

Determinants of Completion Time of Projects Funded From Constituency Development Fund in Kenya: A Survey of Projects in Ainamoi Constituency

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Abstract

Projects are hardly completed as scheduled. The purpose of this study was to identify factors that influence projects completion time of CDF funded projects in Ainamoi Constituency, Kericho County. In the year 2012/13, a total of 74 community cent red projects were initiated to benefit the community. Out of these, only 22 (29.73%) had been completed as scheduled. This study intended to investigate factors that might have led to low completion rate with the intention of improving efficiency and effectiveness on projects management. The literature covered existing theoretical and empirical literature that relate CDF projects in relation to projects identification, scheduling, funding, good governance and rate of projects completion. There existed no comprehensive studies on the factors influencing completion rates of projects funded by the devolved CDF funds in Kenya. This was an attempt to provide a case study of factors influencing rate of project completion at the devolved level. The study adapted both qualitative and quantitative research approaches; and utilized descriptive survey to establish associations between variables. Questionnaires were used to collect data from the targeted population. The sampling frame used was the CDF projects management structure which constitutes 7 members representing each community center. Probability Proportion to Size (PPS) method was used to draw 5 respondents from the 14 community centers where every respondent had an equal selection opportunity. Data analysis resulted into a positive correlation between the dependent variable and independent variables. Community participation fully explained the rate of project completion. From the findings 70.26% of the projects had not been completed, thus only 29.73% have been completed. From the completed projects, 100% of the projects were not completed in time stipulated.. Funds should be disbursed as soon as the projects have been accepted. CDF office should be able to adhere to the timely funding of projects. The study recommends a need for capacity building and recruitment of skilled PMC staff for effective governance of projects activities.

Keywords: Projects Completion Time Factors

1. Introduction

A project is a unique process consisting of asset of co-ordinate and controlled activities with start and finish dates undertaken to achieve objectives conforming to specific requirements including the constraint of time cost and resources. When it comes to project completion time different researchers have tried to determine the factors for a successful project for a long time and a list of variables have been abounded in literature. However, no general agreement can be made and the aim of this study is to develop a conceptual framework on critical success factors (C.S.F's) and key performance indicators which show why some projects were never completed in time. The factors are mainly in five major groups of, Project related factor, Project procedures, Project management actions, Human related factors and External related environment in which I will expound on them on chapter two. Further study on Key Performance Indicators (K.P.I's). show the casual relationship once identified will be a useful piece of information to implement a project successfully. CDF was established in 2003 to spur development at the grass root level. In 2007 parliament amended the Act which established it, CDF funds represent 2.5% of the total revenue collection in a year, 75% is divided equally among constituencies and the remaining 25% is divided basing on poverty index of the constituency (CDF Act 2003, 2007). In the management of funds in every constituency, members of parliament is mandated by the CDF Act to constitute fifteen constituency committee member their role is to ensure prudent management of the funds. (CDF ACT 2003 and 2007 section (23 and 1) beside they also prioritize project forwarded from community.

The committee serves for three year (CDF ACT 2003 and 2007 section (7). CDF law like any other legislation had its real intent in the memorandum of objects and reasons normally appended together with schedules in bills. The memorandum is clear that the effects of the legislation was to ensure that a portion of the annual government budget normally devoted to general development in the country is set aside and directed to constituency based projects in a bid to re-focus on the constituency as a unit of development in an effort to alleviate poverty. In the memorandum it is further stated that parliament recognize the fact that war against poverty had to be taken to the grass root level through implementation of community based projects. It appreciated the need to relieve MPs from the heavy demands of fundraising for projects which ought to be financed through the consolidated fund. It envisaged that by so legislating, MPs would have the chance to focus on long term planning for development of their constituencies and to effectively ensure participation in national issues. The whole gamut of objectives and reasons was justified that in the eyes of the electorate MPs are seen as the people responsible for steering the course of development although interference of politics in projects normally lead to delay in project completion. It also justified the need to preserve the established Kenyan concept of community development and the value of promoting the community participation and sense of ownership for

1.1 CDF funded project in Ainamoi

CDF funded project in Ainamoi constituency include; Construction of Educational facilities (schools) construction of Health facilities (Dispensaries) construction and development of roads (Infrastructure) construction of water conservation dams. Work Breakdown for determine factors that influence project completion time include expert judgment. Since the Researcher was only limited to only carry out the survey in Ainamoi constituency. Ainamoi constituency is in Kericho County in Rift valley province. Ainamoi constituency has initiated 59 projects in the past 2 years between the year 2011 and 2012 of which 34 are complete and are operational while are ongoing according to Ainamoi constituency status project 2012.

1.2 The Fund Allocation Process

The fund has two allocation arrangements, at the national level and functional allocation limits at the constituency level. At the National level, the fund is hived from treasury at a Minimum of 2.5% of the overall projected ordinary revenue and translates to 100% as a kitty. The 100% is then broken into two. A blanket 75%, allocated equally to all the 210 Constituencies and a second 25% given out based on poverty ranking of the constituencies. The more poor a constituency is in relation to the poverty level of others the more the constituency gets from the 25%. At the constituency level, the entire amount allocated to each constituency is to be spent based on functional criteria set in the law although the allocation of these funds is not significant in project completion time. Funds could be allocated just in time but other factors like poor management of these funds and poor project planning cause project delay. Up to 3% for administration expenses, Up to than 10 % for education bursary scheme, Up to 5 % for emergency reserve, Up to 3 % for constituency recurrent, Not more than 2 % for sports activities, Not more than 2 % for Monitoring & Evaluation., Not more than 2 % for environmental activities. Not less than 73% on projects. Hence since 2003/4, the fund has been extended to all the 210 constituencies in the country and According to the researcher a total of Kshs.55, 013,550,997 billion was bound to be spent by the end of the current financial year 2009/2010

1.3 Statement of the problem

Although there was CDF funding of projects in Ainamoi constituency several factors influence and contribute to their completion on time. Some of this factors include, donor funding ,bad weather conditions, incompetent contractors, improper risk allocation, poor resource planning and poor project planning, In addition to these factors Low levels of public participation in the fund, Poor compliance with CDF regulations and procedures, The powerful role of the MP in the CDF Committee, which has in several cases, been abused; Low representation of special interest groups, for example, women and people with disabilities, phenomenon of elite capture; Lack of transparency and accountability especially in the tendering process; Bureaucracy which delays the disbursement of CDF funds; Lack of clear guidelines in bursary allocations; Lack of access to information which hampers the ability of the public to effectively monitor CDF usage and Poor feedback mechanisms between the national level organs and the local communities also contribute to project completion time ,hence in reference to the above factors not all projects that initiated are implemented to their logical completion and quite a number stall. Therefore a project to be complete and operational, the casual Relationship between critical successes factors (CSF's) and key performance indicators (KPI's) must be identified hence the piece of information got will be useful in implementing a project successfully. In the past and even in the present these factors have been a challenging problem which requires closes attention. In addition to the above five factors, Misuse of funds, different political opinions and Poor selection of contractors also affects project completion.

Project related factors include, project prioritization which influences the project implementation in any CDF funded project for example construction of health facilities and dispensaries.

1.4 Objectives of The Study

The general objectives of the study was to assess the factors influencing the project completion time especially CDF funded projects in Ainamoi constituency,

Specific objectives were:

- i. To identify how poor planning affects project completion time.
- ii. To determine the influence of weather conditions on project completion time.
- iii. To establish the effect of funding reliability on project completion time.
- iv. To find out the effect of contractors' competence on project completion time

1.5 Significance of the Study

The findings of the survey will be significant to groups of people. First it will be enable the surveyor from the same field to carry out their own further studies and use it as their reference to come up with solutions to these factors and come up with more simpler and reliable report. The finding will enable the management committee of CDF funds to prioritize wisely the project according to their influence in the outcome especially the factors on project procedure. The management committee of CDF funds will be able to ensure that projects supported by CDF in the constituency are well organized and carried out according to plan and objectives closing out the factors on effects of human resolution and external environment affecting the project.

2. Literature Review

2.1 Review of Theoretical Literature

According to Mulwa F.W (2007) He said that project completion Time is an estimated time a project should take to complete. The following formula has been copied to estimate project completion: Expected Time= (Optimistic+ 4 * Most likely + pessimistic)*16. Hence most of the projects we hear of in media are either over budget, late or are simply not good enough and still different lobbies of people claim that those projects have been successful. Neither the practitioners nor the Academicians seem to agree on what constitutes project success an example of one of the academicians who has different opinions on what constitute project completion are Otieno (2007) who argue that if a proper assessment and management of a project is done a project could never fail to be completed in time and this seems to be a rather elusive concept thus this study attempts to put forth the points of views of different researchers in this field. The project manager can use planning and controlling, able to identify problems, willing to make decisions, and be able to maintain a proper balance in use of time Mulwa (2007) has been studying the impact of project leader and his/her leadership style on project success. The research is still in progress. In his words, "the literature on project success factors has largely ignored the impact of the project manager, and his or her leadership style and competence, on project success. This may be because most of the studies asked project managers their opinion and the respondents have not given due consideration to their own impact on project success. Or, it may be because the studies have not measured the impact of the project manager and, thus, not recorded it. Or, it may be because the project manager has no impact.

However, that last conclusion is in direct contrast to the general management literature, which postulates that the leadership style and competence of the manager has a direct and measurable impact on the performance of the organization or business. Thus, the authors have been commissioned by the Project Management Institute to study whether the leadership style and competence of the project manager is a success factor on projects and whether different styles are appropriate on different types of projects." Almost everyone is familiar with projects perceived as successful by those involved in their implementation, while the very same projects have been poorly received by customers Oser (1967). There are other projects that consumed excessive resources and were considered internal failures, but were later hailed as successful by their customers and become a source of revenue for the company for many years Mwabu, Mwangi, Kimalu, Nafula&Manda (2002). The combination of a changing organizational environment and changing project characteristics make the role of the project leader difficult Kerote (2007). Within this environment, a competent project manager is frequently regarded as having a significant impact on overall project success as well as being critical to other project elements, such as the success of the project team, including team member's motivation and creativity Wanjiru (2005). This strong link with success ensures that project manager competencies are of particular interest.

2.2 Review of Analytical Literature Review

Although the Kenya government has historically responded to the emerging social and public problems through the establishment of various decentralized financing mechanisms to address the underlying causes of poverty and inequality in communities across the country, the CDF funded projects by the same government still are never completed in time despite the fact that these projects initiated by the government has helped the communities a lot in Kenya. During the study the researcher found out that many factors contribute to the delay of these projects apart from disbursement of funds, these include poor weather conditions and uncompetitive contractors. According to Ochieng (2005) he argues that uncompetitive contractors should never be a reason of project delay since the government has the mandate to choose the most qualified and most suitable contractor following their previous work and their credibility hence he blames the government for the fault of project delay. In the issue of weather conditions Ochieng also has a different view that if there is proper planning and preparedness weather conditions such as rain should never delay a project since during the initial planning of the project it was one of the risks identified hence a way of managing it should have been put down. After independence, the government established schemes such as the Kenya Tourism Development Corporation, the Agricultural Finance Corporation, the Industrial and Commercial Development Corporation and the Industrial Development Bank, to provide financing solutions to deep-seated problems and conditions in society which contributed to economic development in communities but the problem of project completion time still remained as a point of discussion. The government also came up with decentralization strategies such as, the District Focus for Rural Development, District Development Committees, to bring resources and services closer to the people and also source manpower of the skilled and semi-skilled persons in the community to help in projects hence contributing to the easy staffing which led to some projects being completed in time. Over the last two decades, and arising from a combination of factors and pressures, the government has increased the role of devolved funding and partial decentralization to initiate, implement, manage and finance community development projects and also employing expert judgment on the chances of the initiated project completion process and initial planning Mulwa(2007). The last six years has seen the introduction of the Constituency Bursary Fund, Constituency Development Fund, the Youth Enterprise Fund and the Women's Enterprise Fund. The level and significance of devolved funding as well as the completion of the same projects began to get critical attention in the media and local development community especially with the establishment of the Local Authority Transfer Fund. And the Constituency Development Fund and probe on why some projects delayed due to insignificant factors such as uncompetitive contractors, poor project preparation, and resource planning and risk management. According to Daniel Moi (2006) The devolved funds are significant for much reasons of project completion time, it represents a departure from past practice of centralized planning, where the central government was the primary development agent, to a new regime where communities and stakeholders get to participate and determine their development priorities and allocate availed resources and follow them up accordingly. Just as important is the rationale behind the new schemes such as (LATF) and the CDF, which have introduced 'new' money at the community level and through need-based criteria that emphasizes allocation based on the prevalent poverty levels. This has seen poor and marginalized constituencies receive significant amount of amount of money injected directly into the local economy. There has been much praise for the new emphasis on devolved funding. There are many in government and parliament who view this as a solution to much of the demand for community development finance at the grassroots level and these projects being completed in time so that it can help the communities in Kenya develop and grow both socially and economically. There are many also at the community level and the civil society who see in it the potential for new financing to address socio-economic problems that they encounter at the local level and also internationally especially the problem of donor from other nations pulling out of certain projects due to some of the projects being politicized or due to corruption cases hence delaying project completion time. While this new tune of locating responsibility for planning and allocation of resources for community development at local level is encouraging, there are critical issues that need to be addressed for devolved funding to provide a unique, strategic and much needed solution to the social, economic, cultural, environmental and other factors at the root of present inequality and extreme poverty. There exists a real need to raise the issues regarding devolved funding and the real impact and consequences to society, communities and the country.

Odhiambo (2007) made a contribution on how if CDF funds were well managed time to complete the projects would beat the dateline. He also noted that the fight against poverty was usually regarded as a social goal and many governments have institutions in place to undertake the same depending on how fast they can complete their projects for the benefit of their communities. According to Mapesa and Kibua (2006) on the issue of project completion time they argue that there is a natural tendency for people to add safety (just in case) time. They say time estimate is believed that those who estimate activity time provide an estimate of 80.90% chance of a project being completed in time or before the estimated time hence the medium time 50.50% chance is approximated to 30-40% which the researcher found out that this is a fact that applied in most CDF funded projects in Ainamoi. In addition to this also they offered explanations that according to Parkinson's law which explains that if work

fills the time available then why hustle to complete the task when today when it's not due till tomorrow hence we can say that this is also what is causing project completion time in Ainamoi constituency because most of the contractors do not see a reason of completing a project before the estimated time.

Mwabu, *et al.*(2002) argue that early finishes of a project may not necessarily start off the next activity because the people assigned to perform the next project activity are not ready since time gained is not lost hence this was justified by the employees at the projects in Ainamoi which contributed to delay in project completion time. Developing an efficient and effective communication network with the district, Responding to district proposal and issues relating to the strategy, Informing the Office of the President (Cabinet Office) on the progress and problems in implementation of their sectoral development programs/projects in the district, monitoring the utilization of AIEs and strengthening the district capacities on finance, suppliers, personnel and other facilities. This committee was to meet at least twice in a year. Minutes of the ministerial coordinating committee was to be forwarded to the Permanent Secretary/Secretary to the Cabinet; Provincial level coordination was undertaken by the Provincial Monitoring and Evaluation Committee under the Provincial Commissioner.

As cited by Nekesa Praxides (2006) it is significantly noted that the process of managing and overseeing the CDF projects are far attached to the national level which could be brought to the level in which they are supposed to benefit. Through this time is wasted through a bureaucratic way in which the funds had to be implemented and hence will lead to poor implementation time of the projects. From the discussion it shows clearly that DFRD management was not wholly community driven. Most of the activities were done by the executive arm of the government. This is unlike the CDF management where its management is stemmed from the Act of parliament and is fully community based. Here the participation of the community is fully taken into consideration as projects are identified from the location level to the constituency level. At the DPC, CFC up to CDFB levels, the role they play is more passive since they only ascertain and confirm what the location and the constituency have done then the funds are provided to the projects. The CDF objectives are constituency based intended to concentrate on small projects at the community level where education projects/bursaries, water, health, rural roads and bridges are all identified and funded. CDF is in line with the NPRS paper (2000-2003) which had a primary development goal of achieving a broad-based sustainable improvement in the standards of welfare of all Kenyans which sort to mobilize all available resources and use them efficiently and effectively in the fight against poverty and hence the genesis of Constituency Development Funds (Republic of Kenya-2000). The constituency fund committee which is a parliamentary select committee appointed by the Kenya National Assembly is the highest Institution in the management .11 mps are members of this committee and they are entrusted with the following duties Determining the allocation and distribution of CDF, utilization unspent funds intended for use by the Board of managers of the CDF, making a report to parliament every two years, and any other report to appraise parliament and obtain approval. Considering and making recommendations on person appointed under the Act e.g. appointment to the board and to oversee the policy and legislative frame work to ensure CDF implementation hence could affect management of CDF as new policies are given mandate right from top. This is quite unlike how DFRD was managed as the management was done by executive arm of the government, Republic of Kenya (1995). The second level in management of CDF is the board of the constituencies' development fund referred to as the secretariat. It is a body cooperate, capable of being sued and has the following duties; administers the fund approval of each and every payment from the fund, .ensure timely and efficient disbursement of fund to each constituency ,ensure efficient management of funds receivers and addresses complaints and disputes and takes appropriate actions receivers and consider proposal from various constituency , appoints the needed officers and other staff for management of funds, determining the sitting allowance for the district project committee, CDFC and gives summary of project proposal received in the previous month.

2.2.1 Project Completion Process

For a project to be complete it involves a lot of stages as under.

- **Project Establishment and Planning:** This involves administrative matters of a project which concerns establishment of project files, data storage locations and naming criteria, Establishment of project within time tracking system, Final staff assignment to project and Prepare notification to HRM Executive Management of the intent to commence the project. Prepare notification to directors of business units affected by the project of the intent to commence the project ,Assignment of project Team Lead ,Completion of project planning checklist and Completion, if applicable, of performance measures (value for money) checklist.
- **Project Overview and Research:** A process where the project team gains a greater understanding of the project itself: the scope, the business units and personnel involved, the risks identified in the initial selection

process and various other familiarization matters. These objectives will be achieved through research, initial interviews, OAG organizational meetings, discussions with other sources including other OAGs, and review of similar projects carried out in the past or by other organizations.

- **Final Project Charter:** The initial plan developed in the project establishment phase is reviewed and possible changes are made as a result of additional information obtained in the project overview and research stage.
- **Project Field Work:** The purpose is to gather the data, complete the analysis and carry out other activities as contemplated in the project work plan. This phase includes the creation of both electronic and paper files to support conclusions and recommendations contained in various reports
- **Supervision and Project Review:** All field work is appropriately supervised as would normally be expected by various professional organizations of which both the Auditor General and his/her deputy are members. Supervision takes various forms from ongoing meetings to discuss project plan progress to review of findings. Supervision may also include active participation of managers in conducting various procedures contemplated in project planning. At the completion of all projects, a formal independent review of all working papers takes place. As part of this review, the original project objectives are referenced to ensure the report clearly indicates they have been met and the findings are stated in a clear, understandable, concise and credible manner.
- **External Review, Discussions and Reporting:** Prior to the completion of all projects, a meeting takes place with managers from involved project units to receive initial feedback relating to findings, conclusions and recommendations. Appropriate changes to the draft report are made based upon the feedback. Report preparation is the completion of the project work cycle and sets out for readers the project, its scope and objectives as well as findings and recommendations. One very important component of the report is CDF manager's response and intended course of action in light of findings and recommendations contained in the report.
- **Quality Control:** Ensure review sheet items are cleared and final review of quality control checklists are complete review report writing checklist
- **Compliance Follow-up:** Generally there is follow-up with respect to each report to assess the level of Management's Response on agreed courses of action with respect to recommendations.

2.3 Theoretical/ conceptual framework

Although these factors have been narrowed down to only a few to which are more significant, there are other factors which are also constant in project delay or which contribute to project completion time as shown and explained below.

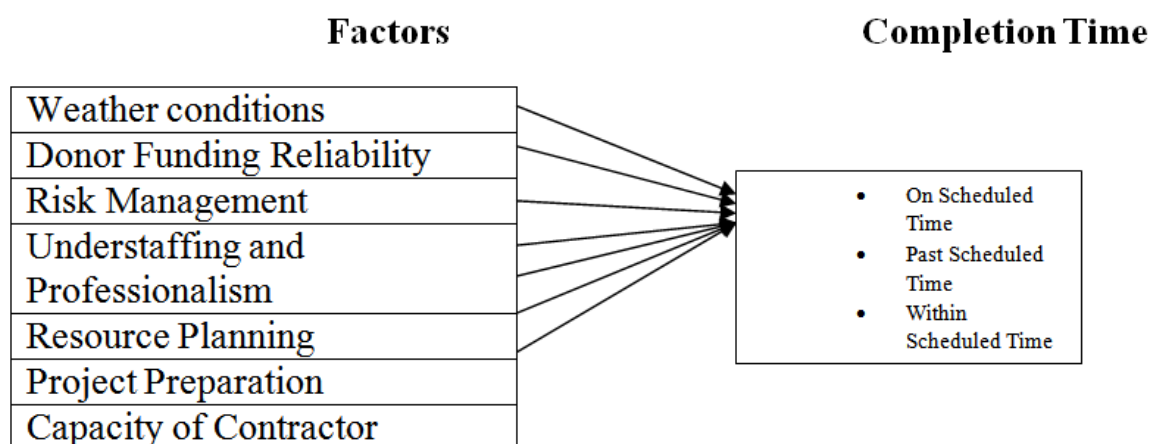


Figure 2.1 Conceptual Framework

2.4 Summary

Drawn from the general overview of project completion time, the factors mentioned above can therefore be justified that not all projects stall due to these factors since some of the factors can be managed and the delay of

project completion time can therefore be adjusted to beat the dateline and based on the mandate of the exercise, a clear picture of the fund has been laid bare. The CDF fund has been acknowledged to be creative, direct and has direct tangible outputs unlike public investments before its establishment. The funds are however inflicted by myriad challenges that touch on its legality, structure, operations as well as its projects sustainability. The case studies conducted in Aina moi constituencies provide adequate confirmation to those scenarios. Critical proposals have been advanced giving suggestion on how the challenges can be addressed.

3. Research Design and Methodology

3.1 Study Design

Survey research design was adopted for the study, the design was found appropriate for the study because it provided quantitative and numerical description. An attempt was made to survey factors influencing project completion time because it helps to obtain a description of a particular perception about a situation and views taken to represent those of the entire population.

3.2 Target Population

The study targeted a population of 100, comprising of 50 community members who are the beneficiaries of the projects, 30 PMC members, 10 contractors and 10 Government officers directly linked to community development projects. **Sample Design and Sample size**

The study drew a sample of 30 from the two divisions of the constituency distributed proportionately according to their respective population sizes of 60 and 40.

3.4 Data Collection Procedures

The researcher used the following research instruments;

3.4.1 Questionnaires

Data was collected by use of a self-constructed questionnaire and interview schedule.

3.4.3 Observation Method

This involved researchers attending meetings of CDF committees, for instance, and observing what was going on. It also involved visiting a number of the ongoing projects in the constituency and recording the observations.

3.5 Data Analysis, Presentation and Interpretation.

The data is interpreted according to the study questions. The data was analyzed using descriptive statistical methods such as tables, figures and charts. The close ended questions generated data of qualitative nature, which in turn provide information that formed the basis for discussion and interpretation of the results. On the background information of respondents, it was established that majority of the people managing CDF projects are male. According to the project managers who are the PMCs indicated that 74.22% of all respondents were male, only 25.78% were female. These shows that female have not been included or have not been very serious in the management of CDF projects or may be, because of their engagement in most of the household activity, they lack of information on CDF activities. This was equally noted in CDFC executive respondents, it emerged from the questionnaires that out of 15 members approved by the board, the Aina moi constituency development fund committee only has three female.

3.6 Findings

The researcher found out that the factors that were significant in project completion time include: Project planning, competence of contractors, Donor funding reliability. All these factors affected completion time to a very large extent. Other notable factors, though, less significant include: Poor staffing and professionalism of the workers in contractor company. The researcher found out that although poor planning is cited as one of the factors causing project completion delay it is not so major as it can be managed.

On weather condition as a factor affecting project completion time the researcher found out that this was a major factor of project delay in completion time. The findings showed nearly 90% of initiated project are delayed by weather condition since climate is always unpredictable especially in during rainy seasons hence most projects stall and delay until rainy seasons are over thus causing delay in project completion.

The researcher also found out that for projects depending on donor funding are always experiencing problem of mismanagement of funds especially corruption cases and fraud that's why most donors pull out or withdraw their donations due to this. The suggestion for this by the researcher is to have time to time audits of the projects book of accounts and have a breakdown of how the funds are spent and employ personnel with high integrity. The researcher also found out that understaffing and professionalism of the staff employed to undertake the project was also a manageable factor affecting project completion time in Aina moi. In reference to this most of the contractors decide to employ a small number of qualified personnel and a large number of unskilled or

semiskilled personnel at the project instead of qualified professionals so as to cut on costs hence delaying project completion time since the semiskilled and unskilled personnel do not understand the need of project beating the dateline in addition to this researcher also found out that there was biasness in terms of project employment in the project committee and management most of the managers were male and a small percentage were women despite the fact that women are believed to be more active and less emotional on work compared to men and if more women would have been employed they could have in having some projects in Ainamoi to be completed in time.

From the findings there it is evident that there's no equal distribution of opportunities when it comes to the management of CDF funds. Due to this more problems than good in Ainamoi have escalated resulting to constituency resulting to conflicts between the parties and hence more time spent on resolving issues than completing the said projects. Researcher found out from the questionnaires issued that youth are the majority of people who participated in the projects that were going on in the community followed by men and the last group were women. This might be seen as the reason why projects don't get on well because there is no full participation of all the community members.

3.5.3 Summary of Data Analysis

From the data that the researcher collected, edited, coded and classified its now evident that different researcher's use different methods to analyze their data depending on the nature of the research. According to this researcher she used a qualitative and descriptive method of data analysis which proofed that in a places where projects are initiated there's always a variance of data which represents difference in age ,educational background and a marital status of the target population and this was seen in the case of CDF funded projects in Ainamoi constituency.

4. Summary of Findings

According to these research the finding of the factors reviewed in the objectives of study the findings showed that some of the factors were manageable only if: First, Good organization and plan is done before a project is initiated using monitoring while the project has started is important so since it is an essential part of good management and it is an integral part of the project in the CDF funded projects in Ainamoi constituency there has been numerous attempts to address these challenges project there was the CDF Amendment Bill 2007, which was presented before Parliament which states that more still needs to be done to strengthen CDF implementation. Secondly, to streamline CDF implementation and enhance its efficacy and efficiency the following issues are worth consideration. The Act should be amended to entrench affirmative action to ensure adequate representation of marginalized groups in all CDF management structures to ensure that their views and concerns are taken on board. Thirdly, the study established that in Ainamoi, it had no persons with disabilities in the CDF committee and no efforts are made to reach and include the deaf, blind and the differently disable in the committees. The committees should specifically include PWDS in the CDF committees. Fourthly, the number of women and youth representatives should also be increased to reflect their proportion in the population. The youth should constitute at least 25% of the CDC. In addition, a certain percentage of the CDF (say 7.5%) should be set aside to fund projects that target PWDs and other marginalized groups. Fifth, there is need to increase citizens' participation in identification and prioritization of projects in order to actually address the real issues affecting the people and create ownership of the projects among the people and this can be achieved through evaluation and project control since it will enable the parties responsible to suggest solutions to the problems identified in project implementation and operations. Sixth, The CDF Act should outline specific guidelines for members to be appointed to the CDC so that the projects have qualified people to steer it hence the projects can be completed in time. It should introduce guidelines or rules of eligibility such as transparency, good governance to avoid corruption and fraud cases so as to avoid donors pulling out of projects before they are completed. In addition, posts of the members of the committee need to be advertised through newspapers as well as effective local means (chief's notice board, CDC office notice board, and District Development Officer's notice board) to ensure as open a process as possible and also employ quality personnel so as to avoid understaffing and recruitment of unqualified personnel. Seventh, Educational bursaries guidelines need to be developed stipulating the criterion for determining who is awarded a bursary and how much. The awarding of bursaries should take into consideration the gender disparity in educational achievement levels. There is need to strengthen collaboration between the CDF structures and line ministry officers. The CDF will gain from the officer's technical know-how thus avoiding wastage of public funds from poorly planned projects and poor workmanship. It also ensures a smooth handover to the relevant government authorities once a project is completed. This will go a long way in avoiding a situation whereby schools and health facilities are constructed but there are no staff and other facilities to make them operational. Lastly, In order to ensure efficiency in CDF management and

project implementation, there is need for capacity-building of CDC and district administrative structures on needs assessment project design, implementation, monitoring and evaluation which will enhance project completion time.

5. Conclusions

According to this research, it is now evident that no doubt that CDF is a novel concept and one that is expected to have major positive impact on development at the grassroots level. In addition to advance the welfare of the people through community projects alleviation. It is an envy of many countries and has been sighted in many international for as an astute innovation. While it might not have had a universal application in all the constituencies, there is general perception that the fund has done a lot. Some of the clear indicators include Social infrastructure. It is indicated that the fund has supported a lot of Facilities that were hitherto ignored. Education is a major beneficiary in nearly all the constituencies constantly registering over 50% success rate. Other social amenities particularly health and water sectors also show for the fund in many constituencies. In Local capacity building the fund has enhanced public money circulation in the constituencies regardless of who gets the contracts and tenders. Material and skills for projects are locally sourced. The money is by and large spent in the constituency Community Participation is beyond imaginable levels despite its challenges of being incomplete in time. Projects are run by different groups from the communities in as much as the general public also participates in various ways including monitoring. Many communities have formed themselves into monitoring groups and associations that have become vital engagements for dialogue and interactions for the purpose of project completion time; the visibility of Mps in the fund has made Mps to be more visible in their constituencies unlike before. At least a number of MPs have things in hand project cheques that they go distributing from one locality to another and sometimes engage in follow up. Project costs are cheaper than before although the duration might be longer than before there are incidents where it has been found that costs were initially exaggerated and funds embezzled by recalcitrant public officers. CDF has a salutary effect on participation which is itself pivotal to empowerment of communities hence not only does the periodic evaluation of the expected time opportunity by the projects time but such evaluation show that the principal managers have concern for the degree to which the projects objective and goals in Ainamoi constituency are achieved. If the above practices recommendations are taken up and implemented, then the anticipated rapid development at the grassroots level would be achieved which will translate to the overall development of the country. In particular, by targeting the majority of the population and involving those in CDF processes and activities would be a significant step in promoting development at the local level. This would be fundamental in reducing poverty and creating wealth among men and women for better living standards. This would be a key precursor in building a strong economy for Kenya and thereby achieving the Vision 2030 ideals as well as global development targets such as the Millennium Development Goals. Notwithstanding, strengthening the policies, laws or guidelines guiding these funds is fundamental so that they can guide the implementation of the funds in line with people's needs and aspirations.

6. Recommendations

From the findings of this study the researcher recommended ways of achieving project completion time. To start with, the researcher recommends that on the issue of poor project planning those involved should define clear objectives by developing specific and measureable expectations and goals. One should build a clear execution plan and establishing a clear deliverables by the help of Gantt charts for easy scheduling and budgeting. Establish clear material deliverables for each step, this will be achieved by breaking down the project activities. Each step in the execution plan should consist one of the major deliverables to be produced after a reasonable amount of time. The stakeholders of a project should break down the time required of each deliverable, hence this will make the process of budgeting and scheduling of the project easier, hence the management should establish the projects budget through summing up the money to produce each deliverable thus this will improve project completion time. The researcher also recommended that one should give themselves time to do their Best Work, when evaluating a schedule or deadline proposed by the client, they may know that they will be rushed. In this case if the money is right and other factors work out, they may be tempted to move forward knowing that the time crunch will not allow them to do their best work. However, once they get in to the project and you want to produce something of quality, you'll find that justifying a lower quality of work is not usually acceptable to yourself or to the client.

Get Started Right Away, Procrastination is easy for freelance designers, since there is no one around to hold you accountable. It's a very simple concept, getting started earlier will allow you a better chance to meet your deadlines, but it's easy to put things off. By getting started right away one will have a chance to identify any potential problems while there is still plenty of time to deal with them, and one can reduce the pressure that will exist later as the deadline gets closer. Plan for Unexpected Issues, Part of the difficulty in pricing projects and setting deadlines and schedules is that unexpected issues are almost certain to arise. Planning for the unexpected

is a necessary part of the process that will usually be learned after a few bad experiences. When extra time is built in to a schedule to deal with unforeseen problems, deadlines will not need to be missed because of these setbacks. Even though unexpected things sometimes happen when designing and building a website, explaining to a client that one can't meet a deadline because of something they didn't anticipate is never a good thing. Yes, there are times when it may come to this even when one has built some extra time in to the schedule, but minimizing and avoiding these situations should be a goal. Communicate with clients that the ability to meet deadlines depends on their cooperation; being held up by clients can often be a frustration for designers. When one is building a site for a client there is a strong need for the client to be involved in the process. Whether one is being held up by waiting for content or waiting for feedback on the design, a slow response from the client is frequently a contributing factor in delays. Have checkpoints with smaller goals along the way. Some projects, especially larger ones, will have smaller goals and deadlines built in to the schedule along the way. However, even if one is working on a smaller project that only has one established deadline, it's a good practice to break down the tasks and steps that are needed to get the project completed, and set some specific goals and progress points for oneself to meet along the way. One needs to set daily/weekly goals and task lists. If one is starting a project with a detailed breakdown of what needs to be accomplished at specific intervals, one can evaluate their progress at any time and adjust if they are falling behind. Evaluate progress daily. In addition to just setting goals for each day and tasks that need to be accomplished, it's also necessary to evaluate your progress and make sure that you are still on track to meet the deadline. If you're not on track, it's obviously best to know that as soon as possible so that you can adjust your work as needed and this method will allow you to do just that. Researchers 'should conduct Post-Project Review and Evaluation .A post-project review provides a record of the history of a project. It provides written documentation of the planned and actual budget, the baseline and actual schedule, and documents recommendations for other projects of similar size and scope. The evaluation should include references or final documentation for the following items

The researcher gave a suggestion that to avoid poor planning expert judgment and qualified personnel should be employed to plan and design the project right from the beginning so as to avoid future disruptions. The researcher suggested use of Monitoring and evaluation to achieve this through step by step checking of the project inputs and outputs so as to find out any shortcomings and take timely corrective measures.

On the issue of uncompetitive contractors the researcher suggested that before contractors are given the task of initiating a project, their credentials and background should be counter checked and also checks on their previous works and their recommendations to see if they fit the work. Some contractors might be qualified but only for small projects hence they cannot handle large and high-tech projects like the ones in Ainamoi constituency, the researcher suggested use of evaluation to achieve this through determining the value of the projects in terms of relevance efficiency and effectiveness. The researcher also found out that poor risk management as a factor on project completion time could be managed through project control as part of monitoring and evaluation by comparing planned results with actual results to determine the progress towards the project cost schedules and technical performance objective, costs could pose as a risk to the project since the initial plan of how much the project would cost might become too expensive hence causing the project to stall hence causing project completion time delay

7. Suggestions for further Study.

As per the researcher, the following suggestions were cited for further study, it has been noted that some people find that they procrastinate more than they would like hence this is a common problem in CDF funded projects in Ainamoi constituency, this could also be cited as suggestions for further research. This study could also be repeated with slight modifications higher levels of research involving professionals and experts since some of the projects in Ainamoi have hi-tech machinery and a professional way of doing things especially hospitals hence this requires researcher who understand the language and items of medicine. Similar studies could also be conducted at the village levels keeping in mind the methods and funds involved used at the various levels a number of group work and pair work activities could be worked out bearing in mind the difference of the projects and the resources allocated. The techniques which projects are successful, who is involved, what is their progress, could be used at different levels and could be made simple or complex suited to the level of projects. Similarly gender insensitivity is also a suggestion for further research in Ainamoi constituency since the share of women in the country's workforce has been increasing but apparently at a slower pace in the corporate sector. Most enterprises have yet to adopt gender equality policies in their business strategy. The obvious outcome is that the work environment is not conducive for female workers to achieve their best for themselves or their company hence this applies to most of the projects undertaken in Ainamoi. The information gathered in Ainamoi constituency shows that work environment continues to be gender insensitive. The employers tend to trivialize women specific issues and feel no pressure to implement whatever little protection is allowed to working women in the legal framework.

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