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## INFLUENCE OF RESOURCE MOBILIZATION ON IMPLEMENTATION OF NATIONAL GOVERNMENT CONSTITUENCY FUNDED PROJECTS IN NAIROBI, KENYA.

BY

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### Abstract

The absence of appropriate public engagement, resource mobilization, project duration, and legal framework were commonly cited as the reasons for this disparity. There is a lot of outside influence on project selection and execution in Embakasi South constituency when it comes to national government constituency-funded projects. This is mainly because the public isn't involved enough in examining possible illicit activity. The purpose of this study was to examine the variables that affect how well national government constituency-funded initiatives are carried out in Nairobi, Kenya. The particular goals are to ascertain the effect of resource mobilization on the execution of these projects in the Embakasi South Constituency. The theoretical framework for this study was anchored in project implementation theory, Stakeholder Theory, and resource-based theory. This study utilized a descriptive research design. The focus of observation was on 10 national government officials, comprising the Director of Education, Sub County Social Development Officer, Registrar of Persons, Youth Officer, Sub County Police Commander, Deputy County Commissioner, Assistant County Commissioner, Chief of Kwa Kwa Njenga, Chief of Imara Location, and Sub County Accountant. Additionally, the study involved 95 committee members, 59 beneficiary stakeholders, and the manager of NGCDF in Embakasi South Constituency. The study employed a stratified random sampling method to ensure each participant has an equal opportunity for inclusion. The study involved two types of data: primary data and secondary data, encompassing both qualitative and quantitative information. SPSS software was used for data collection, analysis, and coding. Tables were used to exhibit the analysed results, and a theme expression was used to describe the interview schedule. The findings indicated that there is positive significant association between influences of resource mobilization on implementation as shown by a correlation coefficient of 0.251 and a p-value of 0.047.. The researcher concluded that while there is a perception among respondents that the mere availability of resources might not impact project implementation, specific challenges related to the acquisition of physical resources are acknowledged. The study recommends that various institutions involved in decision making on CDF should develop and implement comprehensive strategies to enhance community engagement throughout all phases of project development, including identification, design, implementation, and project closure. The study recommends there is need for future researchers to determine effectiveness of monitoring and evaluation of both government and private sector projects in Kenya.

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## I. INTRODUCTION

### A. BACKGROUND OF THE STUDY

In order to make the project vision a reality, the project plan must be reviewed, certain actions and procedures must be included, and the project's intended advantages must eventually be realized (Pinto & Slevin, 2019). According to Slevin & Pinto (2019), the triple constraint—time, money, and

performance—is commonly used to assess the success of project execution. In order to evaluate the degree of a project's success, it is possible to review the initial project priority performance indicators, which include time, cost, and productivity (performance).

Wambugu's (2021) study in the Dagoretti Constituency showed that political meddling had a detrimental effect on



CDF project execution, leading to underperformance. According to Mutunga (2016), public monies were mismanaged and CDF initiatives were not moving forward even if the government was still investing in them. While some regions reported failing or halted projects, others saw poor performance from project suppliers.

Resource mobilization (RM) is the process of acquiring additional resources and making the most of those that already exist. Batti (2019) describes RM as a crucial element of organizational strength. Organizations must actively compete and seek new resource channels in order to survive in the competitive marketplace for donor funding. Given their scarcity and cost, resources must be used effectively, with RM having a major impact on project implementation results (Densford, 2018). Project time planning, according to Hammond and Nickerson (2020), is an essential technique used by project managers to convert project requirements into components like task lists, Gantt charts, resource allocations, and risk registers. On the research paper "Impact of Scope Management in ICT Project Performance in Bangladesh," Ballard (2018) emphasized that poor planning dramatically reduces the chance that a project will succeed in accomplishing its objectives.

According to Said & Gakuu (2020), CDF funding are allocated to local levels instead of going via several tiers of administrative organizations and bureaucracy that originate from the national government. As Malala (2018) emphasizes, the Community Development Fund (CDF) essentially gives community members the authority to decide how much to spend on things that improve their well-being based on their needs and preferences. According to Goodman (2019), these choices are more directly in line with the unique problems and conditions of the neighborhood, enabling more intelligent goal-setting

Nairobi County is home to the Kenyan electoral seat known as Embakasi South seat. It has 167,953 registered voters overall, according to the Independent Electoral and Boundaries Commission (IEBC). After being split into Embakasi East Constituency, Embakasi North Constituency, Embakasi Central Constituency, Embakasi East Constituency, and Embakasi West Constituency, it was formerly a part of Embakasi Constituency, which was one of eight constituencies in Nairobi Province and a former electoral constituency in Kenya.

Nevertheless, a rigorous examination of completed programs identifies a number of problems. Certain projects within the constituency are situated on private land, while others have reached a standstill or, based on audit reports, have been classified as high value. The National Taxpayers Association (NTA) released a Citizen's Report Card (CRC) in 2017; the report said that Embakasi South Constituency did not do well in terms of budget use during the Financial Year (FY) 2015/2016. The allocation of Kshs. 40,948,277 is one of the main conclusions; Kshs. 22,726,293.735 (55.5%) went toward ill-executed projects, while Kshs. 655,172.432 (1.6%) went missing (NTA, 2017).

## B. STATEMENT OF THE PROBLEM

Even with carefully thought-out project plans, putting them into practice can be difficult since every project has its own set of obstacles (Brownley, 2019). Many initiatives fail to reach their goals on a regular basis around the world, costing large sums of money and producing little to no real results. According to a Geneca (2018) survey, just 47% of teams reach 70–89% of their objectives, while nearly 20% only reach 50–69% of their targets. Similarly, KPMG (2010) discovered that 70% of businesses had at least one unsuccessful project in 2009, while the Project Management Institute (2017) stated that just 64% of projects effectively achieve their goals.

According to studies that concentrate on specific African nations, operational dissatisfaction rates might range from thirty to sixty percent (Lockwood, 2019). According to estimates, 55% of projects in Kenya, Tanzania, and Uganda are not operational (Baumann, 2019). The actuality of sustainability in development is still elusive, despite regular debates about it. Many NG-CDF projects remain unfinished despite significant financial commitments, and their implementation is criticized for its mediocre performance. While some initiatives are poorly executed, others fall short of providing the intended audience with real advantages. The government, the public, and other stakeholders are concerned about incomplete NG-CDF construction projects in Kenya, which highlights the significance of involving stakeholders in project management, as highlighted by several studies (Das & Ngacho, 2017; Kithao, 2019).

Project failures are a global problem that impact many different locations and businesses, with projected expenditures amounting to hundreds of billions of euros yearly (McManus & Wood-Harper, 2021). The construction sector, which accounts for 10% of the global GDP, is crucial in determining the economic landscape of each nation (Amao-Abban & Allotey, 2020). Significant correlations between commissioning, procurement, communication, resource allocation, and CDF construction project success were found in a research conducted by Mutwiri, Were, and Odhiambo (2018) on Project Implementation Practices and performance of CDF Construction Projects in Kenya.

Project failures are frequently linked to inadequate public engagement, resource mobilization, project time management, and a vague legal framework. Fadhil's report from 2021 on the difficulties in implementing projects sponsored by the national government in the Embakasi South constituency brought to light outside influences on project selection and execution as a result of low public engagement.

## C. General Objective of the Study

The general purpose of the study is to investigate influence of resource mobilization on implementation of national government constituency funded projects in Embakasi south constituency.

## D. SPECIFIC OBJECTIVES

- i. To establish the influence of resource mobilization on implementation of national government

constituency funded projects in Embakasi south constituency.

### E. RESEARCH HYPOTHESIS

**H<sub>01</sub>:** Resource mobilization does not influence implementation of NGCDF projects significantly.

## II. LITERATURE REVIEW

### THEORETICAL REVIEW

The theoretical framework for this study was anchored in project implementation theory and resource-based theory.

#### a) Project Implementation Theory

Project Implementation Theory, according to Nutt (1986), is a set of actions taken by accountable organizational agents in order to strategically plan the change process and ensure the compliance required for the effective installation of changes. Managers use implementation to carry out deliberate changes inside their businesses, creating conditions that allow these changes to flourish and solidify. Project Implementation Theory is a body of ideas, concepts, and tactics that help projects be executed well, guaranteeing on-time delivery, budgetary compliance, and goal attainment.

Amachree (1988) defined four phases—the entrepreneurial, exploration, control, and implementation sub-processes—that constitute crucial differences in planned change processes. According to this viewpoint, implementation is viewed as a procedural component of the change process planning that outlines the actions that stakeholders perform together to support change. The discipline of project management acknowledges important elements and best practices even if there isn't a single, widely recognized theory of project execution.

Anticipating and planning for potential risks and obstacles, as well as managing and regulating operations to optimize the project's success despite them, are the goals of project management. The final objective is to meet the needs of the project sponsor or buyer while staying within the budgetary constraints and on schedule. This hypothesis creates a link between the dependent variable and the execution of projects sponsored by national government constituencies in Nairobi.

#### b) Resource Based View Theory

The resource-based theory of the company was first presented by Wernerfelt (1984). It suggests that organizations may gain a competitive edge by strategically using their internal strengths, taking care of environmental issues, thwarting external threats, and reducing internal vulnerabilities (Collins, 2020). This model indicates that heterogeneity will last for a considerable amount of time since the business manages strategic resources in a heterogeneous manner and these resources are not fully transportable across enterprises (Kraaijenbrink et al., 2019).

According to RBV, intangible resources like organizational reputation, staff knowledge, culture, and customer loyalty are frequently the source of long-lasting competitive advantages as they are difficult to replicate and difficult to transfer (Ngiri & Nyaribo, 2016). Conversely, intangible resources might

make it easier for firms to get tangible resources, improving their ability to compete in a particular market (Brownley, 2015). Organizations should thus determine which resource or resources give them a long-term competitive edge over rivals.

In the corporate sector, evidence of a competitive advantage is linked to normal economic performance (Collins, 2020). This study aims to unveil the intrinsic competitive advantage of project implementation in a decentralized system by examining the involvement of beneficiaries in the implementation process.

### A. EMPIRICAL LITERATURE REVIEW

In order to determine how project resource mobilization affected the success of road infrastructure projects carried out by local businesses in Kenya, Densford et al. (2018) performed a research. The results of the study demonstrated that obtaining physical resources was a major obstacle to the effectiveness of road projects carried out by regional businesses. Furthermore, the study made clear that a lack of machinery in construction companies might cause these small companies to take longer to finish road projects.

Olander, (2017), did an investigation called building up a coordinated stakeholders control stream for Sustainable Investment in Romania. The goal of the examination was to build up a general incorporated stream, including both checking framework and furthermore a control assessment framework for the speculation including monetary destinations, and in addition cross-cutting social and natural targets. The examination utilized basic investigation and found that both the evaluated favorable circumstances and the burdens of such an administrative instrument, opening new points of view for growing additionally enhanced models and frameworks where stakeholders control influence emphatically on the manageability of the tasks in Romania.

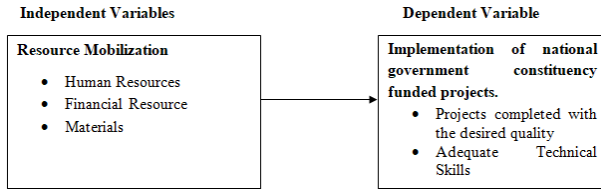
Musundi (2018) looked at the impact of resource mobilization tactics on the Total War Against AIDS (TOWA) Youth Projects in a different study. The study, which was conducted in Uasin-Gishu County's Turbo Sub-County, examined how donor outreach, resource fundraising strategies, and strategic resource planning affected the effectiveness of TOWA Youth HIV and AIDS initiatives. With a 96% response rate, the study used a descriptive research methodology and employed simple random selection to choose a sample of 114 individuals. The results showed that donor outreach, resource fundraising tactics, and strategic resource planning all had a substantial impact on the youth groups' success. According to the study's findings, the youth organizations showed off efficient donor outreach resource strategies that complied with donor funding requirements.

In a similar vein, Mumbi (2020) examined how program constraint administration affected the execution of construction projects in Kenya's Nakuru District. The impact of scope and resource management on construction project completion was the particular focus of this study. With a descriptive research approach, the study's target audience was registered building structures. The results showed a strong and

favorable relationship between scope management and building projects' effective completion.

**B. CONCEPTUAL FRAMEWORK**

This is the process of taking a concept or construct and refining it by giving it a conceptual or theoretical definition. It defines the relationship between two variables in the study.



**III. RESEARCH METHODOLOGY**

**RESEARCH DESIGN**

This study utilized a descriptive research design, aiming to investigate the current state of the research phenomenon and provide a detailed description of the existing conditions related to the research variables, as outlined by Creswell (2013). This design involves observing variables in their natural setting without any manipulation. The choice of this design aligns with the study's objective, which focuses on determining the effective implementation of national government constituency-funded projects in Nairobi, Kenya. The descriptive design is deemed practical, less time-consuming, and cost-effective compared to other designs, as it does not necessitate variable manipulation or the collection of data from the same participants at multiple time points.

**TARGET POPULATION**

This research was done in Nairobi City County, specifically in Embakasi South Constituency. The focus of observation was on 10 national government officials, comprising the Director of Education, Sub County Social Development Officer, Registrar of Persons, Youth Officer, Sub County Police Commander, Deputy County Commissioner, Assistant County Commissioner, Chief of Kwa Kwa Njenga, Chief of Imara Location, and Sub County Accountant. Additionally, the study involved 95 committee members, 59 beneficiary stakeholders, and the manager of NGCDF in Embakasi South Constituency.

**SAMPLING DESIGN**

The study employed a stratified random sampling method to ensure each participant has an equal opportunity for inclusion. Specifically, 50% of the entire population was taken into account, aligning with Cooper and Schindler's (2011) recommendation that a sample size exceeding 10 percent of the total population is sufficient for academic research. Given the population size is not excessively large, selecting 50% is deemed a substantial representation for statistical purposes. Consequently, the study involved a sample size of 83 respondents, chosen through random selection.

**DATA COLLECTION INSTRUMENTS AND PROCEDURE**

The study involved two types of data: primary data and secondary data, encompassing both qualitative and quantitative information. To collect the data, questionnaires and interview guides was employed. Structured

questionnaires, chosen for their ability to minimize bias and errors while eliciting a diverse range of responses was utilized. The target respondents include national government officials, committee members, beneficiary stakeholders, and the manager of NGCDF in Embakasi South Constituency. To ensure comprehensive data capture, the questionnaires was organized into sections aligned with the study objectives. Both open and close-ended questions were included in the questionnaires to provide respondents with an opportunity to address the study problem effectively. For close-ended questions, a 5-point Likert scale was employed. Additionally, face-to-face interviews using an interview schedule was conducted to collect data from national government officials and the manager. The collection of secondary data for the research study involved the use of an interview guide.

**DATA ANALYSIS AND PRESENTATION**

SPSS software was used for data collection, analysis, and coding. Particularly for quantitative analysis, data was verified and adjusted to ensure completeness, consistency, clarity, readability, applicability, and relevance. The Statistical Package for Social Scientists (SPSS) was used for both qualitative and quantitative analysis of the data that has been collected. The researcher handled data by correctly scanning, editing, coding, classifying, and tabulating it before beginning the analytic process. The analytic technique chosen must measure the research hypotheses and be appropriate for the study's objectives (Kothari, 2004). Tables, were used to exhibit the analyzed results, and a theme expression was used to describe the interview schedule. This was important because they were easy to interpret and understand by users of this research; the multiple regression models were used in analysing the data through the equation given below.

$$Y = \beta_0 + \beta_1 X_1$$

**IV. FINDINGS AND DISCUSSIONS**

**A. RESPONSE RATE**

| No. of respondents | No. of questionnaires Returned | Response Rate (%) |
|--------------------|--------------------------------|-------------------|
| 83                 | 63                             | 76                |

To this effect, 83 questionnaires were issued out of which 63 were fully completed representing 76 % response rate. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated as very good. This response was therefore rated as very good for the study



**B. Influence of resource mobilization on implementation of national government constituency funded projects.**

The researcher sought to determine level of agreement on influence of resource mobilization on implementation of national government constituency funded projects. Table 4.7 shows the respondent’s views

| Statement   | N  | Min | Max | Mean  | Std   |
|---|----|-----|-----|-------|-------|
| The availability of resources has no impact on the implementation of national government constituency-funded projects.          | 63 | 1   | 5   | 4.523 | 0.820 |
| Acquisition of physical resources was a major challenge in implementation of national government constituency funded projects   | 63 | 1   | 5   | 4.365 | 0.921 |
| Adequate resource mobilization leads to better project outcomes in national government constituency funded projects             | 63 | 1   | 5   | 4.254 | 1.031 |
| Availability of sufficient resources impact the timely completion of national government constituency funded projects           | 63 | 1   | 5   | 4.381 | 0.991 |
| Effective resource mobilization plays a role in ensuring the sustainability of national government constituency funded projects | 63 | 1   | 5   | 4.301 | 0.977 |
| Resource mobilization enables the allocation of funds for effective project monitoring and evaluation mechanisms.               | 63 | 1   | 5   | 4.143 | 1.060 |

From the findings, majority of the respondents agreed with a (mean = 4.523; std = 0.820) that the availability of resources has no impact on the implementation of national government constituency-funded projects in addition the respondents were in agreement with (mean =4.365; std = 0.921) that acquisition of physical resources was a major challenge in implementation of national government constituency funded projects. From findings the respondents agreed that adequate resource mobilization leads to better project outcomes in national government constituency funded projects (mean = 4.254; std = 1.031). Additionally majority of respondents (mean = 4.381; std= 0.991) agreed that availability of sufficient resources impact the timely completion of national government constituency funded projects. From findings the respondents agreed that effective resource mobilization plays a role in ensuring the sustainability of national government constituency funded projects (mean = 4.301; std = 0.977). Finally majority of the respondents agreed that resource mobilization enables the allocation of funds for effective project monitoring and evaluation mechanisms with (mean = 4.143; std= 1.060) the findings agree with Musundi (2018) looked at the impact of resource mobilization tactics on the Total War Against AIDS (TOWA) Youth Projects in a different study. The results showed that donor outreach, resource fundraising tactics, and strategic resource planning all had a substantial impact on the youth groups' success. According to the study's findings, the youth organizations showed off efficient donor outreach resource strategies that complied with donor funding requirements.

**C. Implementation of national government constituency funded projects.**

The researcher sought to determine level of agreement on implementation of national government constituency funded projects.

| Statement  | N  | Min | Max | Mean  | Std   |
|--|----|-----|-----|-------|-------|
| The projects is completed with the desired quality       | 63 | 1   | 5   | 4.286 | 1.006 |
| There is adequate technical skills                       | 63 | 1   | 5   | 4.460 | 0.839 |
| The projects are completed within initial projected cost | 63 | 1   | 5   | 4.269 | 0.936 |
| There is overall satisfaction with project management    | 63 | 1   | 5   | 4.349 | 0.845 |

The study result showed that majority of the sampled population agreed that the projects is completed with the desired quality with (mean = 4.286; std = 1.006). In addition to majority of the respondents agreed that there is adequate technical skills (mean = 4.460; std = 0.839). The respondents agreed that the projects are completed within initial projected cost (mean = 4.269; std = 0.936). Finally the respondents agreed with (mean = 4.349; std = 0.845) that there is overall satisfaction with project management..

**D. Inferential Findings**

Influence of resource mobilization on implementation of national government constituency funded projects

The study determined the influence of resource mobilization on implementation of national government constituency funded projects in Embakasi south constituency. The relationship between the two study variables was ascertained. Correlation between resource mobilization and implementation of national government constituency funded projects

|                              |                     | Implementation of national government constituency funded projects |
|------------------------------|---------------------|--|
| <b>Resource Mobilization</b> | Pearson Correlation | .251**   |
|                              | Sig. (2-tailed)     | .047   |
|                              | N                   | 63   |

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The findings indicated that there is positive significant association between influences of resource mobilization on implementation of national government constituency funded projects in Embakasi south constituency as shown by a correlation coefficient of 0.251 and a p-value of 0.047

**E. MULTIPLE REGRESSION ANALYSIS**

**Model Summary**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.563 | 0.57199  | 0.52761           | 0.453                      |

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The R-squared in this study was 0.572, which shows that the four independent variables (public participation, resource mobilization, project time and legal framework) can explain 57.2% of implementation of national government constituency funded projects in Embakasi South Constituency while other factors explain 42.8%

**ANOVA<sup>a</sup>**

**Analysis of Variance**

| Model        | Sum of Squares | Df | Mean Square | F     | Sig.  |
|--------------|----------------|----|-------------|-------|-------|
| 1 Regression | 2.386          | 4  | 0.596       | 2.906 | 0.029 |
| Residual     | 11.902         | 58 | 0.205       |       |       |
| Total        | 14.288         | 62 |             |       |       |

The analysis of variance in this study was used to determine whether the model is a good fit for the data. From the findings, the p-value was 0.029 which is less than 0.05 and hence the model is good in predicting how the four independent variables public participation, resource mobilization, project time and legal framework(y) influences implementation of national government constituency funded projects in Embakasi South Constituency, the F-calculated (2.906) was more than the F-critical which shows that the model was fit in predicting the influence of the independent variables on the dependent variable.

**Regression Coefficientsa**

|                         | Unstandardized Coefficients | Standardized Coefficients | t     | Sig. |
|-------------------------|-----------------------------|---------------------------|-------|------|
| (Constant)              | 1.667                       | 1.090                     | 1.530 | .131 |
| 1 Resource Mobilization | .232                        | .184                      | 1.257 | .214 |

a. Dependent Variable: Implementation

**Ho1: Resource Mobilization has no statistically significant influence on implementation of national government constituency funded projects in Embakasi South constituency**

The results also indicate that there is a positive significant relationship between resource mobilization on implementation of national government constituency funded projects in Embakasi south constituency as shown by a regression coefficient of 0.251. The p-value (0.047) was less than the significance level (0.05). Therefore, we reject the null hypothesis and conclude that resource mobilization have positive significant influence on implementation of national government constituency funded projects in Embakasi south constituency.

**V.CONCLUSION AND RECOMMENDATIONS OF THE STUDY**

**CONCLUSION**

The researcher concluded that while there is a perception among respondents that the mere availability of resources might not impact project implementation, specific challenges

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related to the acquisition of physical resources are acknowledged. However, there is a consistent acknowledgment of the positive role of resource mobilization in achieving successful project outcomes, ensuring timely completion, promoting sustainability, and facilitating effective monitoring and evaluation. These findings underscore the importance of not only having resources but also the need for effective mobilization and allocation strategies in the context of national government constituency-funded projects.

#### RECOMMENDATIONS

This study recommend that the CDF should formulate and implement comprehensive strategies for the effective mobilization of resources, ensuring that there is a clear plan for acquiring the necessary physical resources. This might involve exploring partnerships, seeking external funding, or optimizing existing resources. Provide training and capacity-building programs for project stakeholders involved in resource management. This includes government officials, project managers, and community representatives, ensuring that they possess the skills needed to effectively mobilize and manage resources. Foster collaboration with relevant stakeholders, including government agencies, non-profit organizations, and local communities, to pool resources and expertise. Collective efforts can enhance the overall impact of resource mobilization initiatives

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