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INFLUENCE OF STRATEGIC PLANNING ON IMPLEMENTATION OF CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN NJORO CONSTITUENCY, NAKURU COUNTY, KENYA

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Abstract

The Njoro constituency fund caters for six wards namely Mau Narok, Mauche, Kihingo, Nesuit, Lare and Njoro. The CDF project implementation has had diverse challenges. For example, the auditor general noted that the failure to utilize budgeted funds during the year negatively impacted on the project implementations at the constituency level. This study sought to examine the impact of monitoring and evaluation, stakeholders' participation, risk management and financial resources aspects. The study specific objectives included examination of influence on monitoring and evaluation, stakeholders' participation, risk management and financial resources on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya. It was based on descriptive research design with the target population being all the project managers, committee members and community representatives that were involved in the ongoing CDF projects for the 2016/2017 financial year. Data collection was done using a questionnaire. Descriptive statistics that included means, standard deviations, and frequencies as well as inferential statistics such as multiple linear regressions and Analysis of Variance (ANOVA) were employed in data analysis. A unit increase in monitoring and evaluation, stakeholder participation, risk management, and financial resources each on its own with other variables kept constant would result in 0.096, 0.128, 0.021, and 0.357 increases in the implementation of CDF projects respectively. The conclusion of the study is that monitoring and evaluation, stakeholders' participation, risk management, and financial resources positively influence the implementation of CDF projects. It hence recommended changes to the CDF management implementing policy so as to improve the monitoring and evaluation framework including enhancing the supervisory role of the Member of Parliament in project implementation. The study also recommended that stakeholder and community participation in identifying viable projects be enhanced so that the projects being implemented have impact to the community. It further recommended that sufficient amount of funds be allocated to projects, and the budgetary plans of the allocated funds include an appropriate estimate for purposes of examination of the project implementation.

Keywords: Strategic Planning, Implementation, Constituency Development Funded Projects, Monitoring and evaluation, Stakeholders' Participation, Risk Management, Financial Resources.

I.INTRODUCTION

The core mandates of the governments across the world are the provision of social amenities and developmental aspects such as health care, education, infrastructure, and security amongst other aspects (Nthiwa, 2013). However, diverse challenges continue to impact on the governments' capability and efficiency in the provision of these key developmental mandates. Amongst the challenges has been the poor prioritization of key developmental needs on the ground, slow pace of implementation of developmental projects, inequitable distribution of developmental projects, and general wastefulness in undertaking of developmental projects (Mwangi, 2013). In order to address these challenges, diverse governments across the world devolved their developmental mandates to localized units through diverse mechanisms amongst them, the Constituency Development Fund (CDF). The idea of the devolved developmental agendas to the local units was to enable the governments' projects to be more response to the people they serve, greater accountability and transparency levels in developmental budgets, and equitable distribution of resources across the diverse regions of a country (Amoit, 2012).

Amongst the countries that have had diverse variants of the CDF include the United States of America (USA) in 1989, the Philippines from 1930, Papua New Guinea from 1984 and

Uganda amongst other countries. In Kenya, diverse efforts have been made at historical aspects in order to devolve the developmental agenda of the government (Thomas, 2010). These efforts include Majimbo (devolved) system of 1963, the District Development Grant Plan of 1966, Special Rural Development Program of 1970, District Development Planning of 1971, the Rural Development Fund of Kenya in 1983, and the District Focus for Rural Development of 1984 (Murega, 2016). These past efforts in Kenya failed due to diverse challenges including inefficiencies of line ministries, lack of technical expertise, poor funding levels, government bureaucracies in project implementation, politicization of the projects, and poor staffing aspects (Juliah, 2016).

After the failure of diverse developmental decentralization efforts, Kenya introduced the Constituency Development Fund (CDF) in 2003. The CDF was introduced through an Act of Parliament as contained in The Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January 2004. The Act was amended through the CDF (Amendment) Act, 2007 in the Kenya Gazette Supplement No. 112 (Act No. 16) of 22nd October 2007(Anyumba, 2014). The core mandates of CDF were to ensure equitable distribution of government resources for developmental aspects across the country as well as to address the marginalized and underdeveloped areas in the country. Over the years since its inception, there have been several amendments and mainly due to embezzlement of the funds given to the CDF committees and the need to put accountability measures in the usage of the CDF funds (Artan, 2014).

The source of funding for the CDF is the annual budget where 2.5% is allocated to the CDF kitty (Elias, 2016). Three-quarters of the funds are allocated equally to all the 290 constituencies while the remaining is added to the poorest constituency. The fund's core values include Transparency, Accountability, Equity in resource distribution and Participatory approaches by all stakeholders. The CDF Act of 2006 requires that expenses for running constituency project offices should not exceed 6% of annual constituency allocations while the rest should be allocated according to the dire needs of the constituency.

To promote transparency, each project that is funded by monies from the CDF are clearly shown on each project. The biggest beneficiaries of the CDF fund are the education, health and roads sectors (Ngiri, 2016). The projects financed by the CDF should be community-based meaning that they are not supposed to benefit only a select few of the population but to include the whole society according to their needs. The biggest share in most constituencies has been invested in education and educational infrastructure such as construction of advanced classes (Nthiwa, 2013). This effectively facilitated the free primary education. Additionally, public hospitals that initially lacked basic infrastructure have now improved from their previous conditions.

The CDF projects have had diverse success in achievement of their mandates across the country (Juliah, 2016; Kiprono, Kemei, & Rotich, 2015; Ngiri, 2016). Some of these challenges include the inability to meet the needs of the local community, lack of community participation in CDF projects implementation cycle, and inequitable distribution of projects across the diverse wards in the county (Kumotia, 2015; Paul, 2016). Other challenges include the inequitable distribution of resources across diverse CDF projects, scope of CDF projects, financial mismanagement aspects in CDF projects, and lack of value for money in diverse CDF projects (Amoit, 2012; Kigotho, 2016).

Amongst the major challenge noted in the issue of the implementation of the CDF projects is the issue of strategic planning aspects. The understanding of strategic planning concept is guided by the understanding of the concept of strategy. Strategy defines the plans involved in mobilizing resources to achieve the desired goal (Gathenya, 2012). The strategy defines the framework for achieving individual goals though sometimes the plans have to be adjusted to suit the unpredictable nature of business and organization situations. However, the more detailed a strategy is towards achieving its goals, the less the adjustments that will need to be made to reach the target. Due to the extensive nature of policies, there is a need to include every member of the organization and define their role in achieving the set goals (Okwako, 2013). The primary supporting structures for strategy implementation in any organization consists of a decision-making unit, clearly defined targets, and coordination support (Kiiru, 2015). It is important for decision makers to incorporate coordination of people and other organs of the organization.

The goals of strategic planning and policy implementation should be precise enough so as to meet the specific needs of an organization. The strategic management planning process involves the mission and vision of the organization, environmental analysis, selection of objectives and analyzing strategic choices (Kutllovci & Shala, 2013). In the realm of public projects funding and strategy implementation, the primary challenge is the coordination of the processes and policies that suit the successful completion of the projects. Seeing that in such projects there are no monetary returns to be received, publicity and political reason fuel such projects. If the political gains in finishing the public projects are not "worth" the effort then neglect comes in (Mbaabu, 2014). This also creates a loophole for embezzlement of the idle cash that was et aside for the completion of the project. Additionally, the political importance of such projects leads to abandoning the existing ones and implementing the new ones, in the long run, resulting in a string of stalled projects whose funds were long time embezzled by the project coordinators. Another factor of public funded projects is that in most cases the politicians involved man the projects as the chair or the professional project manager of the project (Mukokho, 2010). The danger with this approach is that most of the time these politicians are not well qualified to handle the project and thus lead to underutilization of resources with poor project standards.

Incompetence in politicians handling projects led to many governments to turn to Community Based Organizations (CBOs) to run some of the important community projects. However, while such strategies may have been implemented to offset quality of projects and maximize resource utilization, the perennial problem of poor governance, especially in developing countries, hampered the progress of the projects. Additionally, negative attitudes towards CBOs by the community members mostly discouraged efforts in incorporating and managing projects

The Njoro Constituency is a constituency within Nakuru County. The Njoro constituency fund caters for five wards namely Mau Narok, Mauche, Kihingo, Nesuit, Lare and Njoro Wards. The CDF project implementation has had diverse challenges. For example, the auditor general reports of the financial year ended 30th of June, 2014 noted that diverse aspects impacted on project implementation at Njoro. The report noted that while the Constituencies Development Fund Board approved a budget of 74, 735, 906 for Njoro Constituency, only Ksh 36, 609, 332.50 was received by Njoro Constituency Development Fund for the year that is 47% of the approved budget (Auditor General., 2015). However, out of the received funds by the Njoro CDF only Ksh 10, 117, 820 or 26% of the received funds were actually utilized by the constituency for the financial year (Auditor General., 2015). The auditor general noted that the failure to utilize budgeted funds during the year negatively impacted on the project implementations at the constituency. This study aims at examining the impact of strategic planning on the project implementation in Njoro constituency. The study also addressed existent gaps in literature on CDF. Other studies that have examined aspects of CDF include Amoit (2012) examined Strategies Applied by Constituency Development Fund Management to Implement Constituency Development Programs in Mwala Constituency of Kenya. Mbithe (2011) examined Barriers to women's participation in constituency development fund (cdf) projects in Kilome constituency, Eastern province, Kenya. The existing studies on CDF have not addressed aspects of monitoring and evaluation, stakeholders' participation, financial resources usage and risk management under the national government CDF act of 2015. This is the gap that this study seeks to examine.

II.RESEARCH OBJECTIVES

(i) To determine the effect of monitoring and evaluation on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

(ii) To establish the effect of stakeholders participation on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

(iii) To assess the effect of risk management on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya.

(iv) To assess the effect of financial resources on the implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

III. RESEARCH HYPOTHESES

(i) **H_{01}**: There is no significant statistical relationship between monitoring and evaluation, and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

(ii) **H_{02}:** There is no significant statistical relationship between stakeholder participation and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

(iii) **H_{03}:** There is no significant statistical relationship between risk management and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

(iv) **H_{04}:** There is no significant statistical relationship between financial resources and implementation of CDF project in Njoro Constituency, Nakuru County, Kenya

IV.LITERATURE REVIEW

Effect of Monitoring and Evaluation on the Implementation of CDF Project

The monitoring and evaluation plays a critical role in the implementation of the CDF project. Gichuru (2016) in a study on the formulation and practice of the constituency development fund in Kenya focusing on the Gatanga and Kitui Central noted that monitoring and evaluation is sometimes lacking in CDF project. The study notes that there is often poor monitoring and evaluation framework blending the roles of MPs in project implementation. This is despite the CDF act allowing for allocation of resources not exceeding 3% of the annual allocation per constituency in relations to monitoring and evaluation aspects of the project. The study noted that the National CDF managers should visit the CDF projects undertaken with a view of ensuring that the money is correctly spent.

In this context, the study found that it was only 25.3% and 24.5% of the respondents that in Gatanga and Kitui Central constituencies that indicated that they had been visited by National CDF managers. The study thus established that there was little visiting by the National CDF managers to monitor and evaluate CDF project implementation. The study also noted that there was little supervision activities by diverse stakeholders including constituency CDF project managers, department of social development, ministry of devolution staff, Member of Parliament, Member of County Assemblies, and other staff.

Roba (2014) in a study on Constituency Development Fund in Moyale Constituency indicated that monitoring and evaluation is critical in project undertaking. The study noted that the use of monitoring and evaluation in CDF project enabled the project control through an evaluation of comparative aspects between the projected and achieved results at each stage of project implementation. The issuance of project feedback ensures that the implementation committee is able to anticipate problems, undertake mitigating factors, and fine tune the project action plans due the occurring challenges on the ground. The CDF act allocates 2% for the purposes of monitoring and feedback exercise. The study found that in Moyale Constituency there was high diversity of opinions amongst the respondents in relations to the influence of monitoring and evaluation on CDF implementation. The study found that he monitoring and feedback of CDF projects was positively and moderately correlated with implementation of CDF projects in Moyale Constituency at a pearson correlation of 0.471.

Ntiniya (2016) undertook a study on CDF in Kajiado East Constituency. The study examined the diverse aspects of monitoring and evaluation on CDF project implementation in Kajiado East Constituency. In the context of the costs of Monitoring and Evaluation (M&E), the study examined on whether M&E staff are paid normally, the level of M&E budgets, and sufficiency of M&E budgets in the implementation of the CDF projects. The study found that in Kajiado East Constituency the respondents felt that the M&E budgets should be between 5 to 10% of the entire budget. A majority of the respondents indicated that the M&E budget was not sufficient for the purposes of examining the project implementation in Kajiado constituency. The study respondents displayed mixed results in relations to whether projects were started on schedule, and projects being completed on stipulated time.

Effect of Stakeholders Participation on the Implementation of CDF Project

Odhiambo (2016) in a study on the sustainability of CDF projects in Kaloleni Constituency examines the stakeholders as persons who matter in a project. Within the context of CDF project, Odhiambo (2016) notes that the stakeholder includes Government, project manager, constituents, contractors, PMC, CDFC, Non-Governmental organizations (NGOs), Constituency development fund (CDF) board, National Assembly Select Committee, government departmental heads from the relevant departments.

The stakeholder participation has been viewed as a critical component of implementation of CDF project. Amoit (2012) in a study on strategies applied by CDF Management to implement constituency development programs in Mwala constituency underscores the importance of stakeholders in CDF projects. The study noted that community participation in the identification of projects to be undertaken is key in their implementation aspects. In this context, the study noted that viable projects should be identified by the communities and forwarded to Constituency Development Committee (CDC) for the purposes of evaluating its potential impact to the community. The CDC then forwards the identified projects to the CDF board for the purposes of fund allocation (Mang'eni, 2010). The ability of the community and other stakeholders to identify projects that have positive impact on the community are key in them being implemented (Mbirika, 2013).

Diverse strategies can be used for the purposes of enhancing stakeholder participation in identification and implementation of CDF projects. These aspects include effective coordination, transparency and accountability in order to win participant's confidence and support, cooperation strategies, teamwork, and conflict resolution (Mutai, 2016). Other aspects undertaken to enhance stakeholder participation include communication process/information management (collection, analysis and dissemination of relevant information, planning (defining objectives, goals, performance standards and operating procedures) and formulating working committees (Gabriel & Daniel, 2014).

Amoit (2012) in a study on strategies applied by CDF Management to implement constituency development programs in Mwala constituency noted the CDF management undertook stakeholder participation in diverse ways. The CDF management in Mwala Constituency held public meetings for the project identification and proposal appraisal, engaged critical stakeholders and interested persons through the discussions, and invited community members to the monitoring and evaluation committees to make their contributions. Mwala constituency also used the project implementation committee members from members drawn from surrounding areas of the project to enhance greater stakeholder responsibility and participation. The use of local labour and contractor was also utilized with a view of enhancing community ownership of the project.

Miano (2010) note that stakeholders' participation is critical in the implementation of the CDF projects across diverse constituencies. This is because the stakeholder participation assists in the achievement of transparency and accountability levels in project implementation. The stakeholder participation leads to collective responsibility which leads to a higher success level of the projects undertaken through CDF process. In this context, the stakeholder participation leads to the community being offered opportunity to participate in decision making, guarantees them fair and equitable share of development benefits, and creates capacity to deal with any arising developmental challenges.

Odhiambo (2016) in a study on the sustainability of the CDF projects in Kaloleni indicates that community members must be involved in the formulation of projects, setting up the timelines, and the expected outputs in relations to the project. Therefore, each location and sub location should have a priority lists of the projects that they would want implemented in their respective areas. This will ensure the community ownership of the projects hence avoid project sabotage. The study noted that there are two levels of stakeholder participation; active and passive participation. The active participation involves the aggressive monitoring and consensus building while passive participation involves mere information delivery or information requests.

Effect of Risk Management on the Implementation of CDF Project

The definition of risk management varies significantly with the discipline and area of application. However, an inclusive definition of risk management is that it is an organized method of identifying and classifying uncertainties in the day to day activities of an organization and coming up with plans and strategies to mitigate the uncertainties (Juliah, 2016). Three major steps in the management of risks are thus created in managing risks. They include identification of risk, classification according to the seriousness or ability of the firm to mitigate the risks and the response to the risks. The limiting factor in any project or business enterprise is the resource availability. A conscious risk manager will identify the available resources and use them in phases to mitigate the risks.

Strategies employed for managing risks in an organization determine the growth of the organization (Mwangi, 2013). Proper prior planning for the potential investment and business environment risks are critical in determining how an organization will succeed in its short term and long term plans. Proper prior planning is important in that it helps avoid risk mitigation costs should the undesirable business outcomes occur. Additionally, proper coordination of the various functions of an organization will determine the ability of the top management to contain the risks.

Risk management is a continuous process where the project manager is expected to identify potential risks in advance and provide suggestions of mitigating the risks. The time between identification of the risk and the actual occurrence of an undesirable situation provides the project manager with a window of critically analyzing the risk and identification of the resources necessary for the curbing the negative effects of the situation (Ngiri, 2016). The bigger and more potentially damaging risks can be analyzed and serviced in a continuous basis. Thus, it is important for the leader to determine each risk with its potential effects to the continuity of the project or profitability of the business as classification enables the management to come up with the best alternative and precise methods to curb each risk (Kiprono et al., 2015). Classification of risks is highly determined by the end goal and perception of the seriousness of each risk strategy of the project management team. For instance business risks classification will significantly differ with construction management risk classification. The point of view of a financial organization risk manager could be completely different from the point of view of a construction project manager's point of view. Mitigating financial risks is highly dependent on time as there is a time value for money. Such risks may include the fluctuations in share prices, fluctuations in lending rates and general variation in macro-economic conditions.

Literature covering risk management and at project level and business level has proposed different methods and approaches to address business risks. This section contributes to the existing literature by giving emerging issues and new trends in business and project risk management efforts. The risk management practices have an impact on the implementation of CDF projects in Kenya. However, Machoka (2016) in a study on success of selected CDF projects in Kenya noted that the lack of risk management aspects in CDF in Kenya limited their success levels. The study noted that the application of risk management principles was minimal in the organization. The study noted that most stakeholders in CDF projects were ignorant of risk management levels of risk identification, risk quantification, risk responses and risk responses control to the full cycle of the project.

Effect of Financial Resources Influence on the Implementation of CDF Project

The availability of the financial resources is key to the implementation of the CDF projects. Odhiambo (2016) in a study on sustainability of CDF projects in Kaloleni Constituency noted the importance of financial resources in the implementation of CDF projects. The study noted that availability of financial resources is key in the implementation of the CDF projects and in the community accessing the intended benefits. Amongst the benefits that have arisen as a result of CDF include schools, hospitals, and sanitation blocks amongst other facilities. In relations to financial resources availability, Ngiri (2016) in a study on CDF in Mbere South Constituency used five metrics to examine the influence of financial resources on CDF implementation. These five metrics included CDF being a major source of funds for community development, CDF funds being adequate for developmental projects in the constituency, equity distribution of CDF resources, and consistency of CDF resources.

Gichuru (2016) in a study on Formulation and Practice of the Constituency Development Fund in Kenya within Gatanga and Kitui Central examined the role of financial management on success of CDF projects. The study noted that the use of budget is a critical component of enhancing financial management aspects within the context of CDF projects. This is because the presence of a budget ensures that there is an estimation of expenditures in relations to the specific CDF projects and forms the basis of accountability and transparency in funds accountability aspects. The study found that 85.6% of the respondents indicated that there was a budget in their constituencies in relations to diverse projects undertaken.

The payment of financial allowances to the CDF project committees had an influence on the enthusiasm of the project members in attending CDF projects' meetings and executing their mandates. In this context, Gichuru (2016) in a study on CDF projects in Gatanga and Kitui Central noted that there were various practices in respect to payment of allowances to CDF project members. The study found that only 22.7% and 77.3% of the committee members were paid allowances in Gatanga and Kitui Central Respectively. Therefore, not all the committee members were paid allowances. There were also various practices in payment amounts amongst the members who were paid the allowances. The study found out that 64.7% and 81% of the respondents were paid below Ksh 5,000 and below for Gatanga and Kitui Central members respectively. It was only 5.9% and 14.3% of the members who were paid 5,001-10,000 in Gatanga and Kitui Central respectively. Finally, 29.4% and 4.7% of the respondents were paid more than 10,000 in Gatanga and Kitui Central constituencies respectively. The study concluded that the diverse practices in payment of allowances impacted on the enthusiasm of the project committee members' active participation in management of CDF projects.

Murega (2016) examined the factors influencing completion of CDF projects in North Imenti Constituency. The study noted the importance of budgeting aspects of finances implementation. The study notes that budgeting involves the establishment of predetermined goals, reporting of actual performance results and evaluation of performance in terms of predetermined goals. The study noted that the allocated fund through the CDF act was often not sufficient to meet the constituency levels needs and aspirations. The study noted that there is need for over 73% of the CDF funds to go to developmental projects. The criteria that the intended projects of CDF must meet in order to qualify for the CDF funding includes development orientation aspects of the project, projects must be community based, and funds must be disbursed to a defined, auditable phase, unit or element of a given project.

V.RESEARCH METHODOLOGY

This study utilized the descriptive research design. The population was divided into the target population and accessible population. The target population refers to the hypothetical universal set that contains all the members who meet the defining characteristics that are of interest to the researcher (Sekaran, 2003). The sampling is the act of choosing a small finite number to be representative of the population due to logistical and financial challenges. This study employed Nassiuma's (2000) formula to calculate the size of the sample. The formula to scientifically derive the sample from the target population is illustrated hereunder.

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

Where

n = sample size
N =size of target population
C = coefficient of variation (0.5)

e = error margin (0.05)

Substituting these values in the equation, estimated sample size (n) will be:

n = $438(0.5)^2 / (0.5^2 + (438-1)0.05^2)$

n = 82 respondents.

VI.RESEARCH FINDINGS AND DISCUSSIONS

The multiple linear regression was undertaken with the composite variables for monitoring and evaluation, stakeholders' participation, risk management, and financial resources as the independent variables and implementation of CDF projects as the dependent variable. The multiple correlation coefficient (R) was used to determine whether there was a correlation between the independent variables (monitoring and evaluation, stakeholders' participation, risk management, and financial resources) and implementation of CDF projects (dependent variable). The multiple correlation coefficient was 0.667 as shown in Table 1.

Table 1: Model Summary for CDF Projects Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667[a]	.445	.409	.38607

a. Predictors: (Constant), Financial Resources, Risk Management, Stakeholder Participation, Monitoring and Evaluation

This implied that there was a strong positive correlation between implementation of CDF projects and monitoring and evaluation, stakeholders' participation, risk management, and financial resources.

The coefficient of determination (R Square) was used to determine the level of variability in implementation of CDF projects that can be accounted for by monitoring and evaluation, stakeholders' participation, risk management, and financial resources. The coefficient of determination of the model with monitoring and evaluation, stakeholders' participation, risk management, and financial resources as the independent variables and implementation of CDF projects as the dependent variable was 0.445. This implies that 0.445 (44.5%) of the variability in implementation of CDF projects can be accounted for by monitoring and evaluation, stakeholders' participation, risk management, and financial resources. Therefore, other factors not in this multiple linear regression model could account for 55.5% of the variability in implementation of CDF projects.

Table 2: ANOVA for CDF Projects Implementation

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.406	4	1.851	12.422	.000[b]
	Residual	9.241	62	.149		
	Total	16.647	66			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Financial Resources, Risk Management, Stakeholder Participation, Monitoring And Evaluation

The analysis of variance (ANOVA) for the composite variables of monitoring and evaluation, stakeholders' participation, risk management, and financial resources was undertaken. The p-value was used to determine whether the multiple regression model with the composite variable for monitoring and evaluation, stakeholders' participation, risk management, and financial resources as the independent variables and implementation of CDF projects as the dependent variable was reliable. The threshold used for reliability of the regression model was a p-value less than 0.05 ($p<0.05$), as presented in Table 2.

This multiple linear regression model gave a p-value of 0.000 which was less than 0.05. Therefore, the threshold for reliability was achieved thus the regression model was considered viable. The unstandardized coefficients (beta coefficients) were used to explain the amount of change in the implementation of CDF projects (dependent variable) that would result from a unit increase in a given independent variable while the other independent variables were held constant. The independent variables of the multiple linear regression were monitoring and evaluation, stakeholders' participation, risk management, and financial resources. The beta coefficients were 0.096, 0.128, 0.021, and 0.357 corresponding to monitoring and evaluation, stakeholders' participation, risk management, and financial resources respectively, and the value of the constant was 1.669 as presented in Table 3.

Table 3: Coefficients for CDF Projects Implementation

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
	(Constant)	1.669	.369		4.528	.000
	Monitoring and Evaluation	.096	.116	.113	.828	.411
1	Stakeholder Participation	.128	.101	.170	1.277	.206
	Risk Management	.021	.080	.028	.265	.792
	Financial Resources	.357	.103	.451	3.463	.001

a. Dependent Variable: Project Implementation

The resulting model was;

Project Implementation= 1.669 + 0.096 (Monitoring and Evaluation) + 0.128 (Stakeholder Participation) + 0.021 (Risk Management) + 0.357 (Financial Resources)

The constants' value of 1.669 implied that the implementation of CDF projects will be at 1.669 without considering monitoring and evaluation, stakeholders' participation, risk management, and financial resources. A coefficient of 0.096 implied that a unit increase in monitoring and evaluation would result in a 0.096 increase in the implementation of CDF projects with the other variables kept constant. Similarly, a coefficient of 0.128 in respect to stakeholder participation implied that a unit increase in stakeholders' participation would result in a 0.128 increase in the implementation of CDF projects with the other variables kept constant.

Additionally, a coefficient of 0.021 in respect to risk management implied that a unit increase in risk management would result in a 0.021 increase in the implementation of CDF projects with the other variables kept constant. Finally, a coefficient of 0357 in respect to financial resources implied that unit increase in financial resources would result in a 0.357 increase in the implementation of CDF projects with the other variables kept constant.

Therefore monitoring and evaluation, stakeholders' participation, risk management and financial resource. However, unlike financial resource; monitoring and evaluation, stakeholders' participation and risk management were not statistically significant predictors of the implementation of CDF projects. The order of influence of the independent variables on implementation of CDF projects from the variable with greater influence was financial resources, stakeholders' participation, monitoring and evaluation and lastly risk management.

VII.CONCLUSION OF THE STUDY

The study sought to determine the effect of monitoring and evaluation on the implementation of CDF project in Njoro Constituency. In view of this objective, the study concludes that monitoring and evaluation has no significant influence on implementation of CDF projects. In view of the second objective that sought to establish the effect of stakeholders' participation on the implementation of CDF project in Njoro Constituency, the study concludes that stakeholder participation has no significant influence on implementation of CDF projects. Likewise in addressing the third objective of the study on the effect of risk management on the implementation of CDF project in Njoro Constituency, the study concludes that risk management has no significant influence on implementation of CDF projects. Finally, on the last objective of the study on the effect of financial resources on the implementation of CDF project in Njoro Constituency, the study concludes that financial resources have significant influence on implementation of CDF projects.

VIII.RECOMMENDATIONS OF THE STUDY

In establishing the effect of monitoring and evaluation on the implementation of CDF project in Njoro Constituency, majority of the respondents indicated that the Member of Parliament does not supervise the implementation of CDF projects. In view of these findings, the study recommends the Member of Parliament to offer supervisory to the projects regularly in order to monitor and evaluate its implementation progress. The study found out that majority of respondents cited that stakeholders did not have access to information on the project aspects and therefore this study recommends that stakeholders' access to information on the project aspects to be enhanced so that the stakeholders may contribute towards the success of the project.

In assessing the effect of risk management on the implementation of CDF project in Njoro Constituency, the study found out that majority of respondents on said that there are no risk mitigation measures put in place for the implementation of CDF projects. In this respect, the study recommends risk mitigation measures to be put in place to prevent the collapse of the CDF projects or reduce the amount of loss as a result of unforeseen risks. From the last objective, the study recommends CDF committees to equally distribute funds across diverse projects as well as formulate budgetary plans for the allocated funds. Thus recommendation is based on the finding that majority of respondents were disagreed that there was fair distribution of funds to diverse projects and that budgeting of allocated funds was hardly done.

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