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Project Management Practices and Performance of National Government Constituency Development Funded Infrastructural Projects in Kenya: A Case of Senior Secondary School Projects, Nakuru County

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Abstract

Purpose: The study sought to determine the effect of project management practices on the performance of national government-funded projects in Kenya, focusing specifically on Ministry of Education senior secondary school projects in Nakuru County. The study considered project management practices including control tools and stakeholder engagement.

Methodology: The descriptive research design was used in this study. The target population was 2610 from all registered public senior secondary schools and the 11 Nakuru County constituency committee members. Using the systematic purposive sampling technique, the total sample size was 200 respondents. Questionnaires were used to collect primary data. Data analysis comprised descriptive statistics and regression analysis.

Results: The study found that there was a significant effect of control tools and stakeholder engagement on the performance of constituency development-funded Infrastructural projects in Kenya.

Conclusion: Control tools are essential for improving the performance of NG-CDF infrastructure projects. Stakeholder engagement plays a crucial role in the success of NG-CDF infrastructure projects. Project monitoring should be improved through digital tracking systems and regular site inspections to keep projects on schedule and within budget. Identification involvement should be enhanced by engaging community members and key stakeholders early in planning to align projects with local needs. Closure participation should be encouraged by involving stakeholders in final inspections and handovers to ensure project acceptance and sustainability.

Keywords: *Project Management Practices, control tools, stakeholder engagement, project performance, National Government Constituency Development Funded Infrastructural Projects*

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1. Introduction

Project management plays a crucial role in the successful implementation of National Government Constituency Development Fund (NG-CDF) projects in Kenya, particularly in ensuring accountability and effective resource allocation. The NG-CDF aims to empower local communities by funding various developmental projects, including education and infrastructure. Effective project management practices, such as thorough planning, stakeholder engagement, and monitoring, are essential to navigate the complexities of these projects and meet community needs (Chepkemoi et al., 2020). By applying structured project management methodologies, stakeholders can improve project delivery, enhance transparency, and foster greater community participation, ultimately leading to sustainable development outcomes.

Researcher-conducted studies worldwide show that the majority of implemented projects fall short of their goals in terms of budget and schedule. According to data from the United Kingdom (UK) in 2020, 52% of projects experienced cost overruns greater than 10%, while 45% of projects saw time overruns more than 25% (Soon, 2020). Similar studies conducted in India, according to the same research, revealed that 56% of projects had cost overruns above 20% and 49% had time overruns beyond 1 to 160 months.

The implementation of project management practices remains critically important in developing African nations, propelled by advancements in technology, increasing project complexity, and the scarcity of skilled personnel. Efforts to promptly establish effective project management strategies are imperative in developing Africa, driven by the swift pace of technological advancements and the intense global competition (Gitamo, 2019). Numerous management hurdles plague international development projects in Africa, significantly increasing the likelihood of stalling or failure at various stages of the project cycle.

In Africa, projects frequently encounter four main challenges: the technical trap of adopting a one-size-fits-all approach, insufficient project management capacity, a deficit in accountability for results, and cultural challenges. Achieving this objective requires Africa to adopt a project-oriented mindset, empowering it to overcome hurdles and embark on a new phase of development (Gitmo, 2019). The size and complexity of the educational systems in Sub-Saharan Africa have increased significantly. They now encompass a multitude of functions and stakeholders, with management becoming progressively decentralized.

The CDF was established in Kenya in 2003 and given the responsibility of supervising the creation of grassroots initiatives across all of the country's constituencies. Additionally, it was commissioned to reduce partisan politics-related regional development disparities. It has spurred the building of water projects, medical facilities, and educational facilities around the country, especially in remote areas that were previously disregarded when funding was being allocated. Despite having managed several development projects, the CDF faces obstacles that prevent it from reaching its goal (Bakin, 2010).

The National Government Constituencies Development Fund (NG-CDF) was established pursuant to the NG-CDF Act 2015 as amended in 2016 to address poverty at a grassroots level and enhance regional equity in development by dedicating a minimum of 2.5% of all the National Government’s share of annual revenue towards projects identified by the community in each constituency. The Fund was managed by the National Government Constituencies Development Fund Board which was a body corporate established pursuant to Sections l4, 15, and 16 of the NG- CDF Act 2015. At the constituency level, the day-to-day management of the Fund was vested in the National Government Constituency Development Fund Committees established under Section 43 of the Act 2015.

1.1 Problem Statement

Ideally, the National Government Constituency Development Fund (NG-CDF) has served as a crucial tool for promoting grassroots development in Kenya. When effectively managed, NG-CDF-funded projects, particularly in the health and education sectors, have delivered measurable benefits. In rural communities, the construction of health clinics and the provision of medical supplies have improved access to critical services, resulting in higher immunization rates and better maternal healthcare outcomes (Wanyonyi et al., 2022). Similarly, education-focused investments, such as the construction of junior secondary school (JSS) classrooms, science laboratories, and libraries, aim to enhance the quality of learning and create employment opportunities. These efforts illustrate the fund's potential to address community needs and contribute significantly to equitable public service delivery.

In practice, however, NG-CDF infrastructural projects frequently fall short of their intended goals. Numerous reports highlight project delays, cost overruns, and substandard construction, with some initiatives abandoned altogether. These failures are often rooted in poor planning, ineffective stakeholder engagement, and weak risk management strategies (Mwania et al., 2022). For example, a study by Muthoni and Mungai (2023) found that 60.5% of projects in the Kikuyu Constituency were not completed on schedule, and 58.5% exceeded their budgets due to inadequate planning and oversight. Additionally, issues such as procurement breaches, limited community involvement, and weak accountability mechanisms have been flagged by oversight bodies (Office of the Auditor General [OAG], 2023). Such inefficiencies not only compromise project outcomes but also undermine public trust in the government's capacity to deliver essential services.

This study addresses the problem of ineffective project management practices and their bearing on the performance of NG-CDF-funded infrastructural projects in Kenya. Despite the fund's developmental promise, critical gaps persist in the application of key project management practices, including planning, monitoring and evaluation, stakeholder engagement, and risk mitigation (Kamau et al., 2022; Mwania et al., 2022). These deficiencies hinder project sustainability, reduce value for money, and weaken institutional credibility. Local communities being the primary beneficiaries are often deprived of vital services such as education and healthcare, while taxpayers see little return on public investment. Consequently, this study aims to examine the effect of project management practices on the performance of NG-CDF-funded infrastructural projects in Kenya, to inform more efficient, accountable, and impactful use of NG-CDF resources.

1.2 Research Objectives

i. To assess the effect of control tools on the performance of constituency development-funded Infrastructural projects in Kenya.

ii. To investigate the influence of stakeholder engagement on the performance of constituency development funded Infrastructural projects in Kenya.

2. Literature Review

2.1 Theoretical Review

The Resource-Based View (RBV) theory, introduced by Jay Barney in his seminal 1991 paper Firm Resources and Sustained Competitive Advantage, posits that an organization's success is determined by its ability to leverage unique, valuable, and inimitable resources (Barney, 1991). In the context of the National Government Constituencies Development Fund (NG-CDF), the RBV theory underscores the importance of effectively managing resources to achieve

objectives like control, risk management, and project planning. The NG-CDF's performance can be evaluated based on how well it utilizes its financial and human resources to control project execution, manage risks, and plan initiatives. By strategically deploying these resources, the NG-CDF can enhance its impact on local development and address specific needs more efficiently.

The Resource-Based View (RBV) theory, which focuses on leveraging unique internal resources for competitive advantage, has been criticized for overlooking the impact of external factors like industry dynamics and market changes (Priem et al. 2001). This critique suggests that RBV may not fully capture how external elements such as political shifts, economic conditions, and socio-cultural factors influence organizational success. In the context of the National Government Constituencies Development Fund (NG-CDF), relying exclusively on RBV could limit understanding of how these external factors affect the fund's performance. A more comprehensive evaluation would benefit from integrating both internal resource management and external environmental considerations.

While specific studies directly applying the Resource-Based View (RBV) theory to the National Government Constituencies Development Fund (NG-CDF) are scarce, scholars have effectively utilized RBV in related contexts that provide valuable insights. For example, Munyua (2016) explored the role of local resources in development projects in Kenya, demonstrating how effective resource management aligns with RBV principles. Omolo (2018) examined community involvement and resource utilization in local governance, relevant to understanding RBV's application in public funds. Mwaura (2017) analyzes that while specific studies directly applying the Resource-Based View (RBV) theory to the National Government Constituencies Development Fund (NG-CDF) are scarce, scholars have effectively utilized RBV in related contexts that provide valuable insights. For example, Munyua (2016) explored the role of local resources in development projects in Kenya, demonstrating how effective resource management aligns with RBV principles Omolo (2018) examined community involvement and resource utilization in local governance, relevant to understanding RBV's application in public funds. Mwaura (2017) analysed decentralized funding mechanisms, offering insights into resource management in local development. Additionally, Karanja (2020) investigated strategic resource allocation in public sector projects, providing a framework applicable to evaluating NG-CDF's performance through the RBV lens. Decentralized funding mechanisms, offering insights into resource management in local development. Additionally, Karanja (2020) investigated strategic resource allocation in public sector projects, providing a framework applicable to evaluating NG-CDF's performance through the RBV lens.

The current study finds the Resource-Based View (RBV) theory viable because it offers a framework for assessing how effectively the NG-CDF utilizes its resources in project control, risk management, and planning. By applying RBV, one can evaluate whether the NG-CDF capitalizes on its unique local assets and capabilities to enhance control mechanisms, mitigate risks, and plan projects more effectively. This approach helps identify and leverage critical resources that contribute to successful project outcomes and sustainable local development, ensuring that the fund's initiatives align with community needs and optimize resource use.

2.2 Empirical Review

2.2.1 Project Control Tools and Performance of NGCDF Infrastructure Projects

A recent study by Kibet and Njuguna (2024) examines how control tools influence the performance of the National Government Constituencies Development Fund (NG-CDF) in Kenya. This research explores the effectiveness of various control mechanisms, such as project

management software, audit procedures, and performance metrics, in improving project delivery and accountability. The study reveals that the strategic application of these control tools significantly enhances the fund's ability to manage costs, meet deadlines, and ensure high-quality outcomes. The findings suggest that integrating comprehensive control systems was crucial for optimizing NG-CDF operations and achieving successful project results.

A study by Mwangi (2023) investigates the role of control tools in enhancing the performance of the National Government Constituencies Development Fund (NG-CDF) in Kenya. The research highlights how various control mechanisms, including financial audits, project monitoring systems, and performance evaluations, impact the efficiency and effectiveness of NG-CDF projects. It finds that effective implementation of these control tools significantly improves project outcomes by ensuring better budget management, adherence to timelines, and quality of deliverables. The study underscores the importance of robust control measures in promoting transparency, accountability, and optimal resource utilization within NG-CDF

2.2.2 Stakeholder Engagement and Performance of NGCDF Infrastructure Projects

A study by Odhiambo & Wanjiru (2024) explores how stakeholder engagement affects the performance of the National Government Constituencies Development Fund (NG-CDF) in Kenya. It emphasizes the importance of involving community members, local leaders, and project beneficiaries in decision-making and implementation. The study concludes that effective stakeholder engagement improves project outcomes by increasing relevance, accountability, and community support, demonstrating that active participation was essential for aligning projects with local needs and enhancing overall performance.

A study by Mwangi & Mutua (2024) explores the relationship between stakeholder engagement and the performance of the National Government Constituencies Development Fund (NG-CDF) in Kenya. The research investigates how engaging various stakeholders, including community leaders, local government officials, and project beneficiaries, influences project outcomes. The study finds that effective stakeholder engagement significantly enhances NG-CDF project performance by improving project relevance, increasing community support, and ensuring better resource allocation.

Malenya (2020) carried out a study to find out how project management techniques affect the timely completion of educational initiatives in Siaya County that are supported by the Bondo National Government Constituency Development Fund. Structured questionnaires were used to collect primary data for the study, which used a descriptive research design. 129 members of the project management committee were the study's target population, and SPSS was used to apply the Yamanes sampling formula. The study's findings demonstrated that project risk management had a major impact on how quickly Bondo NG-CDF-funded educational projects were completed.

3. Methodology

The descriptive research design was used in this study. The target population was 2610 from all registered public senior Secondary Schools and the 11 Nakuru County constituency committee members. Using the systematic purposive sampling technique, the total sample size was 200 respondents. Questionnaires were used to collect primary data. Data analysis comprised descriptive statistics and regression analysis. Descriptive statistics, which form the basis of quantitative analysis, include measures such as mean, standard deviation, frequency, and percentage. Furthermore, the study employed regression analysis to establish the causal effect relationship between the study variables.

4. Results and Discussion

4.1 Descriptive Statistics

4.1.1 Project Control Tools and Performance of NG-CDF Infrastructure Projects

The study aimed to assess the effect of control tools on the performance of constituency development-funded Infrastructural projects in Kenya. Respondents rated various statements regarding control tools on a scale from 1 to 5. The evaluation covered multiple aspects such as monitoring, evaluation, project compliance plan, compliance with safety standards, and control instrument**s.**

Table 1: Weighted Means Project Control Tools and Performance of NG-CDF Infrastructure Projects

Statement on project control tools	N	Minimum	Maximum	Mean	SDV
Monitoring of NG-CDF Infrastructural projects impacts the projects' performance	164	1	5	4.06	0.929
Evaluation of NG-CDF Infrastructural projects impact the projects' performance	164	1	5	4.19	0.655
Effective governance structures ensure positive outcomes for NG-CDF Infrastructural project performance	164	1	5	3.25	1.065
Compliance with Safety standards is important for NG-CDF Infrastructural projects' performance	164	1	5	3.81	0.911
Control instruments are very important to the NG-CDF infrastructural project's performance	164	1	5	4.00	0.894

The weighted mean results in Table 1 show the highest mean as 4.19 with a standard deviation of 0.655 and the lowest mean as 3.25 with a standard deviation of 1.065 indicating uniform curves implying there was a correlation between control tools and Performance of NG-CDF Infrastructure Projects. On average, respondents tended to agree with the statements that control tools impact the Performance of NG-CDF Infrastructure Projects (Mean= 3.85, SDV = 0.891). The findings reveal several key insights into the effect of control tools on NG-CDF projects. The respondents agreed that the adoption of control tools influences the performance of NG-CDF Infrastructure Projects. This was supported by a mean score of 4.06 and a standard deviation of 0.929, indicating a strong consensus among respondents. There was a strong agreement that the evaluation of NG-CDF Infrastructural projects impacts the projects' performance with a mean score of 4.19 and a standard deviation of 0.655**.** Additionally, the results indicate that Compliance with Safety standards was important for NG-CDF Infrastructural projects' performance. This was reflected in a mean score of 3.81 and a standard deviation of 0.911, demonstrating that respondents generally perceive a positive impact, though with slightly more variability in their opinions compared to the other factors. The participants remained neutral regarding whether effective governance structures ensure positive outcomes for NG-CDF Infrastructural projects performance with an average score of 3.35 and a standard deviation of 1.065 while concurring that Control instruments are very important to NG-CDF infrastructural projects performance (Mean=4.00, SDV=0.894).

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4.1.2 Stakeholder Engagement and Performance of NG-CDF Infrastructure Projects

The research aimed to determine how stakeholder engagement and performance of NG-CDF Infrastructure Projects. Participants were requested to assess stakeholder engagement statements using a rating scale of 1 to 5. The results are outlined in Table 2.

Table 2: Weighted Means for Stakeholder Engagement and Performance of NG-CDF Infrastructure Projects

Statement on stakeholder engagement	N	Min	Max	Mean	SDV
Participation of stakeholders in the identification of priority projects influences the NG-CDF infrastructural projects' performance	**164**	**1**	**5**	**4.03**	**0.927**
Participation of NG-CDF infrastructural project stakeholders influences the project performance	**164**	**1**	**5**	**4.21**	**0.725**
NG-CDF infrastructural projects Project Manager's right and timely communications with the project stakeholders influence the performance of the project	**164**	**1**	**5**	**3.67**	**0.656**
Involvement of NGCDF infrastructural project stakeholders during the project implementation influences the project performance	**164**	**1**	**5**	**3.75**	**1.000**
NG-CDF infrastructural projects Stakeholders' participation in all the project processes influences the performance of the projects	**164**	**1**	**5**	**4.05**	**0.794**

The weighted mean results in Table 2 show the highest mean as 4.21 with a standard deviation of 0.725 and the lowest mean as 3.67 with a standard deviation of 0.656 indicating uniform curves implying there was a correlation between stakeholders' engagement and performance of NG-CDF Infrastructure Projects.

Survey participants generally agreed with statements regarding the stakeholder's engagement and Performance of NG-CDF Infrastructure Projects (Mean = 3.94, SDV = 0.820). A survey of Participation of stakeholders in the identification of priority projects influence the NG-CDF infrastructural projects performance (Mean=4.03, SDV=0.927) and Participation of NG-CDF infrastructural projects stakeholders influence the project performance (Mean=4.21, SDV=0.725). The findings also indicate that NG-CDF infrastructural projects. Project managers' right and timely communications to the project stakeholders influence the performance of the project (Mean=3.67, SDV=0.656). Further, the Involvement of NG-CDF infrastructural project stakeholders during the project implementation influences the project performance (Mean= 3.75, SDV=1.000), while NG-CDF infrastructural project Stakeholders participation in all the project processes influences the performance of the projects (Mean=4.05, SDV=0.794). The findings agree with that of Odhiambo and Wanjiru (2024) who concluded that effective stakeholder engagement improves project outcomes by increasing relevance, accountability, and community support, demonstrating that active participation was essential for aligning projects with local needs and enhancing overall performance.

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4.1.3 Performance of NG-CDF Infrastructure Projects

The performance of NG-CDF projects was assessed by examining various factors such as time, cost, deliverables quality, and project scopes. The respondents rated different statements about the performance of NG-CDF infrastructural projects on a scale of 1-5. The results of the study are shown in Table 3.

Table 3: Weighted Means for Performance of NG-CDF Infrastructure Projects

Statement on Performance of NG-CDF Infrastructure Projects	N	Min	Max	Mean	SDV
Proper control mechanism enabled NG-CDF infrastructural projects to be completed within the project planned time	164	1	5	4.26	0.912
Aggressive stakeholders' participation enabled NG-CDF infrastructural projects to be completed within the project budgeted cost	164	1	5	4.18	0.491
Proper risk management of NG-CDF infrastructural projects enables the projects to achieve the desired deliverable quality	164	1	5	4.15	1.095
Comprehensive NG-CDF infrastructural project planning ensures delivery of all expected scope	164	1	5	3.97	0.929
Adherence to proper project management practices would ensure NG-CDF infrastructural projects' best performance.	164	1	5	4.19	0.621

The weighted mean results in Table 3 show the highest mean as 4.26 with a standard deviation of 0.912 and the lowest mean as 3.97 with a standard deviation of 0.929 indicating uniform curves implying there was a correlation between project management practices and Performance of NG-CDF Infrastructure Projects.

Overall, the findings are consistent with the statements regarding the Performance of NG-CDF Infrastructure Projects (Mean=4.15, SDV=0.810). The respondents agreed that aggressive stakeholders' participation enabled NG-CDF infrastructural projects to be completed within the project budgeted cost (Mean=4.18, SDV=0.491) and that Proper risk management of NG-CDF infrastructural projects enabled the projects to achieve the desired deliverable quality (Mean=4.15, SDV=1.095). Additionally, project management of NG-CDF infrastructural projects ensures delivery of all expected scope and improves project performance (Mean=3.97, SDV=0.929). Further, adherence to proper project management practices would ensure NG-CDF infrastructural projects' best performance (Mean=4.19, SDV=0.621). The study findings indicated that 77.6% (Sum of 47.0% and 30.6%) of the respondents concurred with the statements that project management practices affect the performance of NG-CDF infrastructural projects.

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4.2 Regression Analysis for Control Tools

A regression analysis was conducted to assess the significance of the relationship between control tools and the performance of NG-CDF projects. As shown in Table 4, an R-value of 43.7% indicates a positive correlation between control tools and NG-CDF project performance. Additionally, the coefficient of determination (R^2) of 0.191 suggests that control tools alone account for only 19.1% of the variation in the dependent variable, performance.

Table 4: Model Fitness for Control Tools

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.437[a]	.191	.186	.67221

a. Predictors: (Constant), control tools

An ANOVA test was conducted on the control tool variable, with the results summarized in Table 5. The table indicates a P-value of 0.000, which signifies that the model was statistically significant in accounting for changes in the dependent variable, as the P-value is below the 0.05 threshold at a 95% confidence level.

Table 5: ANOVA for Control Tools

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	17.285	1	17.285	38.253	.000[b]
	Residual	73.203	162	.452		
	Total	**90.488**	**163**			

a. Dependent variable: performance of NG-CDF project
b. Predictors: (Constant), control tools

Based on the summary provided in Table 5, a linear regression model can be applied in the form $Y = \alpha + \beta Xi$ as follows:

$$\boldsymbol{Y = 2.570 + 0.397X_1} \quad \textbf{.....Equation 1}$$

The coefficient of 0.397 presented in Table 6 indicates that a one-unit increase in the adoption of control tools will result in a 39.7% improvement in the performance of NG-CDF projects. This highlights the significant role of control tools in enhancing project performance. Furthermore, the positive y-intercept suggests that even when the control tools variable was zero, the dependent variable retained a positive constant value of +2.570. This implies that, due to other influencing factors, the performance of NG-CDF projects can still succeed without the presence of control tools.

Table 6: Coefficients of Control Tools

Model		**Unstandardized Coefficients**		**Standardized Coefficients**		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	2.570	.260		9.873	.000
	Control tools	.397	.064	.437	6.185	.000

a. Dependent Variable: performance of NG-CDF projects

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In conclusion, the study objective was to assess the effect of control tools on the performance of constituency development-funded Infrastructural projects in Kenya. At a 95% significance level, all the results presented indicate that Control Tools have a significant positive impact on the performance of NG-CDF projects. This finding aligns with the conclusions of Kibet and Njuguna (2024), who found that control tools play a crucial role in enhancing the performance of NG-CDF projects.

4.3 Regression Analysis for stakeholders' engagement

A regression analysis was carried out to examine the influence of stakeholder engagement on the performance of NG-CDF projects. As shown in Table 7, the R-value indicates a positive correlation of 28.4% between stakeholder engagement and NG-CDF project performance. The coefficient of determination (R^2) is 0.080, meaning that stakeholder engagement alone accounts for only 8.0% of the variability in the performance of NG-CDF projects.

Table 7: Model Fitness for Stakeholders' Engagement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.284[a]	.080	.075	.71668

a. Predictors: (Constant), stakeholders' engagement

An ANOVA test was performed on the stakeholders' engagement variable, with results shown in Table 7. This table reveals a P-value of 0.000, indicating that the model was statistically significant in explaining changes in the dependent variable, as this P-value was below the 0.05 threshold at a 95% confidence level.

Table 8: ANOVA for Stakeholders' Engagement

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.280	1	7.280	14.174	.000[b]
	Residual	83.208	162	.514		
	Total	**90.488**	**163**			

a. Dependent variable: performance of NG-CDF projects
b. Predictors: (Constant), stakeholders' engagement

According to the summary presented in Table 8, a linear regression model can be expressed as $Y = \alpha + \beta Xi$, as shown below:

$$\boldsymbol{Y = 3.036 + 0.283X_2}$$ **.....Equation 2**

The coefficient of 0.283 in Table 9 suggests that a one-unit increase in stakeholder engagement will lead to a 28.3% improvement in the performance of NG-CDF projects. This underscores the significant impact of stakeholder engagement on enhancing project outcomes. Additionally, the positive y-intercept indicates that, even when stakeholder engagement was zero, the dependent variable remains at a positive constant value of +3.036. This suggests that, despite the lack of stakeholder engagement, other factors can still contribute to the success and performance of NG-CDF projects.

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Table 9: Coefficients of stakeholders' engagement

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.036	.300		10.119	.000
	Stakeholders' engagement	.283	.075	.284	3.765	.000

a. Dependent Variable: performance of NG-CDF projects

In conclusion, the study objective was to investigate the influence of stakeholder participation on the performance of constituency development-funded Infrastructural projects in Kenya. At a 95% confidence level, all the presented results show that stakeholder engagement has a significant positive influence on the performance of NG-CDF projects. The findings corroborate the study results by Mwangi and Mutua (2024), who note that stakeholders' engagement enhances the performance of NG-CDF projects.

5. Conclusion

The study concludes that control tools are essential for improving the performance of NG-CDF infrastructure projects. Project monitoring enables timely tracking of progress, allowing early identification and resolution of issues. Project evaluation ensures continuous assessment of quality and effectiveness, leading to better project outcomes. Project compliance plan enhances accountability by enforcing adherence to regulations, financial policies, and project guidelines. Compliance with safety standards minimizes workplace hazards, ensuring safe conditions and reducing legal risks. Strengthening these control tools improves efficiency, accountability, and sustainability, leading to the successful completion of NG-CDF infrastructure projects.

Stakeholder engagement plays a crucial role in the success of NG-CDF infrastructure projects. Identification involvement ensures early stakeholder participation in planning, and aligning projects with community needs. Closure participation enhances project acceptance and sustainability by involving stakeholders in final handovers and evaluations. Communication mapping establishes clear channels for information sharing, reducing conflicts, and improving decision-making. Implementation involvement allows stakeholders to actively participate in execution, enhancing accountability, efficiency, and resource utilization. Strengthening stakeholder engagement at all stages ensures more effective, transparent, and impactful NG-CDF infrastructure projects.

6. Recommendations

To enhance the performance of NG-CDF infrastructure projects, control tools must be strengthened. Project monitoring should be improved through digital tracking systems and regular site inspections to keep projects on schedule and within budget. Project evaluation should be conducted at every phase to assess progress, address challenges, and implement corrective actions. Compliance officers should actively oversee project implementation to ensure adherence to financial regulations, procurement guidelines, and quality standards. Additionally, strict enforcement of the Safety Standards Act should be prioritized to promote safe working conditions, reduce accidents, and ensure compliance with occupational health and safety standards. Implementing these measures will enhance accountability, efficiency, and sustainability in NG-CDF infrastructure projects.

To improve the performance of NG-CDF infrastructure projects, stakeholder engagement should be strengthened at all project stages. Identification involvement should be enhanced by

engaging community members and key stakeholders early in planning to align projects with local needs. Closure participation should be encouraged by involving stakeholders in final inspections and handovers to ensure project acceptance and sustainability. Communication mapping should establish clear and transparent channels for information sharing, reducing conflicts and improving collaboration. Implementation involvement should be prioritized by actively engaging stakeholders during execution, allowing for continuous feedback and accountability. Strengthening stakeholder engagement strategies will result in more effective, inclusive, and sustainable NG-CDF infrastructure projects.

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