasize the crucial role of partners in building programs. While minor issues and emergencies may not warrant extensive stakeholder involvement, complex situations with far-reaching

implications necessitate proactive engagement to prevent potential problems in the future. Handling such scenarios with foresight, rather than merely reacting to crises, is essential. A project's practicability analysis serves to evaluate the viability of a conception, ensuring its legal, theoretical, and economic justifiability. It helps determine if the investment in a project is worthwhile, as some projects may not be feasible (Arvanitis & Estevez, 2018). Raharjo (2022) emphasizes that the analysis assesses the project's potential for success, and its perceived objectivity show a crucial role in attracting potential investors and lenders. The value of conducting a feasibility study lies in the organization's commitment to thoroughly assess the project's prospects before committing resources. Moreover, such an analysis may lead to the discovery of new concepts that could completely alter the project's direction.

The government may take into consideration a number of financial support options to improve projects' financial sustainability. These could include loans with low or no interest rates, loans with a lower priority, grants for maintenance and operations, and interest subsidies (Gatti, 2023). According to Brandao and Saraiva (2018), government grants, equity investments, and debt can be used to directly support projects. This is particularly useful in situations where projects have difficulty becoming bankable, are not financially feasible, or involve special risks that lenders or private investors might not be able to manage.

Proper monitoring and evaluation are a crucial element for ensuring the success of various projects (Ogunbayo et al., 2024). However, despite their acknowledged importance among project developers, these aspects often receive insufficient attention. Instead, they are often carried out merely to fulfill the requirements of funding agencies, lacking the genuine intention to utilize them as tools for project success assurance. Niederman (2021) contends that tailoring monitoring and evaluation criteria to the unique characteristics of

each project is essential. To address such particular settings, developers and project managers are encouraged to set up efficient monitoring and assessment procedures.

Project implementation encompasses a strategic evaluation of the project plan, encompassing distinct tasks and processes that transform the project's vision into tangible outcomes and intended advantages (Fetters, 2019). The success of project execution can be assessed based on the triple constraint, which includes time, cost, and performance efficiency, as described by Ika and Pinto (2022). To assess project success or efficiency, it is necessary to revisit the initial priorities of time, cost, and performance productivity and assess the extent of their respective achievements. Project execution entails completing the tasks outlined in the plan in order to meet project objectives and provide output and results. Numerous internal and external factors affect the production. Two essential components are the successful tracking of project success and related costs, as well as the efficient coordination of project management. Since projects are rarely completed precisely on schedule (Kerzner, 2022), Ika and Pinto (2022) contend that project management should have a solid management structure and be flexible enough to adjust to pertinent criteria and changing conditions.

Projects help organizations implement strategic changes required to stay competitive. Project managers play a crucial leadership role in achieving these organizational goals (Snyder, 2020). Project manager's competencies are vital for project success (Bindu & Jones, 2019). Similarly, Fernandez and Fernandez (2020) found that project management skills significantly influence project performance, which, in turn, affects the overall performance of the organization. It's important to note that different organizations need project managers with varying competencies (Johnson & Liu, 2021).

The demand for skilled project staff to manage diverse and complex projects successfully has been growing rapidly. However, formal training for project managers to enhance their

knowledge and skills is often overlooked (Kim & Mauborgne, 2018). Instead, technology is increasingly being used to replace human labor, aiming to maximize efficiency and reduce project costs. This trend indicates that only trained personnel will soon be in demand, potentially leaving many untrained individuals unemployed. By leveraging skills and knowledge gained through training and refined through experience, organizations can develop superior techniques for their operations (Patel & Davidson, 2019).

Training and education hold paramount importance for organizational development. Engaging in the development of human capital through tailored training programs not only increases resource efficiency but also significantly enhances the performance of an organization. As highlighted by contemporary literature, while the emphasis on non-human resources is noticeable, the core of organizational success rests upon the strategic investment in key human assets. The acquisition of project management skills, for example, not only elevates productivity but also ensures smoother operational processes, leading to better customer satisfaction, superior products and services, and a stronger competitive position in the market. This approach also plays a crucial role in attracting and retaining highly skilled personnel (Smith & Johnson, 2022).

Recent studies indicate a concerning trend where a minimal fraction of organizations invest in the professional development of their project managers. Smith et al. (2021) unearthed that barely 35% of project managers felt their organizations provided them with sufficient training for their roles. Contrasting this, Anderson (2020) explored the challenges faced by Project Management Consultants (PMCs), pinpointing the detrimental effects of inadequate education and training on project implementation. Moreover, Taylor (2022) underscored the significance of a project manager's educational background, communication prowess, team preparedness, and stakeholder involvement

in ensuring project management success. These insights suggest a pivot from merely focusing on the individual skills of project managers to a broader examination of project management practices, aiming to fill the gaps identified in previous research.

1.1.3 South Imenti Constituency

South Imenti constituency is among nine constituencies in Meru County. It is an electoral constituency with six electoral wards; Abogeta East, Abogeta West, Igoji West, Igoji East, Mitungu amd Nkuene wards. It is an appropriate focus for the research since it has diverse nature; integrating a mixture of urban and rural environment setting.

Thirty three percent of CDF projects in South Imenti constituency were poorly implemented. In the same report, Nambale NG-CDF had 18 percent, Kisauni NG-CDF had 16 percent, and Rarieda had 13 percent poorly implemented projects among others (National Taxpayers Association (NTA), 2011). The basic assumption one may make based on this is the absence of an effective project management practices application in NG-CDF funded projects. This trend went on that a report by auditor general indicated that in the financial year 2020/2021 though some projects were completed in South Imenti constituency, the work was poorly done (OAG, 2021). For instance, construction of Kinoro police post with accumulation of KES 82,342,290 for a period of 10 years as at March 2022 contracts were not on site and the project seemed abandoned. Further Igoji departmental office with an allocation of KES 15, 382, 406 in the financial year 2020/2021 for electrical installation fencing and construction of gate. This project was funded for 11 years since financial year 2010/2011 with a total allocation of KES 44,528.045. According to the Auditor general report 2021 physical verification of the project revealed not in use no completion certificate and handover minutes were provided hence no evidence of completion.

From the project management committee (PMC) status the committee could not account for KES 24,217,495 in the financial year 2020/2021, further OAG (2021) confirmed that one hundred and ninety-four (194) project worth KES 186,042,290 were budgeted for the year 2020/2021. Fifty-eight (58) projects worth KES71, 453, 632 were completed. Thirty-Three (33) projects with KES 31.738,658 were ongoing. One hundred and three (103) with 82,850,020 had not started as at 30/06/2021 (OAG, 2021).

1.2 Statement of the Problem

Despite the Kenyan authorities' efforts to provide development funding, the number of unfinished projects has notably risen (Adek, 2016). Mangaria (2018) observes that many projects in Kenya fall short of their objectives concerning timelines, quality, and budget. Over 70 percent of these task are likely to extend their timelines by up to 50 percent, and more than 50 percent are expected to exceed their budgets by over 20 percent.

In order to achieve project success in terms of scope, quality, and budget, factors like customer satisfaction, project team efficiency, and subcontractor achievement are critical, according to a study by Adelek et al. (2019) on the impact of managing projects preparation on the success of Malaysia's construction industry. But whereas the current study tries to determine the factors affecting the conclusion of NG-CDF projects in South Imenti Constituency, Kenya, this research concentrated on Malaysia's construction industry. The Kenyan government reported a project failure rate of up to 51 percent (GOK, 2020). According to the National Taxpayers Association (NTA), about 40 percent of NG-CDF development projects were unaccounted for in 2021/2022, with 20 percent inadequately completed, and only 5 percent satisfactorily executed. The 2023 Economic Survey indicated that the national average performance of NG- CDF projects in Kenya was 42 percent.

Wanyonyi and James (2019) conducted investigation on the factors power the success of communal development projects in Bungoma County, finding that planning, monitoring and evaluation, communication, and stakeholder participation significantly impact undertaking performance. However, while their study focused broadly on community projects, the current research will specifically examine NG-CDF projects. Ensuring proper and effective project management is largely dependent on the project manager's educational background, communication skills, training of the project team, and involvement of stakeholders (Jerotich & Nyangâ, 2023).

Implementation practices and public presentation of CDF construction projects in Kenya, finding significant relationships between project success and variables such as commissioning, procurement, communication, and resource allocation (Mutwiri et al., 2018). However, there is a lack of detailed information on these aspects specifically in South Imenti Constituency. Hence, the current study aimed to address these gaps by examining the factors influencing project management practices and their contribution in the completion of NG-CDF projects in South Imenti Constituency.

1.3 Purpose of the Study

The study evaluated how project management practices affect NG-Constituency Development Fund project completion in South Imenti Constituency, Meru County, Kenya.

1.4 Objectives of the Study

i. To Investigate the influence of stakeholder engagement on Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya
ii. To Examine the level to which project feasibility influences Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya

iii. To Assess the influence of project management skills training on Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya

iv. To Establish the extent to which monitoring and evaluation influences Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya

1.5 Research Questions

This study was guided by the following research questions:

i. How does stakeholders' engagement influence Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya?

ii. To what level does project feasibility influence Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya?

iii. What is the influence of project management skills on Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya?

iv. To what extent does monitoring and evaluation influence completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya?

1.6 Significance of the Study

The results of the study directed the creation of policies in areas including project proof of identity, choice, planning, and implementation training. Projects that are effective for NG-CDF will improve the lives of citizens. The study shed light on how project management techniques affect the success of NG-CDF development projects. It supported policymakers and stakeholders in developing sensible policies to enhance project outcomes in the future. Furthermore, by investigating the separate and combined impacts of involvement of stakeholders, project feasibility, evaluation and tracking, and project management skills on NG- CDF project completion, the study advanced theoretical

understanding. Additionally, the study was a useful tool for academics and other researchers interested in studying NG-CDF project performance further.

1.7 Scope of the Study

The research was conducted throughout all wards in South Imenti Constituency, focusing solely on the impact of stakeholder's engagement, project feasibility, project management skills training, and monitoring and evaluation on the completion of NG-CDF projects. The study specifically targeted NG-CDF project managers, NG-CDF staff, project beneficiaries, and project teams within the constituency. It exclusively examined NG-CDF projects implemented during the financial years 2018/2019, 2019/2020, 2020/2021, 2021/2022, and 2022/2023.

1.8 Limitation of the Study

The researcher anticipated a few obstacles in the course of the study, such as respondents' unwillingness to divulge the necessary details out of fear that the study would present a poor picture or encourage victimization. In order to overcome this restriction, the researcher made sure that the participants understood the aim of the study and gave them a letter from the university confirming that the research was being conducted exclusively for academic purposes. The difficulty in obtaining the required information was another possible study constraint. This material might not be easily accessible to the general public because the study concentrates on important elements related to project fulfillment. To overcome this limitation, the researcher sought permission from the Imenti south sub county commissioner to access the essential information from the target respondents.

The possible bias of the respondents was the third drawback of the research. In addition to favoring their place of employment and presenting information based on performance rather than actual reality, respondents may have a tendency to withhold information during data collection and there is no clear way to assess whether they are providing

truthful information. In order to overcome this constraint, the research meticulously examined the collected data prior to doing data analysis and did not use surveys that seemed to be biased in favor of a specific outcome. In order to guarantee correctness, the study also put the analyzed data through reliability testing.

1.9 Delimitations of the Study

The study was limited to NG-CDF in South Imenti constituency only, excluding other consistencies in the county. This ensured a focused investigation into the specific context of South Imenti Constituency. The study concentrated on stakeholder's engagement, project feasibility, project management skills training and monitoring and evaluation instead of investigating all potential practices. Factors outside the purview of project management procedures, such as market trends, political stability, and economic situations, can impact the completion of NG-CDF projects.

1.10 Assumptions of the Study

The study was based on the basic assumptions that the projects under investigation have access to the necessary financial, human, and material resources required for successful completion. The sampled population was well-suited to evaluate the completion of NG-CDF projects, with their perspectives grounded in comparable experiences with similar projects. While acknowledging that their views might be shaped by past involvement in private projects, the questionnaire's design was intended to accurately measure the intended variables. Respondents had the option to participate in interviews or complete the questionnaire voluntarily, ensuring unbiased responses.

1.11 Operational Definition of Key Terms

Project completion: refers to the point at which all project activities are finalized, all deliverables are produced and accepted by the stakeholders, and the project objectives are met according to predefined criteria.

Project Management practices: refer to a systematic and structured approach employed by individuals or teams responsible for planning, executing, and controlling projects to achieve specific objectives within defined constraints.

Monitoring and evaluation: refers to the methodical and continuous process of gathering, documenting, and evaluating pertinent data and information in order to evaluate a project's performance, implementation, and progress; it also describes the methodical evaluation and analysis of a project's design, execution, results, and impacts in comparison to preset standards and goals.

Stakeholder engagement: is the procedure by which an organization or entity actively involves and collaborates with individuals, groups, or entities that have a vested interest or influence in its activities, decisions, or outcomes.

Project feasibility: refers to the assessment and determination of whether a proposed project is viable and practical to implementation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the empirical literature review of the related literature, theoretical literature reviews, and a visual representation of the conceptual framework, the chapter provides a summary of the literature.

2.1 Empirical Literature review

The section presents related literature review guided by the study's variables. This involves contrasting research on project management and implementation from various writers. The study factors include the involvement of stakeholders, the project's viability and completion, the training of project managers, and the monitoring and assessment of the project.

2.1.1 Stakeholders' Engagement and Project Completion

Involving and collaborating with people, organizations, or other entities that are affected by or have a stake in a particular project or activity is referred to as "stakeholder engagement." Foltínová et al. (2020) define stakeholders as a broad collection of parties that may include employees, customers, suppliers, local communities, government agencies, and advocacy groups. The goal of involving stakeholders is to ensure that their needs, concerns, and opinions are considered and addressed throughout the project's lifespan. It involves active communication, consultation, and participation to gather feedback, gain support, and build relationships (Bahadorestani et al. 2020). Stakeholders' engagement helps in understanding their expectations, managing potential risks and conflicts, and maximizing project outcomes by incorporating diverse perspectives.

Eskerod and Huemann (2024) aimed to enhance projects sustainably through stakeholder inclusiveness. Their research was based on a longitudinal case study conducted from 2018 to2022. To examine human behavior in events, they utilized a critical incident approach through observation. The findings from the study revealed that stakeholders who were involved demonstrated positive advancements in their engagement with the organizational process. Additionally, the organization's branding strategy contributed to an improved livelihood for the stakeholders involved in the project. The inclusion of stakeholders effectively minimized the likelihood of encountering unexpected negative experiences or feelings of disappointment.

An evaluation of the impact of stakeholder involvement on the performance of road construction projects in Nigeria was carried out by Nnadi and Oyama (2023). In order to gather data from a target population of 200 project managers, site engineers, design engineers, quantity surveyors, and land surveyors working for registered road construction companies in the Southeast Geopolitical Zone of Nigeria, the study used a survey research design and employed questionnaires, direct observation, and oral interviews. The outcome demonstrated that stakeholder participation had a major impact on how well a road construction project performed.

According to the survey, one of the most significant project management knowledge areas that affects road construction is stakeholder involvement. Including stakeholders early on in the project life cycle will help to ensure that it runs well and reduce any additional risks that may arise. The research conducted by Mutheu and Perris (2021) provided support for this study by pointing out that the dimensions of measurement in project performance are chosen during the project conception phase to serve as a direction and guide for all project activities, allowing stakeholders to concentrate on the same goals.

A study by Mambwe et al. (2020) sought to examine the impact of stakeholder participation on construction project performance in Zambia's Lusaka area. The study used a descriptive research design with a quantitative methodology. Both primary and secondary data were gathered using a semi-structured questionnaire, which had an astounding 98% response rate. The study's conclusions showed a strong and favorable correlation between stakeholder participation and both the project schedule and the project requirements. Furthermore, a robust, albeit negative, connection between the involvement of stakeholders and the project cost was found in the results. Unlike the study above conducted in Zambia, the current research will focus on the implementation of growth in the market initiatives in Meru County, Kenya, and stakeholder participation.

Research by Njue et al. (2021) sought to ascertain the interaction between stakeholder engagement and the connection between public project delivery and long-term sustainability in Kenya. The study, which used a conceptual framework, concluded that there is a dualistic connection between stakeholder participation and the relationship between the implementation and sustainability of public projects. One way to think about the relationship between sustainability and public project implementation is via the lens of stakeholder involvement. On the other hand, it is believed that stakeholder involvement regulates or promotes the relationship between sustainability and the completion of public projects in Kenya.

Further Beldinne and Gachengo (2022) conducted a study to investigate the effect of resource management by stakeholders on the performance of road building initiatives in Siaya County, Kenya. Utilizing the explanatory research approach and stakeholder theory, the study was conducted. Participants in the study included contractors, members of the Siaya county government, and officials from the Kenya Urban Roads Authority (KURA). Using a census methodology, the study covered each of the four road development

projects in Siaya County. Descriptive and inferential statistics were used to evaluate the primary data, which was obtained through the use of a questionnaire. The study's conclusions showed a strong and positive correlation between the way stakeholders manage their resources and how well road building projects turn out. The study's ultimate conclusion was that road construction project success is significantly influenced by the efficiency with which stakeholders handle their resources.

In Meru County, Kenya, Mwirabua and Mohinder (2020) carried out a study to look into the variables affecting the completion of construction projects in public secondary schools. A random sample of 28 public secondary schools in Meru County was chosen from among the 192 registered schools that were the focus of the study. A random selection of one member of the Board of Management (BOM) and one member of the Parent-Teacher Association (PTA) was made from among these designated schools, yielding a sample size of 84 responders. In this descriptive research methodology, questionnaires were used to collect data, and both primary and secondary data were used. The findings of the study revealed that 31.7% of the respondents believed that stakeholders were extensively involved in project buildings, 26.7% perceived high levels of stakeholder involvement, 15.7% indicated moderately high involvement, 13.3% reported low involvement, and only 8.3% observed very low involvement. The study suggested that the initial stages of a project tend to involve more stakeholders due to challenges and obstacles, but as the project progresses and falls into place, stakeholder involvement decreases. As a recommendation, the study proposed that the government should develop policies governing project construction in educational institutions that facilitate the active engagement of key stakeholders, proper procurement processes, financing strategies, and collaboration with construction professionals. These measures

aim to enhance the successful completion of projects in public learning institutions, among other suggestions.

2.1.2 Project Feasibility and Project completion

According to Beckers et al. (2021), project feasibility is the assessment of whether a project is technically, financially, operationally, and socially viable. It involves evaluating various factors to determine the likelihood of successful completion and achievement of project objectives. Ingason et al. (2022) explored the evaluation procedures for determining the feasibility of public projects in Iceland. The researchers conducted a qualitative analysis of the initial reports on six construction projects in Iceland as part of their investigation. The findings revealed significant variations in the current methods used for conducting feasibility analyses during the planning phase of public projects in Iceland. These procedures are often unreliable and lack adherence to best practices, with only a limited number of factors being evaluated.

In an analysis conducted by Patel and Singh (2021), the critical role of project feasibility studies in the success of project implementation is explored in depth. They delve into various dimensions of project feasibility, asserting the necessity of comprehensive preliminary analysis and planning. Patel and Singh underscore the crucial nature of formal agreements or frameworks that guide the implementation stage, drawing attention to the consequences of neglecting thorough feasibility assessments, which often leads to project failures.

Another pertinent study by Torres and Mendez (2020) delves into the relationship between project execution effectiveness within organizations and the rigor of feasibility assessments. This investigation sourced data from a broad array of both primary and secondary channels. It focused on a case study within the Technology Innovation Center (TechInnovate) involving over 500 employees, with significantly a calculated sample size

of 225 participants derived through the use of the Taro Yamane formula. Employing stratified random sampling, the study encapsulated responses from a diverse group of personnel. Torres and Mendez conclusively found that the integration of detailed feasibility studies bolsters project outcomes, emphasizing their pivotal role in enhancing overall project success.

2.1.3 Project Management Skills Training and project completion

Training is a structured activity that imparts knowledge to an organization in order to improve performance or help the recipient reach the required degree of understanding (Armstrong, 2020). A project manager's competency may be enhanced or developed as the focus of a training session. According to Thompson and Sanders (2020), effective training is crucial in ensuring that planned initiatives are executed successfully, which subsequently contributes to the overall success of projects. Gonzales and Patel (2021) argue that higher education often overlooks project management training, with most of the training available through consulting firms, corporate programs, and professional development organizations.

In their comprehensive analysis, Muyaloka, and Kachamba (2023) discovered that cultural receptivity, characterized by limited understanding of implementation processes, suboptimal leadership styles by project managers, and ineffectively communicated values and beliefs, significantly influences the successful implementation of CDF-funded projects. The study further highlighted that both conscious and unconscious actions by project leaders serve as barriers to the effectiveness of CDF development initiatives. Fong and Liu (2019) identified structural issues, communication gaps, leadership challenges, and cultural receptivity as major impediments to efficient CDF programs. The research suggests several remedial strategies, such as specialized committee training, to address these challenges and enhance the outcomes of CDF-funded projects.

Project management techniques, according to Mulama and Sang (2023), have a beneficial impact on how well health care projects are carried out in government-owned institutions. Furthermore, it was determined that the management of health care projects is unaffected by human resources. The study went on to say that hospital management teams should be allowed autonomy over project planning and execution, free from governmental and legislative oversight.

The effectiveness of NG-CDF programs was impacted by managerial abilities. According to this study, staff members lacked the administrative skills necessary to ensure the efficacy and efficiency of NG-CDF development initiatives (Oisanga, 2022). Furthermore, the study discovered that employees lack the necessary training to effectively participate in the creation of businesses that will support the improved performance of NG-CDF initiatives. This study indicated that in order to ensure the effectiveness of the NG-CDF development initiatives, competent project managers are required.

The report also recommended that management training should be provided on a regular basis to enable project managers to advance their project management expertise. Therefore, it follows that educating project managers and other stakeholders is essential to any project's successful completion. Furthermore, as all stakeholder groups are involved in the management of these government-funded development projects, comprehensive training targeted at specific project areas is essential to improving project performance overall.

2.1.4 Monitoring and Evaluation and Project completion

Observation and rating are closely intertwined processes within project management. Monitoring entails continuous data collection and analysis to identify early signs of project performance. On the other hand, evaluation utilizes the data gathered through

monitoring to analyze trends and assess the impact of projects. Evaluation involves a comprehensive examination of ongoing or completed projects to determine the accountability of project management controls (PMBOK, 2021).

Supervising the progress of a project is a crucial management approach employed by organizations (Bajjou & Chafi, 2020). According to the research, incorporating technology in monitoring and evaluation significantly contributes to the project's success. The monitoring team is well-represented by stakeholders, and the author emphasizes the importance of teamwork in the M&E team, highlighting its role in enhancing project performance. This study focuses on additional factors that should be considered by the M&E team, such as monitoring the scope for identifying changes, involving the appropriate number of individuals, creating monitoring schedules, and detecting cost overruns. Furthermore, the study emphasizes the importance of assessing the effectiveness of M&E teams. Additionally, the author suggests that the project manager should report any significant deviations or departures from the contract's terms and conditions.

In a study conducted in Kajiado East Sub-County, Kenya, Yusuf et al. (2017) investigated the impact of monitoring and assessment on the performance of projects funded by the Constituency Development Fund. The researchers employed a descriptive survey research design for their thesis. They established a target population of 138 responders using a sample of 122 individuals. Regression analysis and correlation methods were combined with Karl- Pearson correlation to examine the data and ascertain the relationship between the variables. The study's findings demonstrated that the level of monitoring and evaluation training was a critical component in the success of public performance programs.

In a different study, Kihuha (2018) examined the connection between monitoring and evaluation practices and the accomplishment of Global Environment Facility (GEF) projects in Kenya. As part of the research, every employee involved in a UNEP GEF project was asked to complete a comprehensive questionnaire for in-person interviews. The research population consisted of fifteen project managers, thirty-two support staff members, and five individuals in charge of monitoring and evaluation. The findings indicated a lack of control mechanisms to monitor project progress, poor staff awareness of the planning process for monitoring and evaluation, and limited use of monitoring and evaluation for decision-making throughout project execution.

A study by Odhiambo et al., (2020) looked at how planning, monitoring, and evaluation affected the way mariculture programs intended to lower poverty in Kenya's coastal region. The study examined several elements that influence the implementation of mariculture programs aimed at reducing poverty, such as punctuality, periodic reporting, progress tracking, mid-term reviews, and project evaluation at the end of the project. There were other statistical techniques employed, such as factor analysis, correlation analysis, and regression analysis. The results of the factor analysis demonstrated that while monitoring and evaluation planning were successful when progress was tracked and timely, the primary criteria for evaluating the execution of poverty alleviation mariculture activities was the quality of project deliverables. The correlation study's findings demonstrated a strong positive link between monitoring progress and timeliness and outcome effectiveness ($r = 0.693$ and $r = 0.723$, $p = 0.001$). The effectiveness of the positive outcome was further verified by regression analysis, which found that timeliness and progress tracking contributed significantly ($\beta = 0.538$, $t = 12.058$ and $\beta = 0.491$, $t = 10.993$, $p < 0.0005$, respectively).

2.2 Theoretical Review

For the purposes of this study, three theories were reviewed and taken into consideration.

2.2.1 Institutional Theory

The concept of institutional theory, introduced by Scott in 1991, emphasizes the role of institutions in shaping organizational design and performance assessment. According to Scott, organizations are localized manifestations of larger institutions, and conforming to institutionalized criteria enhances legitimacy, reduces confusion, and improves the understanding of an organization's actions and activities. This theory looks at how organizational climate and hierarchical culture affect the efficacy of project management, as noted by Brammer and Walker (2012). In the context of public sector sustainable service programs, it is especially pertinent. Understanding the pressures for institutions to become more homogeneous which may result in a reduction in institutional diversity is made easier by institutional theory. Companies make an effort to follow recognizable and well acknowledged industry standards, which helps to increase their credibility.

Furthermore, the theory emphasizes the importance of effective policies throughout all stages of a project, including performance evaluation. Monitoring and evaluation can indicate changes and pressures that necessitate government adaptation. The regular re-evaluation helps determine the effects of proposed changes on the project team's response to environmental factors and leadership support. This hypothesis is crucial for implementing viable projects in organizations that serve the general public. Project feasibility is also interconnected with this theory, as it requires considering all internal and external factors. Risk and opportunities need to be assessed based on how the organization perceives its environment. Project feasibility determine how the organizational structure will align with project implementation (Brammer & Walker, 2012).

2.2.2 Stakeholders' Theory

Freeman (1998) proposed a theory regarding the management of a firm and its ethical considerations, which outlines the necessary values and principles for effective firm management. Oakley (2011) defines the stakeholder theory as a valuable framework for comprehending the relationship between a firm and its external environment. This theory emphasizes that managers should not solely prioritize profit maximization, but also acknowledge the interests of stakeholders and non-stockholding groups. Bondy and Matten (2011) argue that the stakeholder theory elucidates the moral and ethical aspects of managing parastatals, asserting the importance of considering the community and customers as stakeholders. Muchelule (2018) notes that communities expect parastatals to contribute significantly to charitable causes, while capital investors seek low risk and high returns, and customers desire affordability, quality, and good service. Consequently, the decisions made by parastatals must strike a balance between these conflicting and diverse demands (Johnson, Scholes & Whiting, 2008). Therefore, managers must align the interests of key stakeholder groups with the objectives of the parastatal.

In contrast to the conventional wisdom, the theory of stakeholders contends that parastatals have an obligation to give equal weight to the interests of all relevant parties, not only the owners or shareholders. Customers, workers, suppliers, financiers, communities, political parties, governmental entities, trade unions, associations, and rival businesses are all considered parties. Project managers of public projects can recognize every individual who makes a contribution to the project's success by implementing the stakeholder theory. However, the theory does not provide clear guidelines for comprehending and applying it, which has led to the development of substitute methods (Adan, 2012). Opponents contend that the theory's classification approach misleads some

people and their respective categories since it concentrates too much on distinctions between categories rather than within them (Wolfe & Putler, 2012).

Fassin (2008) pointed out a weakness in the theory, stating that individuals can belong to multiple stakeholder groups simultaneously. This occurs when a person holds various roles within subgroups or across all of them. As a result, these individuals exert different influences on the project based on their varying roles and responsibilities (Kobusingye et al., 2017). The theory's weakness lies in its reliance on categorization, which is considered subjective. This subjectivity stems from the influence of stakeholders' backgrounds, local environments, and individuals with vested interests in the process (Morrow, 2016). Furthermore, stakeholders' interests, influence, and power fluctuate across different stages, making it challenging to generalize information about stakeholders.

According to Olander (2007), Standford's definition of the theory is deemed narrow, while Freeman's definition is regarded as overly broad. Freeman's definition encompasses almost everyone (Lu et al., 2013). Clarkson (1994) further refines the definition to include individuals who are at risk due to the firm's investments or activities. In this study, the theory was employed to identify the various stakeholders engaged in the NG-CDF projects.

2.2.3 Resource-Based Theory (RBT)

The Resource Based View idea, first put forth by Wernerfelt in 1984, served as the foundation for the investigation under consideration. A corporation is made up of organizational, intellectual, and physical resources, according to Wernerfelt (1984). The core tenet of the resource-based perspective is that organizational skills and resources should remain constant and can vary greatly throughout businesses. Chandler (1990) claims that lower, medium, and top management all contribute to the development of organizational abilities. A company's resources and assets can give it a competitive edge

when they are used wisely. Chandler adds that a company can achieve the economies of scale and scope required to compete in both domestic and foreign markets by effectively arranging and absorbing these organizational talents.

Barney (1991) contends that a "viable competitive edge (stemming from dependency on paths, causal confusion, and societal complexity) arises from valuable, uncommon, difficult to imitate, and not replaceable resources." A comprehension of an organization that is resource-based recognizes the importance of characteristics like organizational culture, competencies, and prior experiences in attaining corporate success. This hypothesis, which suggests that firms control their waste based on their resources and competencies, is significant for the study. Furthermore, a resource of a company must be unique, rare, imperfectly imitable, and non-replaceable in order to contribute to effective waste management. Assets can improve an organization's capacity for project management, which will benefit the project's performance and the client's profitability. As an alternative, tools can be used to raise entrance barriers, increasing the efficiency of the market.

2.3 Conceptual Framework

The interrelationship between the dependent variable and independent variables is illustrated by the conceptual framework. The researcher will focus on the completion of NG-CDF Project as the dependent variable, specifically examining key performance indicators such as scheduled completion, achieved objectives, user satisfaction and project safety. The independent variables to be examined includes; stakeholder engagement, project feasibility, project management skills training and monitoring and evaluation.

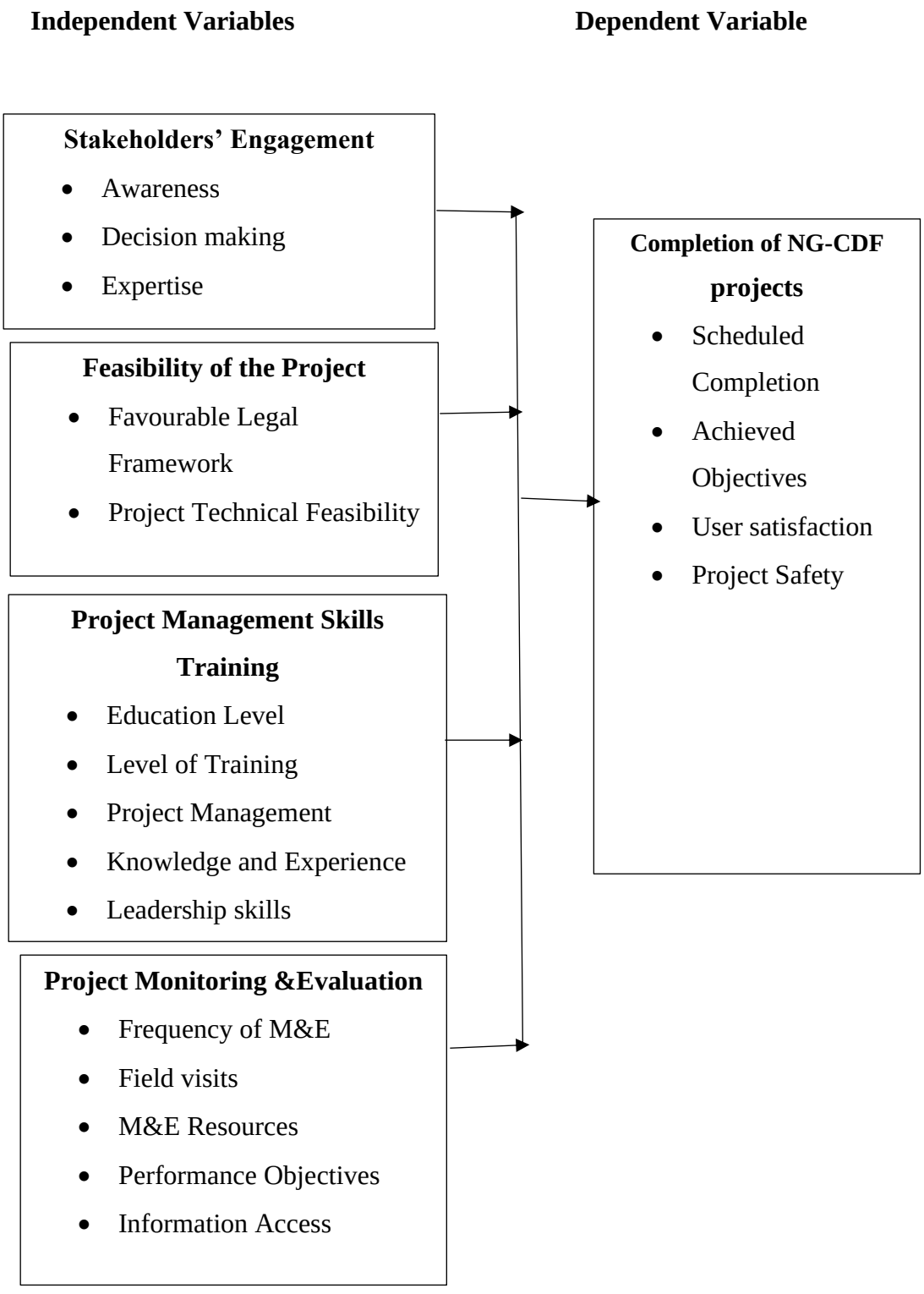


Figure 1: Conceptual Framework

Source: Researcher (2024)

Stakeholder engagement plays a pivotal role in the successful completion of projects, as it encompasses the awareness, decision-making, and expertise necessary for achieving project goals. Effective communication and involvement of stakeholders at every stage ensure that there is a comprehensive understanding of the project objectives, fostering a culture of collaboration. By actively participating in the decision-making process, stakeholders contribute their unique insights and expertise, which can help in identifying potential challenges and devising effective solutions.

The feasibility of a project plays a critical role in its successful completion, with a particular emphasis on the presence of a favorable legal framework and the project's technical feasibility. A supportive legal environment ensures that the project complies with all necessary regulations and standards, preventing legal obstacles that could delay or derail progress. Additionally, assessing the technical feasibility is essential to confirm that the project is practically achievable within the proposed constraints, such as time, budget, and available technology.

Project Management Skills Training is integral to ensuring successful project completion, encompassing a range of crucial components each playing a unique role in the overarching triumph of project management endeavors. This training not only emphasizes the importance of a solid educational foundation, which enables individuals to comprehend complex concepts and develop analytical and problem-solving skills but also focuses on the depth and breadth of the training itself. Leadership skills form another cornerstone of this training, preparing managers to lead effectively through team building, conflict resolution, and motivational techniques, which are essential for maintaining team morale and ensuring project completion. Project Monitoring and Evaluation (M&E) is vital to ensuring a project's success and the delivery of its expected benefits, involving

regular assessment against objectives, taking necessary corrective actions, and using the outcomes for future improvement. The frequency of M&E should match the project's timeline and complexity, allowing for timely adjustments, with periods ranging from weekly to annual evaluations based on the project's needs. Field visits are essential, offering direct insights into the project's implementation and challenges by engaging with beneficiaries and gathering qualitative data, thus enhancing accountability among project staff. Adequate resources must be allocated to M&E, covering budget, tools, training, and the development of efficient data management systems.

2.4 Recap of the Literature

Table 1: Summary of Research Gaps.

Author and year	Topic of the study	Methodology	Results	Research gaps identified	Focus of the current Study
Odhiambo et al., (2020)	Influence of planning, monitoring, and evaluation on implementation of mariculture programs	Correlation Study	Findings demonstrated a strong positive link between monitoring progress and timeliness and outcome	Contextual/ Methodological Gap	The current study will focus on project management skills and adopt a descriptive survey Design

Yusuf et al. (2017)	Impact of monitoring and assessment on the performance of projects funded by the Constituency Development Fund in	Descriptive design	The level of monitoring and evaluation training was a critical component in the success of Public	Geographical gap The study was conducted in Kajiado East	The current study will be conducted in Imenti South sub county Meru County
	Kajiado East Subcounty		Programs Performance		

Othman et al., (2023)	Project management practice and success of construction projects industry in Malaysia	Mixed Method Approach	Competency, Customer satisfaction, and performance of subcontractor s as measures of success	This study addressed effects of project management practice in construction industry while the focus of current study is on NG-CDF Projects hence The gap	This study will address project management practices and completion of NG-CDF Projects

Nnadi and Oyama (2023).	Effect of stakeholder involvement on the performance of road construction projects in Nigeria	Survey research design	Early stakeholder participation had a major impact on how well a road construction project performed	The researcher failed to address how various stakeholders will acquire relevant project management skills.	The current study emphasizes on the factors effecting Project Management Skills & completion of NG-CDF Projects.
Beldinne and Gachengo (2022)	Effect of resource management by stakeholders On the	Explanatory research approach	Strong and positive correlation between the way Stakeholders	Focused on - going projects	The current study will focus on completed and

	Performance of road building initiatives in Siaya County, Kenya		Manage their resources and how well road building projects turn Out.		Uncomplete projects

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses mostly on research methodology, which includes study design, target population, sampling tactics, data collection tools, validity and reliability evaluations, data gathering processes, data processing techniques, and ethical issues.

3.2 Research Design

A descriptive survey design was chosen for this study because it facilitated a thorough examination of relationships. As described by Orodho (2017), this research design involves gathering data through interviews or questionnaires administered to selected participants. This method effectively collects information about the characteristics, behaviors, or opinions of large groups (Pinsonneault & Kraemer, 2015). It is particularly useful for addressing questions about the current or past states of a subject (Kamau & Muturi, 2015). Surveys can efficiently gather data from large samples, making them suitable for understanding perceptions that are difficult to capture through observation alone. Additionally, surveys are relatively easy to implement and administer, allowing for straightforward generalizations (Mugenda & Mugenda, 2018).

3.3 Location of the Study

The study was conducted at South Imenti constituency which is among the nine constituencies in Meru County. It is an electoral constituency with six electoral wards; Abogeta East, Abogeta West, Igoji West, Igoji East, Mitungu amd Nkuene wards. It is an appropriate focus for the research since it has diverse nature; integrating a mixture of urban and rural environment setting.

3.4 Target Population

Saunders Lewis and Thornhill (2012) described the target population as the specific group of individuals, objects, or events that a researcher wants to study and collect information about. This group, which can consist of a variety of subjects such as people, services, objects, or events, is selected for its particular characteristics that are of interest for drawing broader conclusions. In this particular study, the focus was on 525 members of project management committees involved with NG-CDF projects in Imenti South constituency, covering five fiscal years from 2018/2019 to 2022/2023. This choice was based on financial records from Imenti south constituency NG-CDF office that identify 105 projects in their implementation phase, scattered across its six wards. Each project is overseen by a team of 5 committee members, making up the study's target population of 525 individuals as detailed in Table 2.

Table 2: Target Population

Ward	Project	Project Management Committee Members	Percent
Abogeta East	16	80	15.2
Abogeta West	15	75	14.3
Igoji West	18	90	17.1
Igoji East	17	85	16.3
Mitunguu	18	90	17.1
Nkuene	21	105	20.0
Total	**105**	**525**	**100**

Source: (Imenti South constituency NG-CDF, 2024)

3.5 Sampling Procedures sample size

The research adopted a stratified random sampling to identify participants for the study. This approach involves dividing the entire group of interest into smaller, uniform groups based on similar characteristics, and then selecting individuals from each group to ensure a balanced representation of the whole. This method allows for a fair representation by covering different segments within the population (Mugenda & Mugenda, 2018). Neuman (2010) further explains that this technique aims for proportional representation to reflect the variance found in group characteristics accurately. The sampling specifically targeted the six wards within Imenti south Constituency due to the familiarity of the population with the NG-CDF activities, the projects underway in their area, which made them suitable candidates for completing the surveys and providing reliable information. To gather data, the stratified sampling technique was employed to select 180 individuals across the six wards in Imenti South Constituency. The study utilized Yamane's formula to get a sample size as shown below:

$$n = \frac{N}{1 + (e)^2}$$

Where n is the sample size, N is the population size and e is the margins of error. The margin of error at a confidence level of 95 percent is 5%.

$$n = \frac{525}{1 + 525(0.05)^2}$$

$$= 180$$

A sample size of 180 respondents was adequate size relative to the goals of the study as indicated in Table 3.

Table 3: Sample Size

Ward	Project	PMC Members	Sample Size
Abogeta East	16	80	27
Abogeta West	15	75	26
Igoji West	18	90	31
Igoji East	17	85	29
Mitunguu	18	90	31
Nkuene	21	105	36
Total	**105**	**525**	**180**

Source: Researcher (2024)

3.7 Construction of Research Instruments

Semi-structured questionnaires with open-ended questions and a Likert rating scale were used in the study. The questionnaire consisted of six sections with section A consisting of information on respondents' demographic data, section B – E consisted of statements on the study independent variables and section F consisted of information on the study dependent variable completion of projects. The use of open-ended questions allowed participants to provide detailed responses, while the Likert scale enabled the researcher to efficiently quantify the findings with SPSS. To improve the quality and dependability of the data gathered for analysis, the questionnaires were meticulously created and tested on a small sample of the population. Important information that cannot be gathered from the questionnaires was also gathered through observation.

3.8 Pilot Study

The validity and reliability of the data was assessed by conducting a preliminary evaluation of the questionnaire. Questionnaires were distributed to 10% of the sample

size as part of this study. Consequently, two NG-CDF projects from Imenti central constituency were selected for pilot study with a sample size of 18 PMC members. William et al. (2011) poised that a sample size of 5-10% of the sample size is sufficient for testing a research instrument.

3.8 Validity and Reliability of Data Collection Instruments

3.8.1 Validity of the data collection instruments

A research tool's validity is determined by how true, accurate, and meaningful it is. In order to allay worries over the population sample's representativeness (Mohajan, 2017), the study assessed content validity. Meyers et al. (2016) state that the knowledge contained in the exam items ought to be representative of the larger body of knowledge. To get input on whether the questions were representative and appropriate, as well as to recommend any changes that should be made to the research instruments, an expert was engaged. The acquired data had increased validity as a result of this approach. In order to verify whether the questionnaire was sufficient, the supervisor, additional lecturers, and professionals were consulted in order to confirm content validity.

3.8.2 Reliability of the Research Instruments

One of the most important aspects of the test's quality is reliability. It assesses how well study instruments yield consistent results during iterative testing (Mugenda & Mugenda, 2018). The random error has an impact on reliability in research. As the random error increases, the reliability decreases. A random error is a deviation from the correct measurement caused by problems that the person or group doing the research did not adequately address. Errors can arise from a variety of sources, including improper coding, imprecise instructions given to the subjects, interviewer weariness, and bias (Mugenda & Mugenda, 2018).

Twelve respondents had their test-retest reliability evaluated for the study; this reliability was not taken into account when determining the sample size. Finding the correlation between these items can be facilitated by computing the Cronbach coefficient Alpha. It was considered dependable if the coefficient is 0.70 or higher (George and Mallery, 2016).

3.9 Data Collection Procedure

To apply for a research permission from the National Commission for Science, Technology, and Innovation (NACOSTI), the researcher first got an introduction letter from Mount Kenya University's postgraduate directorate. With these documents the researcher visited the subcounty commissioner at Imenti South Sub County for a field introduction letter. Before administering the questionnaire, the researcher sought respondents' consent. Once the consent we obtained, the participants were provided with the research instruments. The researcher implemented a Drop and Pick system to allow participants ample time to respond to the questions. To emphasize to the respondents the importance of answering the questionnaire, the researcher made follow-up phone calls and paid them a visit prior to the scheduled time.

3.10 Analysis and Display of Data

To make analysis simpler, the data gathered was first coded. For simpler analysis, the coded data was loaded into the Statistical Package for the Social Sciences (SPSS). Both descriptive and inferential statistics were used to analyze the quantitative data. While inferential statistics use a variety of linear regression techniques to demonstrate the establishment of the effect of the independent variables on the study's key variable, descriptive statistics was provided as frequencies, means, standard deviations, and percentages.

A regression model of the form will be adopted;

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

Where;

Y - Project completion

X1 – stakeholder engagement X2 - Project Feasibility

X3 – project management skills training

X4 - Monitoring and evaluation of projects

β0 - Constant Term

β1 – β4 – coefficients of beta values

ε = Error Term.

3.11 Ethical Considerations

The study prioritized the utmost level of privacy, taking care not to disclose any personal or identifiable information of the respondents. Data collection strictly adhered to university guidelines, and the county government was well-informed about the study's objectives. To conduct the research, the researcher applied for permission and sought consent from the Meru County Government. Furthermore, every respondent was given equal opportunities to participate in the study, and the researcher strictly refrained from any data manipulation. Other essential aspects the researcher intended to uphold were accountability, transparency, and ensuring voluntary participation of the respondents.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter focuses on presentation, data analysis, and interpretation. It presents the discussion of the study outcome. The purpose of the study was to investigate the influence of project management practices on the completion of NG-CDF projects.

4.1 Response Rate

The researcher distributed 180 questionnaires to the NG-CDF Project Management Committee Members within Imenti South constituency comprising; education, security and emergency construction projects.

Table 4: Response Rate

		Frequency	Percent
Valid	Response	152	84.4
	Non - Response	28	15.6
	Total	**180**	**100.0**

Source: Research (2024)

Out of 180 distributed questionnaires, only 152 were returned, resulting in a response rate of 84.4 percent. This response rate is considered satisfactory and suggests that the findings can be generalized. According to Mugenda and Mugenda (2018), a response rate above 70 percent is acceptable in research.

4.2 Reliability Statistics

Cronbach's alpha, a reliability index, was utilized to assess the reliability of the data

collection instruments. For each variable, Cronbach's Alpha coefficients were calculated, and the relevant outcomes are summarized in Table 5.

Table 5: Reliability Statistics

	Variables	Items	Cronbach's Alpha	Remark
Valid	Stakeholders' Engagement	5	0.805	Reliable
	Feasibility of the Project	5	0.786	Reliable
	Project Management Skills Training	5	0.881	Reliable
	Project Monitoring &Evaluation	5	0.809	Reliable
	Completion of NG-CDF projects	6	0.798	Reliable

Source: Researcher (2024)

The general rule of thumb states that a Cronbach's alpha value of 0.70 or higher is viewed to be good, while 0.80 or higher is said to be better, and a value of 0.90 or higher above is considered best. According to the findings, the alpha coefficient for the variables under consideration is 0.786 or higher, indicating comparatively high internal consistency among the items, and a reliability coefficient of 70 or above in most social science research situations is acceptable.

4.3 Background Information

The segment contains the demographic profiles of the interviewees which are; the gender, the age, the highest education level, as well as the contribution to the project. The details of the results are presented in figures below.

4.3.1 Gender of the Respondents

In the study, the information regarding the respondents' gender was sought. The information is as shown in figure 2.

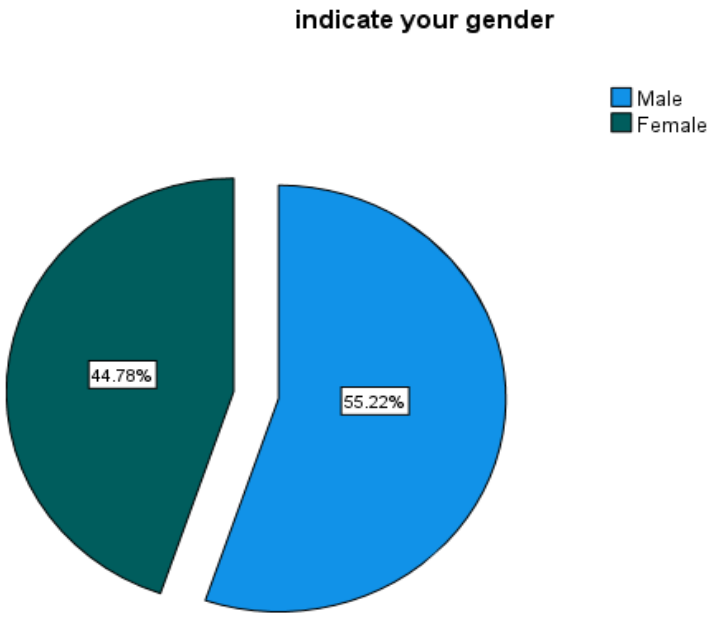


Figure 2: Gender of the Respondents

Source: Researcher (2024)

Figure 2 indicates that, 44.78 per cent of the interviewees were female and 55.22 per cent were male. These findings indicate that the study adequately represented the views of both sexes and both genders took part in the influence of project management practices on completion of NG-CDF projects.

4.3.2 Age of the Respondents

In the study, the respondent's age was determined. The respondent's age distribution is as shown in figure 3.

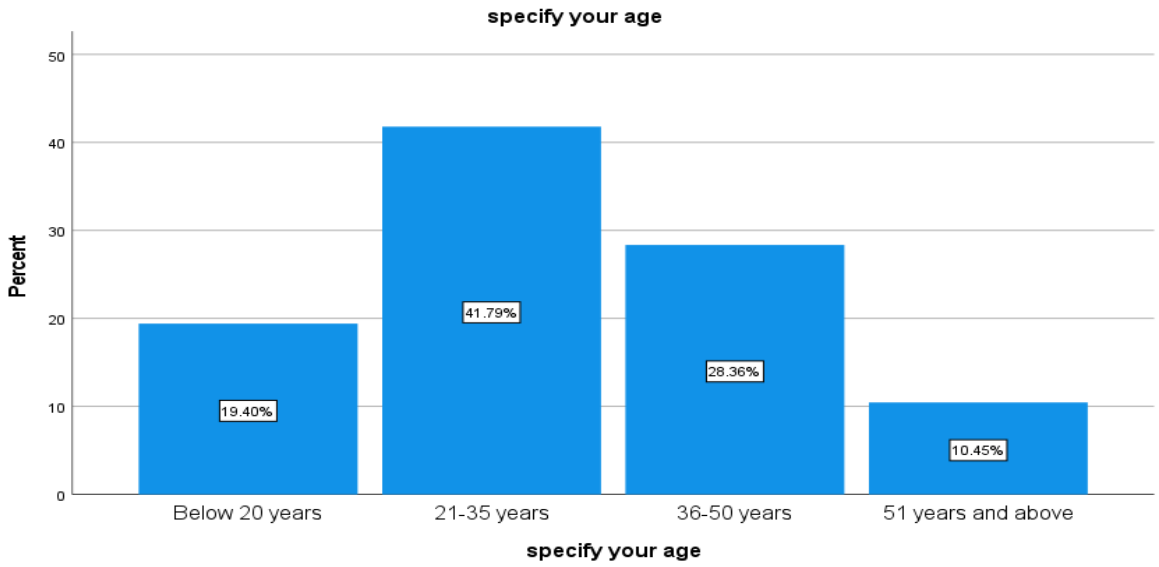


Figure 3: Age of the Respondents

Source: Researcher (2024)

The age distribution was 41.79% between 21-35 years, 28.36% between 36-50 years, 19.40% below 20 years, while 10.4% were 51 years and above. This suggests that a significant portion of the group is in their early adulthood or middle adulthood, which is typically a productive and active phase in terms of work and life decisions. Thus, the study provided a group of respondents with the maturity and great wealth of experience to handle the study questions.

4.3.3 Distribution of respondents by their education level

The researcher sought to establish the distribution of the respondents by their education level. The respondents were required to state their level of education, and responses were analyzed and presented in Table 6.

Table 6: Highest level of Education

		Frequency	Percent
Valid	Secondary	2	1.3
	Certificate	13	8.8
	Diploma	52	33.8
	Degree	74	48.6
	Postgraduate	11	7.5
	Total	152	100.0

Source: Researcher (2024)

On the highest education level, 48.6 percent had bachelor's degree, 33.8 percent diploma, 8.8 percent certificate, 7.5 percent master's degree and 1.3 percent secondary school level certificate. A good percentage of the respondents (89.9 percent) were well educated with diploma level of education and above.

4.3.4 Contribution to the Project

The respondent's information regarding contribution to project was sought. The data on contribution to the project is shown in figure 4.

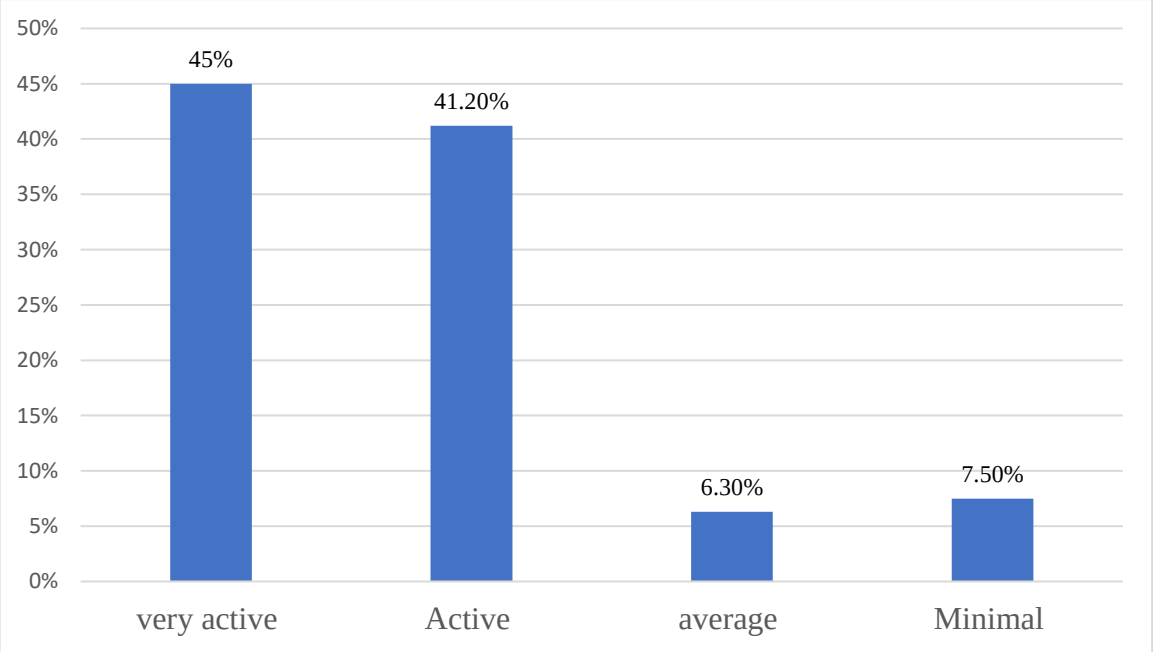


Figure 4: Contribution in Project

Source: Researcher (2024)

The respondents shared their level of involvement in the projects: 45% indicated they were very active, 41.2% described themselves as active, 6.3% identified as average participants, and 7.5% reported minimal contributions. Overall, a significant majority of the respondents (86.2%) actively participated in the projects, which suggests they gained valuable experience and increases the likelihood of receiving valid responses.

4.4 Descriptive Analysis

The purpose of descriptive statistics was to enable the study to meaningfully describe a distribution of scores or measurements using indices or statistics. The type of statistics or indices used depends on the kind of variables in the research and the scale of measurements.

4.4.1 stakeholder participation and project completion

The first objective of the study sought to Investigate the influence of stakeholder engagement on Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya. Respondents were presented with questions and statements in order to seek answers to the first research question; how does stakeholders' engagement influence Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya? The findings of the study are presented in Table 7.

Table 7: Stakeholder Participation

Statements	N	Min	Max	Mean	Std. Deviation
Information about NG-CDF projects is shared with stakeholders through public awareness and engagement initiatives	152	1.00	5.00	3.70	1.081

Beneficiaries of the project are involved in its planning.	152	1.00	5.00	3.43	1.001
Involvement allows project beneficiaries to accept some responsibility during both the planning and implementation phases.	152	1.00	5.00	3.57	1.098
The project progresses, beneficiaries are accountable for the successful completion of specific tasks crucial to the execution process	152	1.00	5.00	3.53	1.045
Valid N (listwise)	152				

Source: Researcher (2024)

The findings from Table 7 provide valuable insights into the perceptions surrounding stakeholder engagement in NG-CDF projects. Respondents agreed on the statement regarding the sharing of information about NG-CDF projects with stakeholders through public awareness and engagement initiatives as supported by a mean of 3.70 and a standard deviation of 1.081. This suggests that respondents generally agree that adequate communication and engagement efforts are employed. The standard deviation of 1.081 indicates a moderate level of variability in responses, signifying that while many respondents endorse the positive engagement, some may perceive shortcomings in the effectiveness of these initiatives.

On beneficiary involvement in planning, respondents were neutral on the aspect with a mean of 3.43 and a standard deviation of 1.001. This indicates that while there is recognition of some level of inclusivity, the lower mean score compared to information sharing points to potential gaps in beneficiary engagement during the initial project stages. The standard deviation of 1.001 suggests that opinions on this matter are relatively uniform among respondents, indicating a consensus on the need for more thorough involvement.

Respondents agreed on the statement regarding the notion that involvement allows beneficiaries to accept responsibility during both planning and implementation phases (Mean=3.57, Std Deviation=1.098). This high lightens that respondents generally view beneficiary participation as beneficial for fostering accountability in project execution. However, the standard deviation of 1.098 indicates some diversity in opinions, which may warrant further examination of different respondent experiences.

Further respondents were in agreement on the role of beneficiary accountability in the successful completion of specific tasks (Mean= 3.53, STD deviation=1.045). Respondents appear to recognize the important role beneficiaries play in the project's execution process. The standard deviation of 1.045 again reflects a range of responses, implying that while many recognize this accountability, others may still question the extent to which beneficiaries are held responsible.

These findings concur to those of study by Oisanga (2023) whose findings revealed that when beneficiaries are actively involved in both planning and implementation, they are more likely to accept responsibility and ensure successful completion of projects in Public Secondary Schools in North Mugirango Constituency in Nyamira County. Muturi and Owino (2016) indicated that effective information sharing through public forums and community engagement enhanced project transparency and encouraged greater participation from stakeholders.

Nanono (2022) argued that beneficiary involvement is positively related to NGO project success in Tanzania. A participatory approach helps NGOs get appropriate field-level information and share knowledge and skills, which is essential in undertaking joint projects that address complex community issues. Similarly, beneficiary involvement creates a monitoring mechanism such that those responsible for the project receive feedback from end users throughout project implementation, which allows them to take

necessary actions, making the project more responsive, valuable, and successful (Bandé, Ika, & Ouédraogo, 2024).

Respondents were also required to give their own recommendations towards enhancing stakeholders' involvement in NG-CDF funded Development projects, respondents cited early and inclusive engagement, awareness and transparency campaigns, establishment of clear communication channels and strengthening of community representation as the most effects aspects of enhancing stakeholders' involvement.

4.4.2 Project Feasibility and Project Completion

The second objective of the study sought to examine the level to which project feasibility influences Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya. Respondents were presented with questions and statements in order to seek answers to the second research question; to what level does project feasibility influence Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya? The findings of the study are presented in Table 8.

Table 8: Project Feasibility

Statements	N	Min	Max	Mean	Std. Deviation
Pleasant legislative structure	152	1.00	5.00	4.35	0.842
Technical feasibility of the project	152	1.00	5.00	3.83	0.897
Adequate allocation of risk and risk sharing	152	1.00	5.00	3.62	0.831
Public and private sector support and accountability	152	1.00	5.00	3.10	0.971
Support for stakeholders	152	1.00	5.00	3.73	1.003
Valid N (listwise)	152				

Source: Researcher (2024)

The findings from Table 8 indicated that respondents offered valuable insights into their perceptions of the project's feasibility aspects. Respondents strongly agreed with the

pleasantness of the legislative structure (Mean=4.35, Std Deviation=0.842). This suggests that the respondents view the existing legislative framework as supportive and conducive to the project's objectives. The relatively low standard deviation of 0.842 indicates a consensus among respondents, reinforcing the importance of a robust legislative environment in project feasibility.

Respondents agreed with the statement on the technical feasibility of the project (Mean=3.83, Std. Deviation=0.897), suggesting a moderate level of confidence in the project's technical aspects, though some variability in opinions exists. While many respondents are optimistic, there may be elements of concern worth addressing to enhance overall confidence in technical viability.

Respondents also agreed about the adequacy of risk allocation and sharing as a feasibility aspect (Mean=3.62, Std Deviation=0.831), indicating that respondents feel reasonably comfortable with risk management strategies in place. The standard deviation of 0.831 suggests that while most perceptions align, differing views remain. Further, respondents were neutral on the feasibility aspect of public and private sector support and accountability (Mean=3.10, Std. Deviation=0.971), suggesting that respondents have mixed feelings regarding the level of support and accountability from the public and private sectors. The higher standard deviation of 0.971 indicates significant variability in responses, pointing to potential concerns about the commitment and involvement of these sectors.

In support of stakeholders' respondents, they agreed with the statement (Mean= 3.73, Std. Deviation=1.003). The standard deviation of 1.003 indicates a broader range of experiences or perceptions, highlighting that while many acknowledge adequate support, gaps may need attention for all stakeholders to feel equally supported.

These results corroborate with the findings by Zhang and Wei (2016) that a supportive

legislative environment significantly affected project feasibility and completion rates. Alhamami, Nassar and Qendeel, (2023) examined the relationship between technical feasibility assessments and project success. They noted that a higher perception of technical feasibility leads to better project outcomes. Maira and Mungai (2024) investigated how various components of project feasibility studies impact the performance of real estate projects in Nairobi City County, Kenya. Their findings revealed a significant strong relationship between market feasibility and project performance, along with a positive relationship between operational feasibility and project performance.

4.4.3 Management Skills Training and Project Completion

The third study objective sought to assess the influence of project management skills training on Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya. Respondents were presented with questions and statements in order to seek answers to the third research question; what is the influence of project management skills on Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya? The findings of the study are presented in Table 9.

Table 9: Management Skills Training

Statements	N	Min	Max	Mean	Std. Deviation
NG-CDF Projects managed by qualified project managers are the most successful	152	1.00	5.00	4.01	1.001
Project management is influenced by level of training	152	1.00	5.00	3.90	0.901
The experience and knowledge of project managers have an impact on project success.	152	1.00	5.00	3.99	0.934

Project managers' leadership abilities have an impact on project performance	152	1.00	5.00	4.08	0.938
Valid N (listwise)	152				

Source: Researcher (2024)

The findings from Table 9 revealed that respondents suggest a generally favorable perception of the factors contributing to project completion, particularly in relation to project management skills training, particularly respondents agreed that NG-CDF Projects are managed by qualified project managers (Mean=4.01, Std, Deviation=1.001). This indicates a consensus among respondents that the qualifications of project managers play a significant role in the overall success of projects. The standard deviation of 1.001 suggests a moderate dispersion of opinions, indicating that while the majority of respondents agreed with the statement. Also, respondents were in agreement with the statement that project management is influenced by level of training (Mean=3.90, Std, Deviation=0.901). This underscores the importance of formal training in enhancing project management capabilities. The standard deviation of 0.901 reflects relatively consistent responses.

Further there was an agreement among the respondents that experience and knowledge of project managers have an impact on project completion (Mean=3.99, Std. Deviation=0.934).. This response highlights the critical role that both experience and contextual knowledge play in navigating the complexities associated with project management. The standard deviation of 0.934 indicates that while there is a strong agreement on this factor, there are still different levels of recognition among respondents regarding its importance. Lastly respondents agreed with the statement that project managers' leadership abilities have an impact on project performance (Men=4.08, Std. Deviation=0.938) emphasizes the significance of leadership skills in steering project

teams and driving performance. The standard deviation of 0.938 suggests that while respondents are largely aligned in their views, there remains some diversity in how leadership is perceived to influence project outcomes.

These study findings concur with Fielding (2019) study which involved various industries, found that a qualified project manager with the right skills and experience plays a crucial role in ensuring that project objectives are met on time and within budget. The study emphasizes that both technical and leadership competencies are critical to project success. Heera (2023) established that training in project management skills is a crucial factor that contributes to project success. Their work highlighted how structured and ongoing training programs improve the ability of project managers to handle project challenges.

4.4.4 Monitoring & Evaluation and Project Completion

The fourth study objective sought to establish the extent to which monitoring and evaluation influences Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya. Respondents were presented with questions and statements in order to seek answers to the fourth research question; to what extent does monitoring and evaluation influence completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya? The findings of the study are presented in Table 10.

Table 10: Monitoring & Evaluation

Statements	N	Min	Max	Mean	Std. Deviation
Monitoring and evaluation practices are in place within the committee.	152	1.00	5.00	4.02	0.900
Through monitoring and evaluation, managers can successfully reach their objectives.	152	1.00	4.00	4.00	0.914
A communication matrix is accessible to the committee	152	1.00	5.00	3.82	0.925

The processes of project reporting and review are facilitated by monitoring and evaluation.	152	1.00	5.00	4.19	0.748
Feedback is received by the committee through the use of monitoring and evaluation.	152	1.00	5.00	3.39	1.288
Valid N (listwise)	152				

Source: Researcher (2024)

The findings from the Table 10 illustrate respondents' perceptions regarding monitoring and evaluation practices within the project management committee. Respondents agreed with the statement that monitoring and evaluation practices are in place within the PCM (Mean=4.02, Std. Deviation=0.900). This suggests a positive acknowledgment of the existence of these practices, supported by a standard deviation of 0.900, which reflects a moderate level of consensus among respondents. Also, respondents strongly agreed that through monitoring and evaluation, managers could successfully reach their objectives (Mean=4.00, Std. Deviation=0.914). The standard deviation of 0.914 demonstrates a similar degree of agreement among participants. There was an agreement among the respondents that the communication matrix is accessible to the PMCs (Mean= 3.82, Std. Deviation=0.925). The standard deviation of 0.925 suggests varied opinions regarding the accessibility of the communication matrix.

Regarding the facilitation of project reporting and review processes by monitoring and evaluation, respondents strongly agreed (Mean=4.19, St. Deviation=0.748). The lower standard deviation of 0.748 indicates a higher level of consensus, suggesting that participants feel positively about the role of monitoring and evaluation in facilitating project reporting. Further, respondents were neutral on feedback received by the PCM through the use of monitoring and evaluation (Mean=3.39, Std. Deviation=1.288). The higher standard deviation of 1.288 indicates a significant variability in responses,

implying differing viewpoints on the effectiveness of feedback mechanisms through monitoring and evaluation practices.

These findings concur with the findings from a study by Kissi et al., (2019) on impact of project monitoring and evaluation practices on construction project success criteria in Ghana that indicated that strong M&E practices correlate with enhanced project outcomes and that effective communication channels significantly contribute to the accessibility and usability of M&E frameworks.

A study by Chege and Bowa (2020) found that the strength of the Monitoring and Evaluation (M&E) team significantly predicts project performance, with a p-value of 0.000. This factor accounts for 19.4% of the variations in project performance. Additionally, the suitability of the M&E approaches used is also a meaningful predictor, with a p-value of 0.010, explaining 7.3% of the changes in project performance.

4.4.5 Project Completion

The study sought to evaluated how project management practices affect NG-Constituency Development Fund project completion in South Imenti Constituency, Meru County and various statements were examined, and the results are as presented in Table 11.

Table 11: Project Completion

Statements	N	Min	Max	Mean	Std. Deviation
Projects are finalized within the designated timeframes.	152	1.00	5.00	2.56	0.878
Financial allocations or budgetary limits are adhered to during project completions.	152	1.00	4.00	2.33	0.931
The execution maintains the anticipated quality benchmarks.	152	1.00	3.00	2.06	0.831
The outcome meets the expectations of the users.	152	1.00	5.00	2.09	0.902

The achievements align with the predetermined goals.	152	1.00	3.00	2.25	0.876
Technical specifications are met during the project executions, ensuring there are no casualties or incidents reported	152	1.00	4.00	2.41	0.926
Valid N (listwise)	152				

Source: Researcher (2024)

The results in Table 11, indicate that respondents generally disagree with most aspects of project completion, specifically respondents disagreed with the statements that financial constraints are followed during project completions (Mean=2.33, Std. Deviation=0.931) and that projects maintain anticipated quality standards, highlighting a significant concern regarding the outcomes of project executions (Mean=2.06, Std, Deviation=0.831). The higher standard deviation underscores that there is a noticeable difference in opinions. Also, respondents show disagreement regarding the achievement of predetermined goals in projects (Mean=2.25, Std Deviation=0.876), with a mean of 2.41 respondents disagreed with the statement that technical specifications are consistently met during executions, as well as ensuring safety with no reported incidents. The standard deviation of 0.926 indicates varied opinions, which suggests some respondents may feel more positively about safety measures.

Respondents were neutral on the statement that projects do meet their timelines (Mean=2.56, Std Deviation=0.878), suggesting that respondents are somewhat divided but lean towards agreement. The standard deviation of 0.878 indicates a moderate level of variation in responses.

4.5 Diagnostics test

Testing for normality, linearity, autocorrelation, homoscedasticity, and multicollinearity are the foundations for OLS. Here, we put these presumptions to the test so that OLS can be used.

4.5.1 Testing for Normality

The Shapiro Wilk test was employed to test that the residual distribution is normal. The table 12 below displays the findings.

Table 12: Testing for Normality

	Kolmogorov Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig
Completion	.092	152	.209	.968	152	.740
stakeholders' participation	.140	152	.201	.947	152	.362
Feasibility	.112	152	.213	.918	152	.345
Management Skill	.125	152	.223	.979	152	.224
M & E	.131	152	.212	.948	152	.413

Source: Researcher (2024)

Table 12 shows that the values of the Shapiro-Wilk Test for project completion=0.740, Project stakeholders =0.362, project feasibility=0.345, and management skills training=0.224 Monitoring & Evaluation=0.413. The p-values for the variables were established to be higher than 0.05 ($p>0.05$); at 95%, the study established that the distribution of residuals is normal, fulfilling the assumptions of a regression model.

4.5.2 Testing for multi-collinearity

The Variance Inflation Factor (VIF) method was applied to test for multi-collinearity. The outcomes are exhibited in Table 13.

Table 13: Testing for multi-collinearity

Model	Unstandardized Coefficients'		Standardized Coefficients'	Collinearity Statistic	
	B	Std. Error	Beta	Tolerance	VIF

(Constant)	1.047	1.146			
Stakeholder's participation	-.004	.210	-.002	.997	1.003
Project Feasibility	.201	.185	.312	.963	1.004
management skills training	.365	.150	.269	.991	1.009
Monitoring & Evaluation	.086	.174	.055	.992	1.008

Source: Researcher (2024)

The obtained VIF values are 1.003, 1.004. 1.009, and 1.008 based on the coefficients output of collinearity statistics. The VIF values obtained are between 1 to 10. This strongly implies that there is no evidence of multicollinearity according to Belsley, Kuh & Welsch (2013).

4.6 inferential analysis

4.6.1 Correlation Analysis

A correlation coefficient is a coefficient that illustrates a quantitative measure of some correlation and dependence, meaning statistical relationships between two or more random variables or observed data values (Mugenda & Mugenda, 2009). Pearson's product-moment correlation coefficients were used to test for linearity in the relationships between the variables.

Table 14: Correlation

		Stakeholder's participation	Project Feasibility	Management skills	Monitoring & evaluation	Project completion
Stakeholder's participation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	152				
Project feasibility	Pearson Correlation	0.113	1			
	Sig. (2-tailed)	0.002				
	N	152	152			
Management skills training	Pearson Correlation	0.056	0.040	1		
	Sig. (2-tailed)	0.000	0.050			
	N	152	152	152		
Monitoring & evaluation	Pearson Correlation	.312*	0.152	.449**	1	
	Sig. (2-tailed)	0.010	0.008	0.000		
	N	152	152	152	152	
Project completion	Pearson Correlation	0.131**	0.498**	0.131**	0.592**	1
	Sig. (2-tailed)	0.002	0.000	0.001	0.000	
	N	152	152	152	152	152

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

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

Source: Researcher (2024)

The study revealed a positive and significant association between independent factors (Stakeholder's participation, Project feasibility, Management skills training and Monitoring & evaluation) and the completion of projects funded by NG-Constituency Development Fund in South Imenti Constituency, Meru County. Specifically, the study in table 14 shows that stakeholder's participation (r=0.131, p=0.002) has a weak and significant relationship with project completion, project feasibility (r=0.498, p=0.000) has a moderate and significant correlation, management skills training (r=0.131, p=0.001) has a weak and significant relationship with project completion while monitoring & evaluation (r=0.592, p=0.000) has a strong and significant relationship with project completion.

4.6.2 Regression Analysis

The study aimed at finding out the overall effect of project management practices on completion of projects funded by NG-Constituency Development Fund in South Imenti Constituency, Meru County, Kenya.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768[a]	0.688	0.634	0.20956

a. Predictors: (Constant), Stakeholder's participation, Project feasibility, Management skills training, Monitoring & evaluation

Source: Researcher (2024)

From the findings in Table 15 Adjusted R2 is called the coefficient of determination which completion of NG-CDF projects in Imenti South Constituency varies with Stakeholder's participation, Project feasibility, Management skills training, Monitoring & evaluation. The value of adjusted R2 is 0.634. This implied that, there was a variation

of 63.4% of completion of NG-CDF projects in Imenti South Constituency is a s result of variation of project management practices (Stakeholder's participation, Project feasibility, Management skills training, Monitoring & evaluation), while the other 36.6% variation in completion of project is caused by the variables not included in this study hence need for further research.

Table 16: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.469	4	0.117	23.451	.000[b]
	Residual	16.098	147	0.260		
	Total	16.567	151			

a. Dependent Variable: project completion

b. Predictors: (Constant), Stakeholder's participation, Project feasibility, Management skills training, Monitoring & evaluation

Table 16 gives an F-test to determine whether the model fits the data well. The F-Test (F=23.451, P=0.000) indicated that the model formed between the Completion of NG-CDF projects in the Imenti South constituency and project management practices had data with significant goodness of fit.

Table 17: Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.243	0.552		2.253	0.002
	Stakeholder's Participation,	0.494	0.070	0.030	0.235	0.000
	Project Feasibility,	0.354	0.067	0.115	0.881	0.001

Management Skills Training,	0.583	0.061	0.089	0.614	0.000
Monitoring & Evaluation	0.324	0.098	0.037	0.249	0.004

a. Dependent Variable: project completion

Source: Researcher (2024)

The general form of the linear regression equation to predict $Y = \beta0 + \beta1\ X1 + \beta2\ X2 + \beta3X3 + \beta4\ X4$ is predicted as

$Y = 1.243 + 0.494\ X1 + 0.354\ X2 + 0.583\ X3 + 0.324X4$

Where;

X1, X2, X3, and X4 are Stakeholder's engagement, Project Feasibility, Management Skills Training, and Monitoring & Evaluation respectively.

he findings from the regression analysis highlight the significant factors influencing the completion of Ng-CDF funded projects in the Imenti South constituency. Firstly, stakeholder engagement emerges as a critical element, contributing a substantial positive effect of 0.494 on project completion rates. This underscores the importance of involving stakeholders throughout the project lifecycle, enhancing cooperation and resource mobilization.

Project feasibility also plays a pivotal role, with an increase leading to a 0.354 improvement in completion rates. This suggests that a thorough assessment and planning phase can mitigate risks and streamline execution, making feasibility analysis an essential activity in project management.

Notably, management skills training demonstrates the highest impact, with a 0.583 increase in project completion associated with improved management competencies. This finding emphasizes the necessity of equipping project managers and teams with the relevant skills to navigate challenges and ensure successful project delivery.

Finally, the analysis shows that effective monitoring and evaluation (M&E) practices can enhance completion rates by 0.324. This points to the vital role of continuous assessment and feedback mechanisms in maintaining project momentum and accountability. Overall, these insights suggest that a multifaceted approach focusing on engagement, feasibility, training, and M&E is crucial for improving the success rates of NG-CDF projects in the constituency. Implementing strategies targeting these areas could lead to more efficient project outcomes.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarized the significant findings on influence of project management practices on completion of projects funded through NG-Constituency Development Fund in South Imenti Constituency, Meru County, Kenya. The chapter contains the summary, conclusions, and recommendations for the study based on the findings.

5.2 Summary of the Findings

The purpose of this study was to evaluate how project management practices affect completion of projects funded through NG-Constituency Development Fund in South Imenti Constituency, Meru County, Kenya. The study adopted a descriptive survey design with target population including members of project management committees involved with NG-CDF projects in Imenti South constituency, covering five fiscal years from 2018/2019 to 2022/2023. The study employed Semi-Structured Questionnaires. Both descriptive and inferential statistics were carried out. The study found out that completion of these projects is greatly influenced by stakeholder engagement, project feasibility, project management skills training and monitoring and evaluation.

5.2.1 Stakeholder Engagement and Completion of NG-CDF project

The first objective of the study sought to Investigate the influence of stakeholder engagement on Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya. From the findings respondents generally agreed that adequate communication and engagement efforts are employed, reflecting a positive perception of public awareness initiatives. However, there is a moderate variability in responses, indicating that some respondents perceive room for improvement. Regarding beneficiary involvement in planning, opinions were neutral, suggesting gaps in engagement at the

early stages of projects. Beneficiary participation was viewed positively, particularly in fostering accountability during project execution. However, variability in responses highlights differing opinions on the effectiveness of this participation. Additionally, respondents acknowledged the role of beneficiary accountability in task completion, though some expressed reservations about the extent of this responsibility. Correlation analysis shows that stakeholder participation had a weak but significant relationship with project completion.

5.2.2 Project Feasibility and Completion of NG-CDF Project

The second objective of the study sought to examine the level to which project feasibility influences Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya. The findings indicated that respondents strongly agreed that the existing legislative structure supports the project's objectives, demonstrating a consensus on the importance of a robust legislative framework. Confidence in the project's technical feasibility was moderately high, though some variability in opinions suggests that certain concerns may still need addressing. Additionally, respondents expressed a reasonable level of comfort with the project's risk management strategies, though differing views exist. Opinions were neutral regarding the support and accountability from the public and private sectors, with significant variability indicating potential concerns about their commitment. Finally, while respondents acknowledged stakeholder support, the broad range of perceptions suggests that some stakeholders may require further attention to ensure adequate support. On correlation analysis Project feasibility demonstrated a moderate and significant correlation with project completion

5.2.3 Project Management Skills Training and Completion of NG-CDF Project

The third study objective sought to assess the influence of project management skills training on Completion of NG-CDF Projects in South Imenti Constituency Meru County

Kenya. The findings indicate that respondents have a generally favorable perception of the factors contributing to project completion, particularly with regard to project management skills and qualifications. There was broad agreement that NG-CDF projects are managed by qualified project managers, highlighting the significance of professional expertise in ensuring project success. Respondents also emphasized the importance of formal training in enhancing project management capabilities. Experience and knowledge were recognized as critical for navigating project complexities, with strong consensus on their impact, although some differences in opinion remain. Leadership abilities were seen as highly influential in project performance, reinforcing the importance of strong leadership in achieving successful project outcomes, though respondents expressed some variability in their views on leadership's impact. Management skills training had a weak yet significant relationship with project completion.

5.2.4 Monitoring & Evaluation and Completion of NG-CDF Project

The fourth study objective sought to establish the extent to which monitoring and evaluation influences Completion of NG-CDF Projects in South Imenti Constituency Meru County Kenya. The findings reflect respondents' generally positive perceptions of monitoring and evaluation practices within the project management committee (PMC). Respondents acknowledged the presence of these practices, indicating a moderate consensus. They also agreed that monitoring and evaluation enable managers to achieve their objectives, with a similar level of agreement. Opinions on the accessibility of the communication matrix were more varied, though respondents generally agreed it was accessible. There was strong consensus that monitoring and evaluation effectively facilitate project reporting and review processes. However, respondents were neutral regarding the feedback received by the PMC through these practices, with significant variability in opinions, suggesting mixed views on the effectiveness of feedback

mechanisms. Correlation analysis established that monitoring and evaluation have a strong and significant relationship with project completion, highlighting their crucial role in project success.

5. 3 Conclusion

Based on the study's findings, it was concluded that the completion of the NG-CDF project in Imenti South Constituency was significantly influenced by various project management practices. The key factors impacting these practices included; stakeholder engagement, project feasibility, project management skills training and monitoring and evaluation.

5.3.1 Stakeholder Engagement and Completion Of NG-CDF Projects

The study concludes that stakeholder engagement has a positive but limited role in NG-CDF project completion in South Imenti Constituency. Communication and public awareness efforts are generally effective, though there is room for more consistent strategies. Beneficiary involvement in the planning phase is seen as lacking, indicating a need for improvement to enhance project ownership and success. While beneficiary participation during project execution fosters accountability, opinions on its effectiveness vary. The study finds a weak but significant correlation between stakeholder participation and project completion, suggesting that other factors also play important roles. Improving communication, early-stage involvement, and accountability could strengthen project outcomes.

5.3.2 Project Feasibility and Completion of NG-CDF Projects

The study concludes that project feasibility plays a moderately significant role in completing NG-CDF projects in South Imenti Constituency. A strong legislative framework effectively supports project objectives, and there is moderate confidence in the technical feasibility, though some concerns remain. Risk management is generally

positive but has areas for improvement. Support and accountability from the public and private sectors are viewed neutrally, with inconsistencies noted. Stakeholder support is acknowledged but needs further attention. Overall, strengthening risk management, sector accountability, and stakeholder support could improve project feasibility and completion.

5.3.3 Management Skills Training and Completion of NG-CDF projects

The findings of this study emphasize the pivotal role that qualified project managers play in the successful execution of NG-CDF projects. The unanimous agreement among respondents indicates that training, experience, and strong leadership skills are vital in effectively managing the intricate challenges associated with project implementation. By prioritizing the development of these critical competencies, organizations can significantly improve project outcomes and enhance the overall effectiveness of NG-CDF initiatives. Furthermore, investing in professional development not only facilitates efficient project management but also leads to the realization of more impactful community projects. Ultimately, this approach aligns with and supports the broader objectives of the NG-CDF, fostering sustainable growth and development within the communities it serves.

5.3.4 Monitoring & Evaluation and Completion of NG-CDF projects

The study concluded that respondents generally hold a favorable view of M&E practices, acknowledging their significance in achieving project objectives and emphasizing their essential role in guiding project execution and improving outcomes. There is a strong consensus on the effectiveness of M&E in facilitating project reporting and review, which is vital for maintaining transparency and accountability. However, opinions regarding the feedback mechanisms utilized by the project management committee (PMC) are mixed, suggesting the need for enhancements to improve decision-making and project adjustments. Overall, the study underscores the significant correlation between

systematic M&E practices and successful project completion, demonstrating their critical role in the effectiveness of NG-CDF.

5.4 Recommendations

Based on the findings, the study found out that stakeholder engagement, project feasibility, project management skills training and monitoring and evaluation were the significant factors that mainly influence project management practices on the Completion of NG-CDF projects in Imenti South Constituency and suggested the following recommendations:

To improve beneficiary involvement in project planning, it is important to implement structured engagement strategies, such as workshops and focus groups. This inclusive approach can increase stakeholder investment, satisfaction, and alignment with community needs. Although current communication efforts are recognized, there is potential for enhancement. Regular feedback loops like surveys and community forums should be established to monitor public perceptions and awareness. Additionally, keeping beneficiaries informed about their roles can boost accountability and contribute to more successful project outcomes.

To enhance stakeholder engagement, it is crucial to implement targeted strategies such as regular consultations, progress updates, and soliciting feedback to solidify relationships with both public and private sector stakeholders. Additionally, addressing concerns about technical feasibility and risk management is vital. This can be achieved through further assessments, additional training for staff, clear communication of risk mitigation plans, and regular reviews of technical approaches to ensure stakeholders are informed and involved in decision-making.

Institutions should create comprehensive training programs focusing on key project management skills, leadership, and practical experience to better prepare project

managers for complex challenges, as highlighted by respondents. The study also recommend that Organizations need to establish ongoing development opportunities, such as mentorship, workshops, and resources, to foster continuous learning and skill refinement, addressing the critical factors of experience and knowledge for project success.

To address mixed views on feedback effectiveness in monitoring and evaluation, the study recommends enhancement of feedback mechanisms through regular sessions, surveys, and structured interviews for stakeholder insights. This improvement can clarify project challenges and successes, leading to better decision-making in the PMC. Additionally, while the communication matrix is generally accessible, the varied opinions highlight potential gaps. A focused study should investigate how stakeholders interact with the matrix to identify barriers, followed by strategies to improve clarity and accessibility. This will foster better information sharing and collaboration, supporting project monitoring and evaluation efforts.

5.5 Suggestion for Further Studies

The study serves as a significant milestone for future research in project management practices related to the completion of NG-CDF projects in Africa, particularly in Kenya. The findings highlight the importance of stakeholder engagement, project feasibility, project management skills training and monitoring and evaluation on completion of NG-CDF funded projects.

Moving forward, it is essential to expand the current study to explore additional project management practices that may influence the completion of NG-CDF funded projects. Further, existing literature suggests that similar research should be conducted in other devolved county governments and national government projects in Kenya, as well as in other countries. This would help determine whether the factors identified in this study can

be generalized to impact project completion of NG-CDF funded projects.

REFERENCES

Abdi, A. H., & Kimutai, G. (2018). Evaluation and supervision of district development projectsin Garissa Region, Kenya. *Journal of Project Monitoring and Evaluation*, 3(2), 418- 445.

Adeleke, A. Q., Bamgbade, J. A., Salimon, M. G., & Lee, C. K. (2019). Management performance and its impact on construction projects in Malaysia. *Journal of Construction Management Studies*, 313-329.

Alhamami, B. R. M., Nassar, Y. S., & Qendeel, L. M. R. (2023). Feasibility studies and their effects on the success or failure of investment projects.“Najaf governorate as a model”. *Open Engineering*, *13*(1).

Anderson, R. (2020). Challenges in project management consultancy: An in-depth study.*International Journal of Project Management*, *38*(7), 399-408.

Assenga, M. P., Aly, D., & Hussainey, K. (2018). Influence of board attributes on the economicsuccess of firms in Tanzania. *Journal of Corporate Management and Performance*, 18(6), 1089-1106.

Bahadorestani, A., Naderpajouh, N., & Sadiq, R. (2020). Strategic planning for stakeholder engagement based on conflicting interests in projects. *Journal of Sustainable Project Management*, 242, 118402.

Bajjou, M. S., & Chafi, A. (2020). Identifying and managing critical waste factors in lean construction projects. *Journal of Engineering and Project Management*, 32(1), 2-13.

Bandara, W., Merideth, J. C., Techatassanasoontorn, A. A., Mathiesen, P., & O’Neill, D. (2021). Insights into successful BPM governance from the Commonwealth Bank of Australia. In *Business Process Management and Digital Transformation* (pp. 195-206). Berlin, Heidelberg: Springer Berlin Heidelberg.

Bandé, A., Ika, L. A., & Ouédraogo, S. (2024). Beneficiary participation is an imperative, not an option, but does it really work in international development projects?. *International Journal of Project Management*, *42*(1), 102561.

Bartram, B. (2019). Utilizing questionnaires in educational research. In *Practical Research Methods in Education* (pp. 1-11). Routledge.

Beckers, K. F., Kolker, A., Pauling, H., McTigue, J. D., & Kesseli, D. (2021). Assessing the feasibility of geothermal direct-use in the U.S. *Journal of Energy Conversion and Management*, 243, 114335.

Beldinne, W. J., & Gachengo, L. (2022). Resource management and performance of road construction projects in Siaya County, Kenya. *Journal of Project and Resource Management*, 2(1), 1-10.

Bindu, N., & Jones, A. (2019). The impact of project manager's competencies on project success: An empirical study. *International Journal of Project Management, 37*(6), 830- 840.

Bloomfield, J., & Fisher, M. J. (2019). Design and methodology in quantitative research. *Journal of Rehabilitation Nursing Research*, 22(2), 27-30.

Brace, I. (2018). Designing effective questionnaires for market research. *Kogan Page Publishers*.

Bulongo, T. (2021). Challenges in project completion in the public sector: A case study of Mumbwa District. (Doctoral dissertation, Cavendish University).

Chege, F. M., & Bowa, O. (2020). Monitoring and evaluation and project performance in Kenya: the case of non-governmental organisations implementing education projects in Nairobi County. *International Academic Journal of Information Sciences and Project Management*, *3*(6), 312-337.

Chileshe, N., Njau, C. W., Kibichii, B. K., Macharia, L. N., & Kavishe, N. (2022). Key success factors for PPP infrastructure and housing projects in Kenya. *International Journal of Construction Leadership*, 22(9), 1606-1617.

Chofreh, A. G., Goni, F. A., Klemeš, J. J., Malik, M. N., & Khan, H. H. (2020). Development of guidelines for the implementation of sustainable enterprise resource planning systems. *Journal of Cleaner Production*, *244*, 118655.

County, M. (2018). Integrated development plan for Meru County. *County Government of Meru*.

ECA, U., & Union, A. (2017). Bringing about the Continental Free Trade Area in Africa.

Engebø, A., Klakegg, O. J., Lohne, J., & Lædre, O. (2020). A collaborative project delivery method for design of a high-performance building. *International Journal of Managing Projects in Business*, *13*(6), 1141-1165.

Englund, R., & Graham, R. J. (2019). Establishing a successful project environment. *Journal of Project Success Factors*, Berrett-Koehler Publishers.

Eskerod, P., & Huemann, M. (2024). Project stakeholder orientation principles for managing projects sustainably. In *Research handbook on sustainable project management* (pp. 240-251). Edward Elgar Publishing.

Fernandez, A. R., & Fernandez, J. D. (2020). The role of project management in

significantly improving the performance of organizations. *Project Management Journal, 51*(1), 55- 70.

Fetters, M. D. (2019). Workbook for mixed methods research: Design, implementation, and publication. *Journal of Mixed Methods Research*, 7, Sage Publications.

Fielding, P. J. (2019). *How to Manage Projects: Essential Project Management Skills to Deliver On-time, On-budget Results* (Vol. 160). Kogan Page Publishers.

Fischer, M., Imgrund, F., Janiesch, C., & Winkelmann, A. (2020). Strategy archetypes for digital transformation in business process management. *Journal of Information Management*, 57(5), 103262.

Foltýnová, H. B., Vejchodská, E., Rybová, K., & Květoň, V. (2020). Sustainable urban mobility: Stakeholder perspectives. *Journal of Transport and Environment Research*, 87, 102465.

Global Journal of Management Studies, 23(2), 237-253.

Heera, J. (2023). *Human competencies required to be an effective project manager and ensure project success* (Doctoral dissertation, University of Johannesburg).

Ika, L. A., & Pinto, J. K. (2022). Reinterpreting project success: Modern updates for project management. *Journal of Project Management*, 40(7), 835-848.

Ingason, H. T., Fridgeirsson, T. V., Gunnlaugsdottir, S. M., & Stefansdottir, E. (2022). Comparison of project governance frameworks in Nordic countries. *Journal of Project Leadership and Society*, 3, 100075.

Jerotich, K. Z., & Nyangâ, S. (2023). The impact of project managers' soft skills on donor- funded infrastructure projects in Kiambu County, Kenya. *International Journal of Business and Strategic Management*, 5(3).

Johansen, A., Olsson, N., Jergeas, G., & Rolstadås, A. (2019). Risk and opportunity management from the owner's perspective in projects. *Journal of Project Risk Management*, Routledge.

Johnson, S., & Liu, S. (2021). Competency requirements for effective project management in the 21st century. *Journal of Business and Project Management, 3*(2), 134-145.

Journal of African Regional Integration, VIII.

Kariuki, M., & Karanja, G. (2015). Factors affecting the success of Constituency Development Fund projects in Kenya. *International Journal of Project Management, 33*(1), 15-25. https://doi.org/10.1016/j.ijproman.2015.06.004

Kerzner, H. (2022). *Project management metrics, KPIs, and dashboards: a guide to*

measuring and monitoring project performance. John wiley & sons.

Kim, W. C., & Mauborgne, R. (2018). *Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth*. Harvard Business Review Press.

Kissi, E., Agyekum, K., Baiden, B. K., Tannor, R. A., Asamoah, G. E., & Andam, E. T. (2019). Impact of project monitoring and evaluation practices on construction project success criteria in Ghana. *Built Environment Project and Asset Management*, *9*(3), 364-382.

Koskei, J. C., & Otinga, H. N. (2021). The impact of internal audit standards on the financial sustainability of county governments: A case study of Kericho County, Kenya. *Journal of Economics and Finance*, 12(4-3), 49-56.

Lamprou, A., & Vagiona, D. G. (2022). Success criteria and critical factors in project success.

Lowe, N. K. (2019). The purpose and process of pilot studies. *Journal of Obstetric and Neonatal Nursing*, 48(2), 117-118.

Maira, M. E. N., & Mungai, A. M. W. (2024). Project Feasibility Study Components And Performance Of Real Estate Projects In Nairobi City County, Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, *8*(3).

Mambwe, M., Mwanaumo, E. M., Nsefu, M. K., & Sakala, N. (2020, December). The role of stakeholder engagement in the success of construction projects in Lusaka District. In *Proceedings of the African Conference on Industrial Engineering and Operations Management* (pp. 7-10).

Mangaria, J. N. (2018). The role of project management practices in completing government- funded projects: A case study of Nakuru West Constituency's CDF projects, Kenya. (Doctoral dissertation, University of Nairobi).

Manu, P., Poghosyan, A., Agyei, G., Mahamadu, A. M., & Dziekonski, K. (2021). Safety design in construction: A study of architects in Ghana. *International Journal of Construction Safety Management*, 21(4), 382-394.

Minyiri, A. C., & Muchelule, Y. (2018). The influence of monitoring and evaluation on water project performance in Migori County, Kenya. *Journal of Multidisciplinary Research in Africa*, 2(6), 1-18.

Mtolera, J. J. (2022). The impact of project management practices on project success. (Doctoral dissertation, IAA).

Mugenda, O. M., & Mugenda, A. G. (2003). Research methods: Quantitative and qualitative approaches. *Journal of Research Methods*, Acts Press.

Muhammed, S., & Zaim, H. (2020). The role of leadership support and knowledge management in peer knowledge sharing and organizational performance. *Journal of Knowledge Management*, 24(10), 2455-2489.

Mulama, J. M., & Sang, P. (2023). Stakeholder Management and Performance of Projects Funded by The Compassion International in Busia County, Kenya. *Edith Cowan Journal of Entrepreneurship and Project Management*, *7*(1).

Musyoki, A. N. (2018). Institutional factors affecting the implementation of infrastructure projects by county governments: A case study of Embu County, Kenya. (Doctoral dissertation, University of Nairobi).

Mutheu, M. C., & Perris, C. W. (2021). The effect of technical expertise in monitoring and evaluation on the performance of residential construction projects in Kajiado County. *Journal of Construction Evaluation*, 3(6), 71-83.

Muturi, W., & Owino, O. (2016). Public participation in project management: A case study of CDF projects in Kenya. *Journal of African Studies and Development, 8*(5), 56-67. https://doi.org/10.5897/JASD2016.0404

Muyaloka, D., & Kachamba, N. (2023). Assessing Factors Influencing the Failure of Constituency Development Fund (CDF) Projects in Education and Health Sectors in Zambia: A Critical Analysis. *African Journal of Commercial Studies*, *4*(3), 225-251.

Nanono, J. (2022). *Project Leadership, Beneficiary Involvement and Success of Non-Government Organization Projects in Mukono District* (Doctoral dissertation, Makerere University Business School).

Narayan, A. S., Marks, S. J., Meierhofer, R., Strande, L., Tilley, E., Zurbrügg, C., & Lüthi, C. (2021). Advances in water, sanitation, and solid waste integration for low-and middle- income countries. *Journal of Environmental and Resource Management*, 46, 193-219.

Ngigi, S., & Busolo, D. N. (2019). The dynamics of devolution in Kenya. *Journal of Public Policy and Administration Research*, 9(6), 9-21.

Niederman, F. (2021). Opportunities for disruption in project management from AI and advanced analytics. *Journal of Information Technology and People*, 34(6), 1570-1599.

Njue, N. G., Mulwa, A. S., Kyalo, D. N., & Mbugua, J. M. (2021). Stakeholder

participation and sustainability in public project implementation in Kenya. *Journal of Sustainable Development*, 14(4), 100.

Nnadi, E. O. E., & Oyama, E. O. (2023). Stakeholder involvement and performance of road construction projects in Nigeria. *International Journal of Project Performance*, 5(2), 1- 15.

Odhiambo, J. O., Wakibia, J., & Sakwa, M. M. (2020). The effects of monitoring and evaluation planning on poverty alleviation mariculture projects in Kenya. *Journal of Marine Policy and Management*, 119, 104050.

Ogunbayo, B. F., Ramabodu, M. S., Adewale, B. A., & Ogundipe, K. E. (2024, April). Strategies for Successful Monitoring and Evaluation Practices in Construction Projects. In *2024 International Conference on Science, Engineering and Business for Driving Sustainable Development Goals (SEB4SDG)* (pp. 1-7). IEEE.

Oisanga, S. N. (2022). *Assessment of the Ng-cdf Project Management Structure on Performance of Ng-cdf Projects in Kenya; a Case Study of Public Secondary Schools in North Mugirango Constituency in Nyamira County* (Doctoral dissertation, University of Nairobi).

Oisanga, S. N. (2023). *Assessment of the Ng-cdf Project Management Structure on Performance of Ng-cdf Projects in Kenya; a Case Study of Public Secondary Schools in North Mugirango Constituency in Nyamira County* (Doctoral dissertation, University of Nairobi).

Osome, T. S. (2020). Project management practices and market development project implementation in Kisumu County. (Doctoral dissertation, Kenyatta University).

Othman, M. I. S., Zainal, R., Kasim, N., & Abd Rahim, M. H. I. (2023). Project Management Practices to Empower Lean Construction in Malaysia's Construction Industry. *Research in Management of Technology and Business*, *4*(1), 961-978.

Patel, V., & Davidson, R. (2019). Enhancing project performance through training and development. *The Learning Organization, 26*(3), 237-250.

Renzi, T. M. (2020). The impact of leadership styles on project implementation. *Journal of Leadership and Project Management*, 9(4), 198.

Smith, R., Patel, S., & Matthews, L. (2021). Training trends among project managers: An industrial overview. *Project Management Journal, 52*(4), 355-369.

Snyder, C. (2020). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*

Tabassi, A. A., Abdullah, A., & Bryde, D. J. (2019). Conflict management and team

coordination in multicultural construction projects. *Journal of Project Management Studies*, 50(1), 101-114.

Taylor, M. (2022). The impact of project manager characteristics on project success. *Journal of Project Management, 60*(1), 22-35.

Tengan, C., & Aigbavboa, C. (2021). Factors influencing monitoring and evaluation in Ghana's construction industry: A Delphi study. *Journal of Construction Management Research*, 21(3), 223-234.

UNESCO. (2020). Global education monitoring report 2020: Inclusion and education for all. *Journal of Educational Monitoring and Development*.

Vabalas, A., Gowen, E., Poliakoff, E., & Casson, A. J. (2019). Validation of machine learning algorithms with limited sample sizes. *Journal of Machine Learning and Research*, 14(11), e0224365.

Vasileiou, K., Barnett, J., Thorpe, S., & Young, T. (2018). Sample size sufficiency in qualitative interview-based studies: A systematic analysis. *Journal of Qualitative Health Research*, 18, 1-18.

World Health Organization. (2021). Summary report of the SOS project implementation in Kazakhstan, Kyrgyzstan, Tajikistan, and Ukraine. *Journal of Overdose Safety and Prevention*.

APPENDICES

Appendix I: Informed Consent

PROJECT MANAGEMENT PRACTICES AND COMPLETION OF NG-CONSTITUENCY DEVELOPMENT FUND PROJECTS IN SOUTH IMENTI CONSTITUENCY MERU COUNTY KENYA

Dear Participant,

I invite you to participate in a research study entitled "Project Management Practices and Completion of NG-Constituency Development Fund Projects in South Imenti Constituency Meru County Kenya" I am currently enrolled in the Master of science in project management at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to evaluate how project management techniques affect National Government- Constituency Development Fund project completion in South Imenti Constituency, Meru County, Kenya. The enclosed questionnaire has been designed to collect information on: Project Management Practices and Completion of NG-Constituency Development Fund Projects in South Imenti Constituency.

Your participation in this research project is completely voluntary. You may decline altogether,or leave blank any questions you don't wish to answer. There are no known risks to participationbeyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answersto this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future clients or individuals who have experienced similarconcerns

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately 35 Minutes to complete.

If you have any questions about this project, feel free to contact the Investigator, **Mwendwa Anne of 0711492700**

If you have questions about your rights as a research participant, please be in touch with theChairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika. Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature: …… Date: ……

Investigator's signature: …… Date: ……

Appendix II: Questionnaire

SECTION A: BACKGROUND INFORMATION

1. Gender; kindly tick the most appropriateMale [ ] Female [ ]

2. Please indicate your age bracket.

   20-30 years [ ] 31-40 years [ ] 41-50 years [ ] over 50 years[ ]

3. Level of Education: please indicate your highest level of education attained. Primary [ ] Secondary [ ] Diploma [ ]

   University Degree [ ] Post Graduate [ ]

4. Please indicate the Position you hold in the market management project committeeChairman [ ] Secretary [ ] Treasurer [ ]

   Member [ ]

   Others (please specify) ……...

5. What is your working experience in market management?1 year and below [ ] 2 – 3 year [ ] over 4 years [ ]

PROJECT MANAGEMENT PRACTICES

Section B: Stakeholder Participation

6. Who are the key stakeholders in the project? (You may tick more than one).Traders [ ] Buyers/consumers [ ]

   Government Officials [ ]

   Community Members [ ] Donor [ ]other (specify) _____

7. Rate your level of agreement with the following aspects of Stakeholder Participation in terms of their impact on project completion within your management? (1 =stronglydisagree, 2 = Disagree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree).

Description	**5**	**4**	**3**	**2**	**1**

Information about NG-CDF projects is shared with stakeholders through public awareness and engagement initiatives					
Consumers of the project are involved in its planning.					

Involvement allows consumers to accept some responsibility during both the planning and implementation phases.					
The project progresses, consumers are accountable for the successful completion of specific tasks crucial to the execution process.					

8. What recommendations would you make towards enhancing the degree of stakeholders'involvement in NG-CDF funded Development projects?

.....
.....
.....

Section C: Projection Feasibility

9. Rate your level of agreement with the following aspects of feasibility of a project interms of their impact on project completion within your management? (1 =strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree).

Feasibility of the project	**5**	**4**	**3**	**2**	**1**
Pleasant legislative structure					
Technical feasibility of the project					
Adequate allocation of risk and risk sharing					
Public and private sector support and accountability					
Strong consortium in private					
Support for stakeholders					

Section D: project management skills training

10. Rate your level of agreement with the following aspects of project management skillstraining in terms of their impact on project completion within your management? (1 =strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree).

Leadership support	5	4	3	2	1

The proficiency of project managers has a significant impact on the success of NG-CDF projects.					

The extent of education and training has a bearing on how projectsare managed					
The experience and expertise of project managers play a crucial role in the timely completion of projects.					
The leadership abilities of project managers have an effect on the overall performance of projects.					

.

11. In your view, what factors should be considered when selecting project managers to improve the completion rates of NG-CDF projects?

.....
.....
.....

Section E: Monitoring and Evaluation

12. Kindly evaluate the subsequent approaches to monitoring and evaluation on a Likert scale from 1 to 5, where 1 signifies strong disagreement, 2 stands for disagreement, 3indicates a neutral stance, 4 represents agreement, and 5 denotes strong disagreement.

Description	5	4	3	2	1
Monitoring and evaluation practices are in placewithin the committee.					
Through monitoring and evaluation, managers can successfully reach their objectives.					
A communication matrix is accessible to the committee					
The processes of project reporting and review are facilitated by monitoring and evaluation.					
Feedback is received by the committee through theuse of monitoring and evaluation.					

.

Section F: completion of the Project

13. Kindly evaluate the following project completion methods on a Likert scale ranging

from 1 to 5, where 1 signifies strong disagreement, 2 indicates disagreement, 3 represents neutrality, 4 means agreement, and 5 denotes strong agreement.

Description	5	4	3	2	1
Projects are finalized within the designated timeframes.					
Financial allocations or budgetary limits are adhered to during project completions.					
The execution maintains the anticipated quality benchmarks.					
The outcome meets the expectations of the users.					
The achievements align with the predetermined goals.					
Technical specifications are met during the project executions, ensuring there are no casualties or incidents reported.					

Any other additional insights pertaining to the projects are also considered relevant.……
……
……
……
……

THANKING YOU FOR YOUR TIME AND PATIENCE.

Appendix III: Ethical Clearance Certificate

Mount Kenya University

REF: **MKU/ISERC/4443**
TO: **ANNE MWENDWA**

Date: 25 September 2024

REG: **MSCPM/2023/59743**

Dear Sir/Madam,

RE: PROJECT MANAGEMENT PRACTICES AND COMPLETION OF NG- CONSTITUENCY DEVELOPMENT FUND PROJECTS IN SOUTH IMENTI CONSTITUENCY MERU COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3165.** The approval period is **25/09/2024 - 25/09/2025.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke Web: www.mku.ac.ke

Appendix IV: Post Graduate Introduction Letter

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MSCPM/2023/59743

27th September, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: ANNE MWENDWA– REGISTRATION NO. MSCPM/2023/59743

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the **Department of Management** in the school of **Business and Economics.**

The title of the research is **"Project Management Practices and Completion of NG-Constituency Development Fund Projects in South Imenti Constituency Meru County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2024 and December, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Appendix V: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 684479

Date of Issue: 11/October/2024

RESEARCH LICENSE

This is to Certify that Ms.. Anne Mwendwa Mwendwa of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Meru on the topic: PROJECT MANAGEMENT PRACTICES AND COMPLETION OF NG- CONSTITUENCY DEVELOPMENT FUND PROJECTS IN SOUTH IMENTI CONSTITUENCY MERU COUNTY, KENYA for the period ending : 11/October/2025.

License No: NACOSTI/P/24/40777

684479

Applicant Identification Number

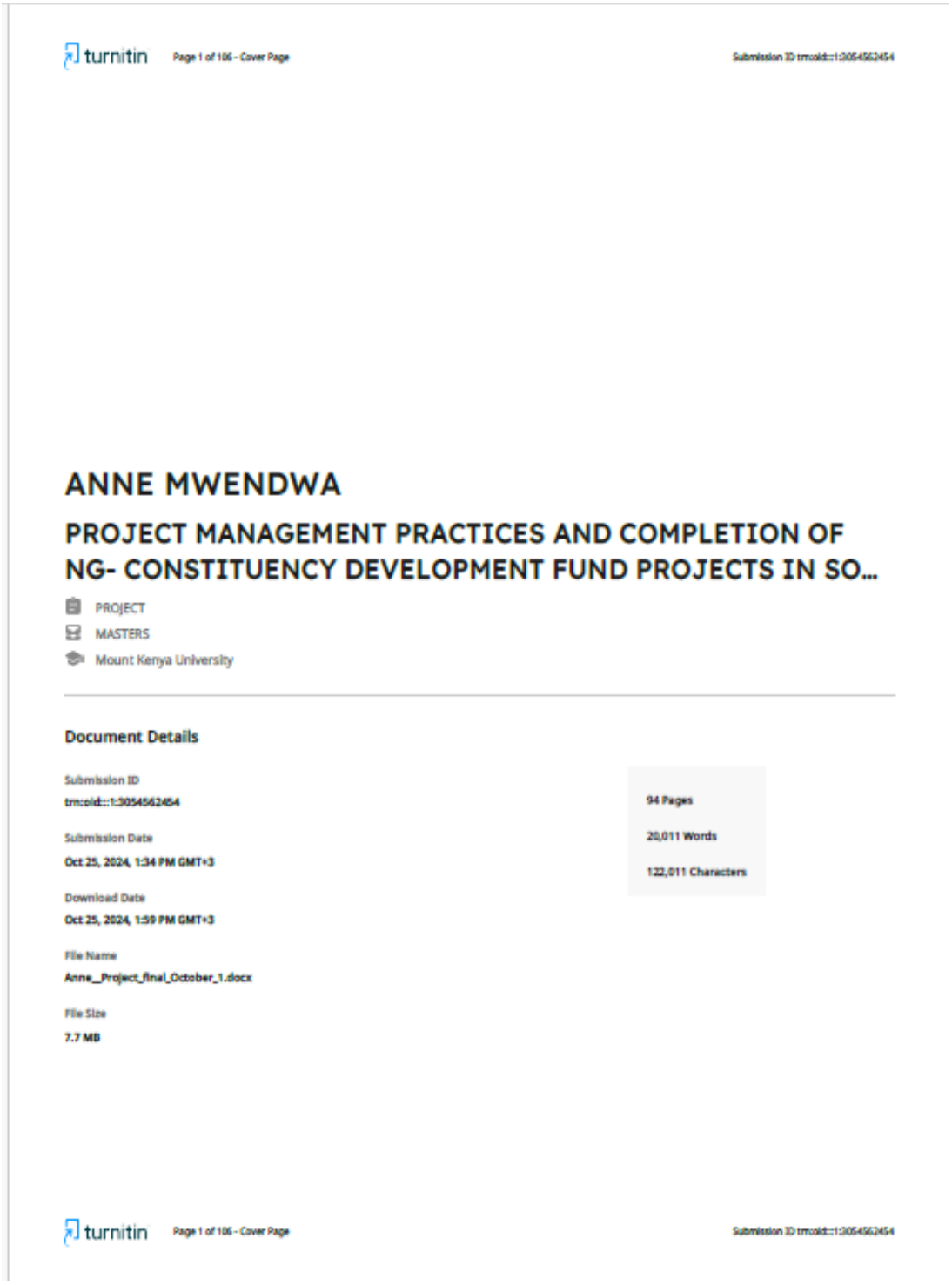
Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix VI: Similarity Index



turnitin Page 1 of 106 - Cover Page Submission ID trn:oid:::1:3054562454

ANNE MWENDWA

PROJECT MANAGEMENT PRACTICES AND COMPLETION OF NG- CONSTITUENCY DEVELOPMENT FUND PROJECTS IN SO...

PROJECT
MASTERS
Mount Kenya University

Document Details

Submission ID
trn:oid:::1:3054562454

Submission Date
Oct 25, 2024, 1:34 PM GMT+3

Download Date
Oct 25, 2024, 1:59 PM GMT+3

File Name
Anne_Project_final_October_1.docx

File Size
7.7 MB

94 Pages

20,011 Words

122,011 Characters

turnitin Page 1 of 106 - Cover Page Submission ID trn:oid:::1:3054562454

18% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

Exclusions

▸ 1 Excluded Source

Match Groups

- 407 Not Cited or Quoted 29%
  Matches with neither in-text citation nor quotation marks
- 42 Missing Quotations 2%
  Matches that are still very similar to source material
- 4 Missing Citation 1%
  Matches that have quotation marks, but no in-text citation
- 0 Cited and Quoted 0%
  Matches with in-text citation present, but no quotation marks

Top Sources

28% Internet sources
9% Publications
17% Submitted works (Student Papers)

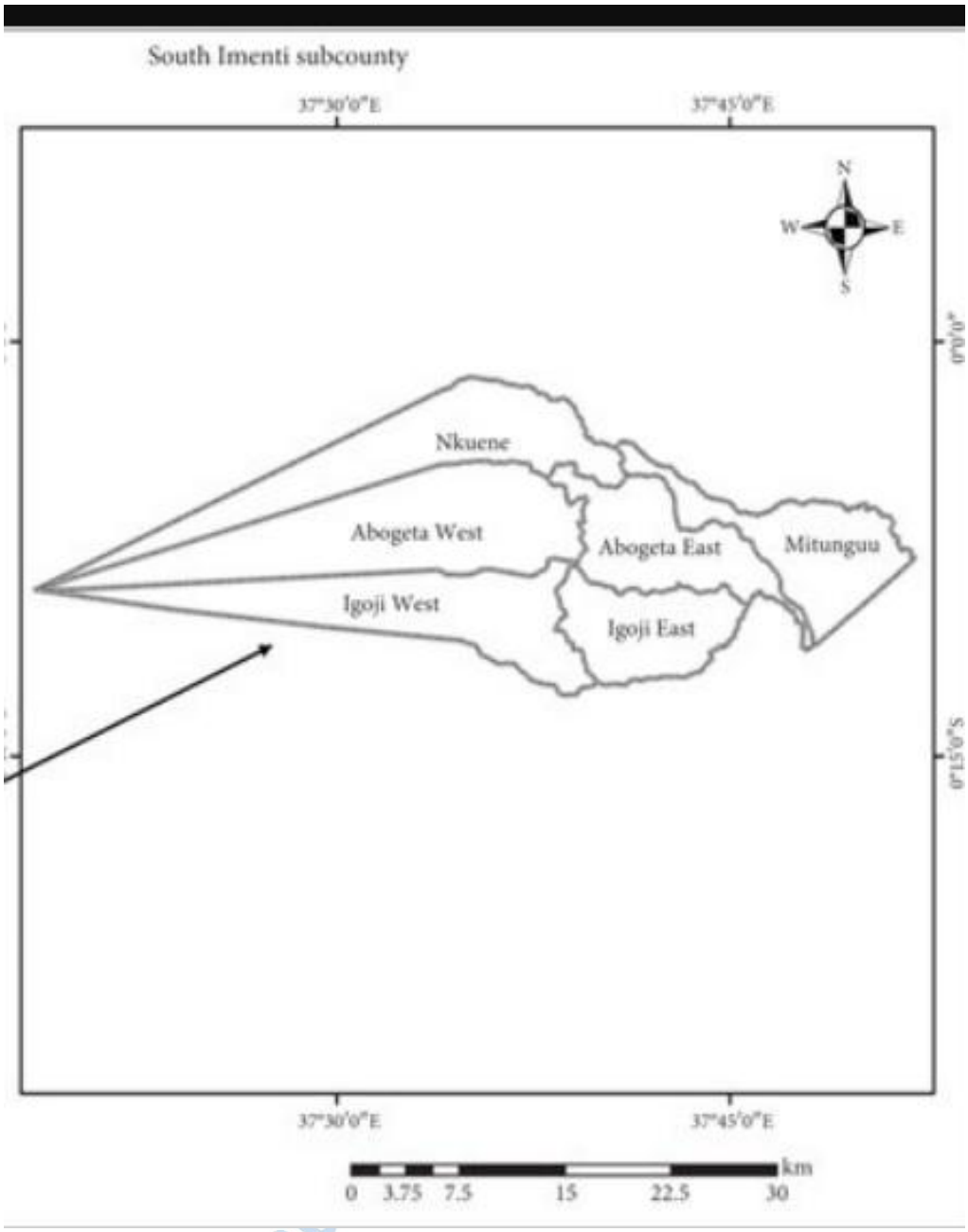
Integrity Flags

0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.


South Imenti subcounty
37°30'0"E
37°45'0"E
N
W
E
S
0°0'0"
0°15'0"S
Nkuene
Abogeta West
Abogeta East
Mitunguu
Igoji West
Igoji East
37°30'0"E
37°45'0"E
km
0 3.75 7.5 15 22.5 30