





### 6.1.2 Theory of Project Management

It is asserted that the foundation of project management theory can be broken down into two. That is, the theory of project and theory of management. The theory of project is said to be provided by the transformation view on operations. Projects could be perceived just like a special type of production. In other words, a project is a temporary endeavour carried out in order to create a unique product or service. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. It is further noted that there are a number of principles by which a project is managed. It is exemplified that according to the aforementioned principles, decomposing the entire transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently [6].

Under the theory of management, management is viewed as planning, executing and controlling. In management-as-planning, management at the operations level is seen as consisting of the creation, revision and implementation of plans. This approach to management looks into a strong causal connection between the management actions and outcomes of the organization. It is further assumed that planned tasks can be executed by a notification to the executor of when the task should begin. The management control, on the other hand, consists of a number of elements. There is a standard of performance; performance is measured at the output; the possible variance between the standard and the measured value is used for correcting the process in order for the standard to be reached [7].

In the context of the current study, the CDF-funded projects, in line with project management, undergo transformation. In this case, the projects' inputs are in form of funds they get from the CDF kitty. The funds are supposed to be implemented in order for the projects to be successfully completed. The outputs as illustrated by the project management theory are exemplified by the completed CDF projects. The performance in the case of the aforementioned projects is measured by how successfully the projects are completed.

### 6.2 Empirical Literature Review

This section delves into studies that have hitherto been conducted on strategy implementation, and projects' completion

#### a) 6.2.1 Strategy Implementation

Successful implementation of new strategies can be defined either as having adopted a decision, a definition which does not consider the effectiveness of the decision and what was achieved with the decision, or as choosing and implementing an action plan that solves the problem it was intended to solve i.e. the appropriateness of the implemented [9].

It is further argued that implementation success of new action programs in farm businesses to the nature of the program and to personal characteristics and situation of the farmer. Hypotheses about how the nature of the action program and personal characteristics and situation of the farmer influence implementation success, defined as the

extent to which the program solved the problem it was intended to solve, were developed and tested in a generalized logits model. Facilitators and inhibitors of successful implementation of strategic decisions are studied in empirical applications. For instance, Nutt (1999) found that the implementation tactic must be adapted to situational conditions, such as corporate culture and power. It was concluded that a combination of an experience-based, i.e. planned approach and a readiness-based approach provides the best implementation success. Successful implementation was found to depend on clear aims, planning and cultural receptivity, whereas experience, prioritizing implementation, and having abundant resources were found to matter less [9]. In a study on implementation of strategic management practices in the Malaysian construction industry, it is concluded that the application of strategic management practice in organizations can help the organizations in enhancing their performance through improved effectiveness, efficiency and flexibility [1]. The study further proved that the effect of strategic management is positive. Against this backdrop, however, for there to be improved performance, the implementation of strategic management should essentially be conducted properly.

In Kenya, it is argued that there are various project implementation challenges. Some of the challenges related to implementation of CDF project strategies include weak institutional framework supporting the CDF, lack of transparency, and failure to sufficiently address the political imperfections that distorted political incentives to serve all the poor equally. One of the objectives of CDF according to a report by the Open Society Initiative for Eastern Africa - OSIEA [12] is to ensure citizen participation through decision making in project identification, implementation, monitoring and evaluation. Yet, when studying CDF projects in Ainamoi Constituency, Kenya, it was averred that several rural development programmes have failed to realize their desired objectives because of poor organization and implementation strategies [11].

It is further alleged that important elements of project implementation such as organizational design have not fully been managed by the committees in the constituencies. In the OSIEA's report [12], it is alleged that in a survey of 21 districts by National Anti-Corruption Campaign Steering Committee (NACCSC), some constituencies' development committees (CDCs) comprised of MPs' spouses, close relatives and political cronies. It was further observed that numerous forms of corruption inhibited efficiency and effectiveness of CDF. This compounded by the allegation that several MPs have been legislators, implementers and auditors of the CDF projects have compromised the implementation of CDF strategies.

#### 6.2.2 Successful Completion of Projects

In strategic management, a project can be said to be successfully completed if all the elements of planning, choice, analysis and implementation are present. We can say that a project is complete if it has the following factors: user involvement, executive management support, clear statement of requirements, proper planning and realistic expectations. In the Business Monitor International report of year 2010, it is concluded that these were the elements that

were most often pointed to as major contributors to project success. However, these elements alone could never guarantee success. But if these are done well, a project, according to the Standish Group, will have a much higher probability of success. The next category of differentiators from the Standish report deals with projects that proved to be “challenged” that is they were completed but were over budget, over time, or did not contain all functions and features originally required.

It is asserted that though studies on project management have been granted significant [2], less attention is paid to the same in context of strategic management. Project completion is said to be the last stage of the CDF Committee project selection [13]. By year 2011, more than 60,000 CDF projects in various stages of completion had been established throughout Kenya with a significant proportion of them having been completed and in use. A report by OSIEA which was as a result of a study of Vihiga, Sabatia, Emuhaya, and Hamisi constituencies in Kenya put across a number of crucial recommendations [12]. One of the key recommendations was to wind up the CDF through a final disbursement in the following financial year and to complete all pending but viable projects and also repeal the CDF law.

In yet another study on CDF projects in Mwea Constituency, Kenya, about 60% of members of parliament who had billions of CDF money unspent in their respective CDF accounts had incomplete projects [10]. According to the findings of a study on factors influencing management of CDF projects in Ainamoi Constituency, Kenya [11], proper management of CDF is determined by the number of projects completed and the impact the projects have on people’s lives. The study further sought to establish whether CDF-funded projects are completed or they remain work-on-progress for a lengthy period of time. They found that majority of the respondents opined that the projects were neither funded fully nor in tandem with the bill of quantity.

## 7. Research Methodology

A survey research method as part of descriptive research design was employed in this study. It is argued that descriptive research design allows for a detailed profiling and description of the data collected, followed by detailed explanation of the variables under study.

The target population comprised of 60 CDFC members drawn from the five constituencies of Trans-Nzoia County. The study adopted census method whereby all subjects comprising the target population participated in the study. This method was bound to enhance accuracy of the study findings as it eliminated both sampling errors and sampling bias.

The validity and reliability of the research instrument was determined before its administration. This involved pilot testing that comprised of 6 respondents that were randomly selected from the target population. In addition to determining the reliability and validity of the research instrument, the essence of the pilot test was to assess the feasibility of the research study. Cronbach alpha was employed to test the reliability whereby the reliability

coefficient of all variables tested was greater than 0.7, which according to Santos and Reynolds (1999) was more than the minimum requirement of 0.7. Furthermore, content validity was verified through expert opinions from the supervisors from Jomo Kenyatta University of Agriculture and Technology.

### 7.1 Data Processing and Analysis

The collected data was processed and analyzed using the Statistical Package for Social Sciences (SPSS) software. The raw data was edited and coded into the software before being analyzed using both descriptive and inferential statistics. The study findings were presented in form of tables of frequencies, percentage, descriptive statistics and inferential statistics.

### 7.2 Research Findings

The researcher issued a total of 54 questionnaires to all CDFC members across the 5 constituencies excluding the ones that participated in the pilot study. 45 out of the 54 issued questionnaires were sufficiently filled and returned. This constituted 83.3 per cent response rate.

#### 7.2.1 Descriptive Findings and Discussions

The study sought to investigate the opinion of respondents (CDFC members) in respect to strategy implementation, and successful completion of projects.

##### a) Strategy Implementation

Strategy implementation is crucial in implementation of any given project. In light of this foregoing, the current study sought to find out the opinions of CDFC members. After analyzing the pertinent data, the findings are as outlined in Table 1. It is clear that CDFC members agreed (mean  $\approx$  4.00) that application of strategic management practice in CDFCs can enhance their performance through improved effectiveness, efficiency and flexibility; lack of transparency and failure to sufficiently address political imperfections is a challenge to CDF projects; poor implementation of strategies has led to many CDF projects fail to achieve their desired objectives; important elements of project such as organizational design have not fully been managed by the CDFCs; and that corruption and unnecessary interference by local legislator with CDF projects have compromised implementation of CDF strategies.

They were non-committal (mean inclined towards 3.00) to the assertions that the strategic management effect on CDF projects is positive; and that there is weak institutional framework supporting CDF. On the other hand, they differed with the proposition that citizens are allowed to participate in CDF project implementation. The latter proposition returned mean tending towards 2.00 (disagree). Notably, most of the factors on strategy implementation returned large standard deviation (std dev  $>$  1.000) which meant that several CDFC members were divided on their opinions regarding the aforementioned issue.

**Table 1: Strategy Implementation**

	Min	Max	Mean	Std. Dev
Application of strategic management practice in CDFCs can enhance their performance through improved effectiveness, efficiency and flexibility	1	5	4.42	0.588
The strategic management effect on CDF projects is positive	1	5	3.33	1.314
There is weak institutional framework supporting CDF	1	5	3.13	1.392
Lack of transparency & failure to sufficiently address political imperfections is a challenge to CDF projects	1	5	3.56	1.407
Citizens are allowed to participate in CDF project implementation	1	5	2.44	1.540
Poor implementation strategies has led to many CDF failure to achieve their desired objectives	1	5	4.33	1.537
Important elements of project implementation e.g. organizational design have not fully been managed by the CDFCs	1	5	3.64	1.358
Corruption & unnecessary interference by local M.P. with CDF projects have compromised implementation of CDF strategies	1	5	3.82	1.336

**b) Successful Completion of Projects**

Table 2 illustrates the findings regarding success completion of CDF projects. The respondents disagreed (mean ≈ 2.00) that project completion is the last stage of CDFC project selection. The respondents were, nevertheless, non-committal whether most of the CDF-funded projects have been completed successfully; and that strategy formulation influences successful completion of CDF projects or not. The mean regarding these two statements tended towards 3.00 (undecided). The respondents concurred (mean ≈ 4.00) with the assertions that proper CDF management is reflected by the number of projects completed successfully; most CDF projects remain work-on-progress for lengthy periods of time; strategy implementation affects successful completion of projects; and that strategic choice and analysis of CDF projects affect the projects' successful completion.

It is noteworthy that regarding successful completion of CDF projects, CDFC members held significantly varying opinions. This is supported by the fact that the standard deviation was conspicuously large across all factors on the aforesaid subject. This could be, probably, due to different stands held by the CDFC members (some CDFC members are professionals while others are political cronies) and fear of antagonizing their membership in the CDFC in case they gave information contrary to the “expectations” of the local sitting member of the National Assembly.

**Table 2: Successful Completion of Projects**

	Min	Max	Mean	Std. Dev.
Project completion is the last stage of CDFC project selection	1	5	1.82	1.319
Most of the CDF-funded projects have been completed successfully	1	5	2.78	1.241
Proper CDF management is reflected by the number of projects completed successfully	1	5	3.58	1.288
Most CDF projects remain work-on-progress for lengthy periods of time	1	5	4.09	1.041
Strategy formulation influence successful completion of CDF projects	1	5	3.04	1.476
Strategy implementation affects successful completion of projects	1	5	3.63	1.225
Strategic choice & analysis of CDF projects affect the projects' successful completion	1	5	3.76	1.190

**7.2.2 Inferential Findings and Discussions**

In this section, the study illustrated the findings and discussions that enabled the drawing of relevant conclusions. In other words, the object was to investigate the extent of the effect of strategy implementation on successful completion of CDF projects. The findings are as shown in Table 3. The findings reveal that there is a strong and positive correlation ( $r = 0.716$ ;  $p < 0.01$ ) between strategy implementation and successful completion of CDF projects. This means that slight change in strategy implementation is bound to be reflected in how CDF projects are successfully completed. In other words, implementation of pertinent strategies is very crucial to successful completion of CDF projects.

**Table 3: Effect of Strategy Implementation on Successful Project Completion**

Strategy Implementation		Project Completion
	Pearson Correlation	.716**
	Sig. (2-tailed)	.000
	N	45

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

**7. Summary, Conclusions and Recommendations**

In this section key study findings are summarized in tandem with the objectives of the study. The summary facilitates drawing of pertinent conclusions. Lastly, recommendations emanating from the study findings are suggested.

**7.1 Summary**

It was found that CDFC members concurred that application of strategic management practice in CDFCs can enhance their performance through improved effectiveness, efficiency and flexibility; lack of transparency and failure to sufficiently address political imperfections is a challenge to CDF projects; poor implementation of strategies has led to many CDF projects fail to achieve their desired objectives; important elements of project such as organizational design have not fully been managed by the CDFCs; and that corruption and unnecessary interference by local legislator with CDF projects have compromised implementation of

CDF strategies. CDFC members refuted that citizens are allowed to participate in CDF project implementation. The findings revealed that there is a strong and positive correlation between strategy implementation and successful completion of CDF projects. This means that slight change in strategy implementation is bound to be reflected in how CDF projects are successfully completed. In brief, implementation of pertinent strategies is very crucial to successful completion of CDF projects.

The respondents were found to disagree that project completion is the last stage of CDFC project selection. The respondents concurred with the assertions that proper CDF management is reflected by the number of projects completed successfully; most CDF projects remain work-on-progress for lengthy periods of time; strategy implementation affects successful completion of projects; and that strategic choice and analysis of CDF projects affect the projects' successful completion. It is worth noting that regarding successful completion of CDF projects, CDFC members held significantly varying opinions.

## 7.2 Conclusions

It is inferred that application of strategic management practices in CDFCs is an essential factor in ensuring successful completion of CDF projects. The implementation of CDF projects has been plagued by lack of transparency and failure to sufficiently address political imperfections. Poor implementation of strategies is concluded to result in many CDF projects failing to achieve their desired objectives. It is further concluded that, implementation of strategies pertinent to CDF projects is constrained by corruption and unnecessary interference by local member of National Assembly. In conclusion, it is worth noting that implementation of pertinent strategies is very crucial to successful completion of CDF projects.

## 7.3 Recommendations

It is recommended that, the CDFCs ought to employ strategic management practices in light of CDF projects. Furthermore, it is recommended that all the operations regarding implementation of CDF projects should be transparent and that the political class should not interfere with such projects unless where it is deemed to be very necessary.

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