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Project Constraints Management and Completion of Constituency Development Fund Projects in Nairobi City County, Kenya

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Abstract

Due to fundamental flaws in its legal framework, the constituency development funds' implementation is marked by controversies and hostility. For example, the constituency development funds' design discourages integration with current development mechanisms, leading to overlap and, occasionally, double funding. Additionally, the fund is managed in an undemocratic manner with little accountability. Project completion has been delayed as a result of this. Therefore, the purpose of this study was to investigate the influence of project constraints management on the completion of Constituency Development Fund projects in Nairobi City County. Specifically, the study sought to determine the influence of time, quality, cost, and resource management on the completion of Constituency Development Fund projects. The study employed both descriptive and explanatory research designs. The unit of analysis was seven secondary education projects funded through the constituency development funds in Roysambu Sub-County between the years 2015 and 2019. The unit of observation was 84 project management committee members. The findings indicated that time management, quality management, cost management, and resource management had a positive and significant influence on the completion of Constituency Development Fund projects. The study concluded that prioritization of projects based on their needs enhanced their completion. Timely allocation of resources during project implementation enhanced project success. Lack of quality checks during project implementation delayed project success. Further, regular budget review and regular review of various projects for various projects enhanced project success. The study recommended that the project managers in various constituency projects should ensure that the goals of the projects are set early enough to enhance project success. The project managers should ensure they employ qualified quality assurance officers who can be able to do standard quality checks of projects. The study suggested that constituency managers have a clear vision and objectives that place a priority on resource mobilization. Additionally, it is advised that the government constantly make sure to allocate enough funding for the projects to ensure completion.

Keywords: *Time, quality, cost, resources, project completion*

1.0 Introduction

The project completion period is increasingly becoming an important issue for stakeholders (Mok, Shen & Yang, 2015). This creates stress in project management from issues such as cost overruns, inflation, customer (sponsor) pressure, and possible disputes and claims leading to

legal proceedings or arbitration. Delaying the completion of significant projects is a worldwide occurrence. Due to the delay, the project's funding does not reach its intended beneficiaries, which results in cost and time overruns (Mwirabua & Mohinder, 2020).

A key component and criterion of project success is frequent timely project completion. Projects are increasingly being used as the building blocks for organizational strategic management (Gaturu & Muturi, 2014). A project's success depends on how long it takes to complete from beginning to end. School projects call for the execution of carefully designed procedures that transform financial, human, and material resources into goods or services that benefit pupils, educators, and other stakeholders (Eskerod, Huemann & Savage, 2015).

According to a report published in the US by the chairman of the Standish Group, construction projects did not satisfy the builders (CHAOS, 2009). According to the research, 32% of projects were finished on time, on budget, and at the required quality level; 44% of projects were late, over budget, and with fewer features; the results were questionable, and 24% of projects were canceled before delivery due to failure.

In Palestine, the lack of materials was the most important factor in implementation, which hindered project completion (Salunkhe & Patil 2014). Rising material prices, the availability of resources as planned throughout the project's life cycle, the average delay due to closures resulting in material shortages, the availability of highly experienced and qualified employees, the quality of equipment and raw materials in project companies, and project managers' leadership skills were among the other factors they identified.

Nigeria also has problems with project delays and performance. Aje, Adedokun, and Ibironke (2014) point out that one of the most serious problems is project cost overruns so that projects are completed in larger numbers than the original amount. In Tanzania, the CDF was introduced in 2009 as an independent mechanism that directs a certain part of the state budget to constituents to finance small local development projects, most of which are elected by parliamentarians (Tsubura, 2014). These projects cover the education sector, in particular the construction of school infrastructure and renovations. Following the federal government's disbursement of funding, a school management committee identifies and assigns school-specific projects based on priority (Sambasivan et al., 2017).

In Kenya, educational projects such as the construction of laboratories, the concept of school equipment in Kenya, the construction of classrooms, information and communication technology, construction of canteens, water supply, etc. to adversity or worse, never to be exceeded. steps on the document. Therefore, the successful completion of the project largely depends on good governance and organization as well as close coordination between requirements and specialized agencies at the local level (Ndagi, 2013).

Problem Statement

A parliamentary bill, CDF ACT, (2003), established the CDF, which was updated in 2013, CDF ACT, 2013. (2013). The goal is to transfer national resources to local communities for economic development and to allow local communities to participate in socioeconomic activities that are connected to their growth (Barasa, 2014).

The legal system's fundamental weaknesses have led to controversy and hostility around the funds' implementation. For example, the CDF's architecture does not encourage integration with current development structures, which leads to overlap and, occasionally, double funding. Additionally, the fund is managed in an undemocratic manner with little accountability (NTA, 2016). A 2015/2016 report by the National Taxpayers Association (NTA) also stated that 40

percent of CDFs could not be considered, 20 percent of projects were unsuccessful, and only 5 percent were completed. The Economic Survey Report (2016) shows that the implementation of NG-CDF projects in Kenya is on average 42%. In addition, a survey conducted by the Institute for Economic Affairs (IEA) in 25 constituencies to determine public participation in the CDF development process showed that only 38.7% participated in project selection and priority (IEA, 2018).

Past literature investigated the link between project constraints management and project completion. For instance, studies such as Kahiga (2015), Barasa (2014), and Langat (2015) have analyzed factors that determine the completion of projects. However, there is scanty information on the impact of project constraints administration on CDF project completion in Roysambu Sub-County. The current research, therefore, aimed to bridge the underlying research gap.

Research Objective

i. To establish the influence of time management on the completion of constituency development fund projects in Nairobi City County.

ii. To examine the influence of quality management on the completion of constituency development fund projects in Nairobi City County.

iii. To determine the influence of cost management on the completion of constituency development fund projects in Nairobi City County.

iv. To evaluate the influence of crisis management on the completion of constituency development fund projects in Nairobi City County.

2.0 Literature Review

Theoretical Review

Crosby's Quality Theory developed by Crosby (1989) proposed that management engagement is critical for improving production quality, but each participant must do his or her share and be accountable. Crosby believes that the failure of the quality system is due to a lack of management and dedication. Quality is defined as the development, design, production, marketing, and servicing of goods and/or services that are the most cost effective and usable for consumers. To accomplish these aims, all aspects of the organization (top management, offices, factories, and individual divisions such as manufacturing, architecture, engineering, analysis, planning, consumer forecasting, governance, accounting, inventory, warehousing, advertising, servicing, employees, labor relations and public affairs) must work together (Evans & Lindsay, 1993).

Therefore, quality management helps companies to determine where to invest time and money to ensure the achievement of cost-oriented quality and to differentiate products/services from competitors. This means ensuring that each phase of the development cycle is anchored to customer needs and functioning within the development process to facilitate the use of tools, techniques, and other internal experiences at the right point in time (Costin, 1994).

Therefore, the current study drew majorly on the theory based on the principle that to ensure quality is achieved and maintained, the leadership has to be accountable for the whole process. In addition, the theory advocates that quality management is a derivative of each stakeholder's role at each phase of implementation to ensure that the process is effective and delivery of services is timely not only quality.

Empirical Review

Time Management and Project Completion

Sanchez and Terlizzi (2017) sought to identify time management practices in which organizations can optimize IP development project CTPMS. The study used a hierarchical model to analyze 899 SI initiatives from top banks and discovered that project duration and delay had a favorable influence, while team size and distribution had a negative impact. The findings can be used to help with things like allocating team members and determining priorities, among other things. However, this study reveals content gaps as the focus is on the IP development project CTPMS, while the current study seeks to transfer the results to a CDF project in the Nairobi City District, Kenya.

Aggor (2017) examined the connections between project success criteria and budget in Ghana's construction sector. For this study, 116 project managers were chosen at random from a group of construction industry workers in Ghana's Greater Accra area. The results showed a marginally positive connection between the project budget and the independent factors (time, quality, safety, environmental impact, and location conflicts). In Ghana's construction business, paying attention to important performance metrics like timing, disputes, and environmental implications can help enhance project outcomes. The study was, however, conducted in the Ghanaian building construction sector and provided little evidence on CDF projects.

Quality Management and Project Completion

Kwasira, Wambugu, and Wanyoike (2016) examined quality management measures for the successful completion of construction projects in Nakuru. All quality management, quality assurance, quality improvement, and quality planning procedures have a strong and favorable link with the successful completion of building projects, according to the findings. To measure the link between variables, the research used a descriptive research approach, which is inappropriate.

Meijer and Visscher (2017) examined the effect of structural quality management in seven specially selected European countries. This report is based on a series of desktop research initiatives conducted in seven European nations from 2010 to 2016. According to the report, quality management is becoming increasingly privatized, and the management framework outlines the control and compensation mechanisms throughout the construction process. Process management highlights the security implications of complex structures. The quality of the constructors is put under far less scrutiny. However, because the study used desktop research, it has a methodological flaw. The current study employed an explanatory research design.

Cost Management and Project Completion

Abobakr (2018) examined the need for cost management processes (before and after contract signing) in construction projects. The proposed research topics cover all cost estimation, cost management, and management processes used in several well-known construction projects. This study reviews relevant literature such as published magazines, technical documents, books, and publications of various data on construction costs. The study revealed that the prestige of the developer and the expenditure were the key constraints of any mixed-use development project. The contractor must also precisely balance the desired output, the predetermined period, and the approved budget to meet the goals of the project. From the beginning of the design stage, the contractor can advise the client to develop cost management systems mechanisms so that costs can be management-led and tracked during the design and

development phases. This constructive and analytical approach allows all partners (clients, vendors, and subcontractors) to consider their positions and obligations. However, the study focused on construction projects and thus the findings cannot apply to CDF projects in Kenya, therefore, presenting a contextual gap.

Faremi, Ogunsanmi, and John (2016) studied the factors that influence cost and schedule management in building projects in Lagos, Nigeria. The findings showed that the key factors impacting the cost and time management of building projects include: planning and paperwork problems, low labor quality, and financial resource management. It is also important to prevent the low quality of work in the construction industry. Project and development management should also concentrate on the expense, efficiency, and time constraints of the project tripods, while staff employed and mobilized in construction projects should be sufficiently prepared to achieve the required cost and time efficiency. However, the study focused on construction projects in Lagos and thus the findings cannot apply to CDF projects in Kenya, therefore presenting a contextual gap.

Resource Management and Completion of CDF Projects

In Rwanda, Gachuga, Kule, and Ndabaga (2016) looked at the impact of resource management on project implementation. Budgeting, fundraising, resource allocation, and control are all specific variables. This research employs a descriptive correlation design as well as a qualitative and quantitative research strategy. Questionnaires were utilized to obtain information. The findings showed that budget control and project implementation in Rwanda had a positive relationship. However, because it focuses on project execution and project completion, this study indicates a conceptual gap.

Mumbi (2020) investigated the effect of program constraint administration on building project completion in Kenya's Nakuru District. The impact of scope and resource management on the completion of construction projects in particular was investigated in this study. This study employs a descriptive research design. The intended audience is construction structures that have been registered. The findings revealed a positive and substantial link between scope management and project completion. The study does, however, have a methodological flaw because it used a descriptive survey research approach, which is inappropriate for relational studies.

In Kenya's urban informal settlements, Aira (2016) looked into the factors that affect how non-governmental organization (NGO) projects are implemented. The Undugu Society's 10 Kenyan initiatives are the target group. This study employs a descriptive research design with a qualitative methodology. A multi-cluster sampling approach and a targeted non-probabilistic sampling procedure were used to choose the sample. A self-administered questionnaire was used to collect data for this survey. The research showed that the Undugu community's top leadership often traveled to Kenya to attend project meetings. Stakeholder decisions have a major impact on project implementation, according to the study. Stakeholder involvement in project finance management, project progress monitoring, and fundraising was found to have an impact on project success in this study.

3.0 Methodology

The study adopted both descriptive and explanatory research designs. The unit of analysis was seven secondary education projects funded through the constituency development funds in Roysambu Sub-County between the years 2015 and 2019. The unit of observation was 84 project management committee members. Because the target group was small, a census was done. To collect primary data, a structured questionnaire was utilized. Utilizing descriptive

statistics like means and percentages, the data was examined. Multiple regression analysis was used to determine the effect of the independent variables on dependent variable.

4.0 Results and Discussion

Descriptive Analysis

This section presents descriptive analysis results based on the study variables. The scale used was 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, and 5- strongly agree.

Time Management

Descriptive statistics for time management are captured in Table 1.

Table 1: Time Management

Statement	1	2	3	4	5	M	SD
There is timely planning and scheduling of secondary school projects	6.90%	8.30%	18.10%	43.10%	23.60%	3.68	1.14
There is timely goal-setting of secondary school projects	63.90%	5.60%	5.60%	13.90%	11.10%	2.03	1.51
There is the prioritization of secondary school projects based on need.	8.30%	1.40%	16.70%	37.50%	36.10%	3.92	1.16
Task allocation relating to secondary school projects is done early enough.	11.10%	1.40%	16.70%	36.10%	34.70%	3.82	1.25
Average						**3.36**	**1.27**

Results in Table 1 showed that most of the participants who were 66.7% agreed with the statement that there is timely planning and scheduling of secondary school projects (Mean = 3.68, Std.Dev=1.14). The majority of respondents, or 69.5 percent of those surveyed, disagreed with the statement that secondary school projects have timely goals established for them (Mean = 2.03, Std. Dev = 1.51), according to the results. Further results revealed that majority of the respondents who were 73.6% agreed with the statement that there is the prioritization of secondary school projects based on need (Mean = 3.92, Std.Dev=1.16). The majority of respondents (70.8%) agreed with the assertion that work allocation for secondary school projects is completed early enough, according to the results (Mean = 3.82, Std. Dev=1.25). The majority of respondents were neutral about the statement about time management, according to the average mean of the responses, which was 3.36; nevertheless, the answers varied, as indicated by a standard deviation of 1.27.

Quality Management

Descriptive statistics for quality management are captured in Table 2.

Table 2: Quality Management

Statements	1	2	3	4	5	M	SD
The secondary school projects undergo high-standard quality assurance check	34.70%	22.20%	8.30%	27.80%	6.90%	2.50	1.39
There is regular quality improvement in the projects	6.90%	11.10%	4.20%	34.70%	43.10%	3.96	1.25
Quality planning of the projects is conducted regularly.	6.90%	15.30%	8.30%	40.30%	29.20%	3.69	1.24
Quality monitoring of the project is conducted regularly.	8.30%	5.60%	13.90%	34.70%	37.50%	3.88	1.22
Average						**3.51**	**1.28**

The results in Table 2 showed that most of the participants who were 56.9% agreed with the statement that secondary school projects undergo high-standard quality (Mean = 2.50, Std. Dev=1.39). Additional findings revealed that the majority of respondents, or 77.8%, agreed with the assertion that projects often enhance their quality (Mean = 3.96, Std. Dev=1.25). The majority of respondents, or 69.5 percent of them, agreed with the assertion that project quality planning is done regularly (Mean = 3.69, Std. Dev = 1.24), according to the data. Further findings revealed that the majority of respondents (72.2%) agreed with the statement that the project's quality is regularly monitored (Mean = 3.88 Std. Dev = 1.22).

The majority of respondents agreed with the statement on time management, as indicated by the average mean of the responses of 3.51; nevertheless, the answers varied, as indicated by a standard deviation of 1.28.

Cost Management

Descriptive statistics for cost management are captured in Table 3.

Table 3: Cost Management

Statements	1	2	3	4	5	M	SD
There is a regular budgets review for various projects	11.10%	0.00%	4.20%	19.40%	65.30%	4.28	1.28
There is a regular review of the cost of materials for various projects	6.90%	4.20%	11.10 %	25.00%	52.80%	4.13	1.20
There is a regular review of the cost of	8.30%	2.80%	6.90%	20.80%	61.10%	4.24	1.23

labor for various projects							
There is a regular review of overhead costs for various projects	9.70%	1.40%	8.30%	26.40%	54.20%	4.14	1.25
Average						**4.20**	**1.24**

The majority of respondents, or 77.8%, agreed with the statement that there is a frequent budget review for different projects, according to Table 4.5 (Mean = 4.13, Std. Dev = 1.20). Additionally, the majority of respondents, 81.90 percent, agreed that the cost of materials for different projects is often reviewed (Mean = 4.24, Std. Dev = 1.23). Further findings revealed that the majority of respondents (80.6%) agreed with the statement that overhead expenses for different projects are reviewed frequently (Mean = 4.14, Std. Dev = 1.25).

The majority of respondents agreed with the statement on cost management, as indicated by the average mean of the responses of 4.20; nevertheless, the answers varied, as indicated by a standard deviation of 1.24.

Resource Management

Descriptive statistics for resource management are captured in Table 4.

Table 4: Resource Management

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Financial resources are essential to the successful completion of projects.	6.90%	0.00%	20.80%	19.40%	52.80%	4.11	1.17
Human resources are essential to the successful completion of projects.	8.30%	5.60%	26.40%	29.20%	30.60%	3.68	1.21
Materials are essential to the successful completion of projects.	12.50%	4.20%	13.90%	22.20%	47.20%	3.88	1.38
Leadership support is essential to the successful completion of projects.	6.90%	11.10%	13.90%	26.40%	41.70%	3.85	1.27
Average						**3.88**	**1.26**

The results in Table 4 showed that most of the participants who were 72.2% agreed with the statement that financial resources are essential to the successful completion of projects (Mean = 4.11, Std. Dev=1.17). Further findings revealed that the majority of respondents (84.7%) agreed with the statement that human resources are necessary for projects to be completed successfully (Mean = 3.68, Std. Dev = 1.21). The majority of respondents, or 69.4 percent of the sample, agreed with the assertion that materials are necessary for projects to be completed

successfully (Mean = 3.88, Std. Dev = 1.38). The majority of respondents, 68.1 percent, agreed with the statement that leadership support is necessary for projects to be completed successfully (Mean = 3.85, Std. Dev =1.27), according to additional results.

The majority of respondents agreed with the statement on resource management, as indicated by the average mean of the responses of 3.88; nevertheless, the answers varied as indicated by a standard deviation of 1.26.

Completion of CDF Projects

Descriptive statistics for project success are captured in Table 5.

Table 5: Completion of CDF Projects

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std.Dev
Projects are completed according to the set timelines	11.10%	2.80%	6.90%	34.70%	44.40%	3.99	1.28
Projects are completed according to the cost/budget provisions	9.70%	0.00%	16.70%	29.20%	44.40%	3.99	1.23
Projects are completed according to the intended quality standards.	9.70%	2.80%	27.80%	27.80%	31.90%	3.69	1.23
Projects are completed according to the set technical requirements where; fatalities do not occur, and accidents are not reported.	11.10%	15.30%	13.90%	31.90%	27.80%	3.5	1.34
Projects are completed according to to set objectives	11.10%	11.10%	15.30%	25.00%	37.50%	3.67	1.37
Projects are completed to user satisfaction	8.30%	4.20%	12.50%	40.30%	34.70%	3.89	1.18
Average						**3.79**	**1.27**

Results in Table 5 showed that most of the participants who were 79.1% agreed with the statement that projects are completed according to the set timelines (Mean = 3.99, Std. Dev=1.28). More results revealed that 73.6 percent of respondents (Mean = 3.99, Std. Dev = 1.23) agreed that projects are finished in accordance with cost and budgetary provisions. The majority of respondents, or 59.7 percent of the sample, agreed with the assertion that projects are executed in accordance with the planned quality standards (Mean = 3.69, Std. Dev = 1.23), according to the data. The majority of respondents or 59.7% of those who responded, agreed with the statement that projects are finished in accordance with the established technical standards, where no fatalities occur and no accidents are reported (Mean = 3.50, Std. Dev = 1.34). The majority of respondents, who agreed with the assertion that projects are finished in accordance with established objectives, were found to be 62.5 percent the respondents, according to the results (Mean = 3.67, Std. Dev=1.37). Further results showed that most of the respondents who were 75.0% agreed with the statement that projects are completed to user satisfaction (Mean = 3.89, Std. Dev=1.18).

The majority of respondents agreed with the statement about project success, as indicated by the average mean of the responses of 3.79; however, the responses varied, as indicated by a standard deviation of 1.27.

Regression Analysis

This section presents the regression outcome.

Table 6: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842a	0.709	0.692	0.46502

Table 6 indicates that the four predictor variables in this study explain 71% (R^2=.709) of total variations in completion of CDF projects. The results imply that the model applied to link the relationship of the variables was satisfactory. The validity of the model was also validated using Analysis of Variance (ANOVA) and results are shown in Table 7.

Table 7: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	35.302	4	8.825	40.812	.000[b]
Residual	14.488	67	0.216		
Total	49.79	71			

A p-value of 0.000, which is less than the crucial p-value of 0.05, supports the statistical significance of the entire model, according to Table 7. An F statistic of 40.812, which suggests that project constraints management components were effective predictors of CDF project completion, lends support to this. Table 8 displays the regression coefficient results.

Table 8: Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.331	0.289		1.143	0.257
Time management	0.271	0.100	0.272	2.704	0.009
Quality management	0.192	0.085	0.199	2.253	0.028
Cost management	0.28	0.073	0.357	3.816	0.000
Resource management	0.186	0.068	0.207	2.742	0.008

Model:

$$Y= 0.331+ 0.271\ X_1+ 0.192X_2+ 0.280X_3+ 0.186X_4$$

Where:

Y= Project Success

X_1=Time Management

X_2=Quality Management

X_3=Cost Management

X_4=Resource Management

Regression findings in Table 8 reveal that time management had a substantial positive influence on completion of CDF projects (β=0.271, p=0.007<.05). This implied that time management contributes significantly to completion of CDF projects. The findings agreed with Aggor (2017) who found a positive relationship between the project budget and time management.

Results also showed that quality management had a substantial positive influence on completion of CDF projects (β=0.192, p=0.028<.05). This implied that quality management contributes significantly to completion of CDF projects. The findings agreed with Salvi and Kerkar (2020) who indicated that consumers benefit from quality management because it ensures that the construction process is consistent and that materials are used efficiently, resulting in significant cost savings.

The findings further indicate that cost management had a substantial positive influence on completion of CDF projects (β=0.280, p=0.000<.05). This implied that cost management contributes significantly to completion of CDF projects. The findings agreed with Olawale and Sun (2010) who indicated that cost management had an impact on project impacts.

In addition, results showed that resource management had a substantial positive influence on completion of CDF projects (β=0.186, p=0.008<.05). This implied that resource management contributes significantly to completion of CDF projects. The study findings agreed with Mumbi (2020) who revealed a positive and substantial link between scope management and project completion, as well as a substantial positive link between resource constraint management and project completion.

5.0 Conclusion

The research concluded that time management had a substantial positive influence on completion of CDF projects. The study also concluded that prioritization of projects based on their needs enhanced their completion. Timely allocation of resources during project implementation enhanced project success. However, lack of timely goal setting of projected delayed completion of programs.

The research concluded that quality management had a substantial positive influence on completion of CDF projects. Lack of quality checks during project implementation delayed project success. The study also concluded that regular quality improvement of projects enhanced project success.

The study concluded that cost management had a favorable and significant impact on CDF project completion. Further, regular budget review and regular review of various projects for various projects enhanced project success. Regular review of the cost of materials for various CDF projects in the county also enhanced project implementation.

The study concluded that resource management had a favorable and significant impact on CDF project completion. The study came to the additional conclusion that both human and financial resources were necessary for projects to be completed successfully. In addition, a government that offers support to the implementation of projects facilitates the completion of projects on time.

6.0 Recommendations

Most of the CDF projects were seen to lack timely goal setting which caused a delay in project completion. The study, therefore, recommends that the project managers in various constituency projects should ensure that the goals of the projects are set early enough to enhance project success.

The study findings also found that the regular checks done in the CDF projects are not of standard quality. Therefore, the project managers should ensure they employ qualified quality assurance officers who can be able to do standard quality checks of projects. This will enhance project success.

The study suggests that constituency managers need to have a well-defined vision and objectives that put resource mobilization first. Planning for the budget allotted for project implementation is necessary to increase project success by making sure there is enough funding available.

It is advised that the government always make sure to allocate enough funds for carrying out the projects to improve their completion. Additionally, project managers should constantly make sure that weekly updates are made to plans and financial records. The level of project completion will rise as a result.

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