
**Availability of Resources and Successful Implementation of NG-CDF Funded Projects in
Turbo Constituency, Uasin Gishu County, Kenya**

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Abstract

This study examined the effect of availability of resources on the successful implementation of National Government Constituency Development Fund (NG-CDF) funded projects in Turbo Constituency, Uasin Gishu County, Kenya. The study was guided by the Resource-Based Theory and used a descriptive survey research design. The target population included 156 respondents who were fund managers, school principals/head teachers and procurement officers involved in NG-CDF projects, with the sample population of 112 respondents determined by Yamane's formula. This was done through the use of structured questionnaires; descriptive and inferential statistics were used in analysing the data with the aid of the Statistical Package for Social Science (SPSS). Cronbach's Alpha for the internal consistency of the construct of availability of resources was 0.758. The results showed that there was a positive, strong and statistically significant relationship between availability of resources and successful implementation of projects funded by the NG-CDF ($r = 0.797$; $p < 0.01$). The regression results also indicated that availability of resources has a positive and significant effect on successful implementation ($B = 0.224$, $Beta = 0.232$, $t = 2.210$, $p = 0.030$), and the null hypothesis was rejected. The study reveals that sufficient and timely funding of financial, material and human resources is one of the important factors that determines the successful implementation of NG-CDF funded projects. The study suggests that the funds should be disbursed in time, with sound financial planning, regular audits, transparent reporting and a partnership with external parties to augment resources in the local community and strengthen project results in the area of Turbo Constituency.

Keywords: *Availability of Resources; Successful Implementation; NG-CDF; Financial Resources; Turbo Constituency*

INTRODUCTION

It is a well-known fact that one of the most important success factors for the completion of projects within scope, time and budget in the public sector is the availability of resources, mainly financial, material and human resources. Brown and Williams (2021) confirmed that there were much lower cost overruns and higher completion rates on projects that were funded consistently and on time compared to projects that were funded inconsistently. Similarly, Singh and Patel (2022) observed that good financial planning and resource allocation enhanced the pace of project delivery and also minimized the number of stalled municipal development projects.

These results reinforce the key importance of resourcefulness in implementation in various governance settings.

Resource-related problems persist in Kenya and affect the implementation of constituency-based development projects. Delayed fund release, poor budget allocation, and procurement challenges were the major challenges that caused the failure of infrastructure projects funded by the NG-CDF to be completed in a timely manner, according to Mutiso and Karanja (2024). By finding that poor financial management practices affected the outcomes of constituency development projects, whereas good financial management practices had a positive impact on the completion of such projects, Chebet and Kiprono (2025) concluded that the financial control and fund allocation procedures were also weak. Regardless of this, most of these studies were done at the county or sector level of study, which suggested that there is a lack of evidence at the constituency level of how the availability of resources influences successful implementation of NG-CDF projects, an issue this study aims to address in the case of Turbo Constituency.

Statement of the Problem

While the NG-CDF was created to support grassroots development projects, there have been reports of several projects that have been financed being delayed and the cost of the projects has exceeded the money supplied for the works, partly due to inadequate and untimely resources. Eze and Okafor (2022) noted that delayed fund release and insufficient budget allocation were key factors that delayed project implementation, abandoned projects and resulted in poor project outcomes in public funded construction projects. Mushi and Lwoga (2023) found that lack of funding and delayed fund disbursement caused lack of completion of infrastructures and frequent failures to projects even though they had been implemented. While these studies have established the importance of resource availability, there was little documented empirical evidence on its specific effect in the NG-CDF funded projects in the Turbo Constituency and this study aimed to contribute to this.

Objective of the Study

The objective of the study was to investigate how the availability of resources affects the successful implementation of NG-CDF funded projects in Turbo Constituency, Uasin Gishu County, Kenya.

Research Hypothesis

H0: The availability of resources has no significant effect on the successful implementation of NG-CDF funded projects in Turbo Constituency, Uasin Gishu County.

LITERATURE REVIEW

Theoretical Review

The study was based on Barney's Resource-Based Theory (RBT), a theory which was first developed by Barney in 1991. According to Barney (1991), the resources that an organization possesses are the main determinants of its performance with a focus on the resources that are valuable, rare, inimitable and non-substitutable. This perspective is echoed by Barney, Ketchen and Wright (2021), who focus on financial and physical resources as the key enablers for organizations to put in place strategies and be successful in their operations.

The theory is applicable to this study as availability of resources will also affect the successful implementation of NG-CDF funded projects, with good financial resources, materials can be timely procured and projects executed uninterrupted. Despite this, Newbert (2022) makes the point that the theory tends to neglect external factors in the environment and within institutions because resource availability in public sector projects often is affected by more than just the internal capacity of the organization. Barney, Ketchen and Wright (2021) argue, is a valuable

tool for understanding how resource acquisition and utilization impact on project delivery outcomes.

Empirical Review

The delivery of projects has been found to be dependent on financial resource adequacy in many different contexts. In Germany, predictable and well-structured financial flows contributed to better project coordination and reduced delays in the execution of public sector infrastructure projects, whereas bureaucratic delays in fund approval were identified as a major challenge for the efficient execution of public sector infrastructure projects by Müller and Schneider (2023). Kato and Baryayanga (2022) found that irregular fund releases and budget deficits caused project delays and lower project quality in Uganda's donor-funded infrastructure projects, as compared to projects that had regular fund releases, which were efficient and delivered on time.

The efficiency of resource allocation has also been correlated to municipal project performance. Dlamini and Nkosi (2023) created a link between the effective use of budgets and the timely allocation of financial resources with the completion of the projects and minimisation of financial wastage, while misallocation and procurement inefficiencies were responsible for stalled or incompleting projects. Unpredictable and insufficient funding streams contributed to the project interruption, project scope issues and delayed projects, especially in the rural development sector, of the Ghana rural development projects discussed in this paper, which is in line with what Owusu and Boateng (2021) reported.

These results are also consistent with other studies conducted across governance systems. Brown and Williams (2021) research showed that access to stable financial resources is an important success factor in the delivery of public projects – projects that experienced regular funding were more successful than those that were funded irregularly. Singh and Patel (2022) reported that insufficient resources caused project scope to be reduced while affecting the quality outcomes, further confirming that sufficient resource allocation plays an important role in project efficiency and sustainability.

In the construction and public works industry, resource insufficiency has been demonstrated to impact quality outcomes as well. Eze and Okafor (2022) found that lack of financial flows regularly contributed to abandoned projects or low quality implementation of public infrastructure projects. While inadequate financial investment resulted in partial systems and frequent breakdowns, effective financial planning and diversified funding sources increased the resilience and sustainability of rural water projects as discovered by Mushi and Lwoga (2023).

The NG-CDF context explicitly underpins the importance of resources in constituency-based development. A study undertaken by Mutiso and Karanja (2024) showed that delayed funding disbursement, poor budget planning and procurement processes are among the main challenges that posed major delays in the completion of NG-CDF funded infrastructure projects in Kenya. Research by Chebet and Kiprono (2025) found that good financial management (FM) practices such as sound budgeting and prompt disbursement had a positive influence on the effectiveness of project completion and decreased the number of stalled projects within constituencies, while poor financial management practices had a negative impact on project outcomes.

RESEARCH METHODOLOGY

Research Design and Target Population

This study used a descriptive survey research design, which is a specific research design that involves the methods and procedures in obtaining the information that is needed for a research study (Thomas and Thomas 2021). The design was deemed to be appropriate since the study variables could not be altered, and it allowed the researcher to gather first-hand information on

respondents' perceptions of the relationship between availability of resources and successful implementation of NG-CDF funded projects. Table 1 presents the target population, which consisted of 156 respondents including fund managers, school principals/head teachers and procurement officers that are involved in the NG-CDF projects of the Turbo Constituency.

Table 1: Target Population

Category	Target Population
Fund managers	15
School Principals/Head teachers	93
Procurement Officers	48
Total	156

Sample Size and Sampling Procedure

The study used a stratified random sampling method that was in line with the sampling methods outlined by Pitard and Pitard (2026), who defined it as the selection of a predetermined and representative sample from a defined sample population. The population was divided into three strata: fund managers, principals/headteachers of schools and procurement officers and the sample was proportionally allocated to each of those groups. When samples are determined and proportionally allocated appropriately, the findings that are drawn from a defined target population are more representative, Casteel and Bridier (2021) note. The sample size was calculated by using Yamane's (1967) formula, which is represented as:

$$n = N / [1 + N (e^2)]$$

Where:

n = sample size,

N = total population (156),

e = margin of error (0.05) at 95% confidence level.

$$n = 156 / [1 + 156(0.05)^2] = 112$$

The resulting sample of 112 respondents was proportionately allocated across the three strata using the formula $n_h = (N_h/N) \times n$, as presented in Table 2.

Table 2: Sample Size

Category	Target Population	Sample Size
Fund managers	15	11
School Principals/Head teachers	93	67
Procurement Officers	48	34
Total	156	112

Reliability of the Research Instrument

The internal consistency of the research instrument was assessed using Cronbach's Alpha coefficient, described by Izah, Sylva and Hait (2023) as a measure of how well items within a scale correlate with one another. A threshold of 0.7 was adopted as the acceptable cut-off, consistent with conventions applied for ensuring methodological rigor in survey-based research as described by Thomas and Thomas (2021). The availability of resources construct recorded a Cronbach's Alpha of 0.758, above the acceptable threshold, confirming that the items used to measure the construct were internally consistent and reliable.

Data Analysis

Data were analyzed using descriptive statistics, comprising frequencies, percentages, means and standard deviations, and inferential statistics comprising Pearson correlation and regression analysis. Kipkemei and Miroga (2019) applied a similar combination of descriptive and inferential techniques to establish the determinants of financial management of the NG-CDF in

Turbo Constituency, while Nzioka (2023) used regression analysis to determine the proportion of variance in NG-CDF project performance explained by the study's predictor variables. Analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 24. The relationship between availability of resources and successful implementation was modelled as:

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

Where:

Y = Successful implementation of NG-CDF funded projects,

X₁ = Availability of resources,

β₀ = constant,

β₁ = regression coefficient,

ε = error term.

RESULTS AND FINDINGS

Descriptive Statistics on Availability of Resources

A total of seven statements were used to assess how availability of resources affects successful implementation of NG-CDF funded projects. Mean scores between 3.5 and 4.5 were interpreted as agreement with the statement. The results are presented in Table 3.

Table 3: Descriptive Statistics for Availability of Resources

Statement	Mean	Std. Dev.
Adequate financial resources are essential for the success of NG-CDF projects.	3.80	1.32
Timely disbursement of funds plays a major role in smooth implementation.	3.72	1.27
Inadequate financial support negatively affects scope and quality of projects.	3.70	1.35
Availability of financial resources ensures timely completion of projects.	3.62	1.27
There is a clear system for managing financial resources allocated to projects.	3.85	1.16
Financial constraints limit the number of projects implemented in the constituency.	3.79	1.25
External financial support (government/donors) is critical to project success.	3.68	1.29

The majority of respondents (74.5%) responded that having sufficient financial resources is important for the success of NG-CDF projects with the highest individual mean of 3.80. Mobilization of resources, including the proper implementation of monitoring and evaluation strategies, also contributes to the ease of implementing projects that are funded by CDF (Kiura, 2017). Financial resources, along with project leadership and infrastructure had a significant impact on the delivery of CDF funded projects, as identified by Imaya (2020).

Additionally, 72.5% agreed that timely fund disbursement is a key to smooth implementation and 70.4% agreed that lack of financial support has a negative impact on the scope and quality of projects. The study conducted by Miganda (2024) confirmed that resource risk management significantly contributed to the success of NG-CDF construction projects, highlighting the need for proactive resource planning. In a similar study, Kipkemei and Miroga (2019) discovered that the disbursement and financial audit processes significantly affected prudent financial management of the NG-CDF in Turbo Constituency.

Furthermore, 79.6% of respondents agreed that there is a clear system of managing financial resources allocated to NG-CDF projects with the highest mean score of 3.85, with 73.5% agreeing that financial constraints limit the number of projects implemented in the constituency. The contribution of resource related and other factors to project performance was significant as indicated by Nzioka (2023) who concludes that only a small percentage of the variation was due to factors that were not studied. Chebet and Kiprono (2025) reaffirmed that good budgeting and timely release of funds greatly assisted in the successful completion of projects in constituency development programmes.

Correlation Analysis

Pearson correlation analysis was used to measure the relationship between the availability of resources and successful implementation of NG-CDF funded projects. The results are shown in Table 4.

Table 4: Correlation between Availability of Resources and Successful Implementation

Variable	Successful Implementation
Availability of resources – Pearson Correlation	0.797**
Sig. (2-tailed)	0.000

***Correlation is significant at the 0.01 level (2-tailed).*

Results indicated a strong, positive and statistically significant relationship between availability of resources and successful implementation of NG-CDF funded projects ($r = 0.797$, $p < 0.01$). This finding mirrors that of Brown and Williams (2021), who established that projects with consistent and timely funding recorded significantly higher completion rates than those with irregular disbursement. It is also consistent with Mutiso and Karanja (2024), whose findings confirmed that stable financial flows were associated with a higher likelihood of projects being completed within schedule and meeting quality standards.

Regression Analysis and Hypothesis Testing

A regression model was fitted to establish the effect of availability of resources on successful implementation of NG-CDF funded projects. The coefficient obtained is presented in Table 5.

Table 5: Regression Coefficient for Availability of Resources

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	0.419	0.159	-	2.642	0.010
Availability of resources	0.224	0.101	0.232	2.210	0.030

Table 6: Hypothesis Test Result

Hypothesis	β	t	p-value	Decision
H0: Availability of resources has no significant effect on successful implementation of NG-CDF funded projects.	0.232	2.210	0.030	Reject H0

The availability of resources was statistically significant in the successful implementation of NG-CDF funded projects ($B = 0.224$, $Beta = 0.232$, $t = 2.210$, $p = 0.030$) as shown by regression analysis. Since the p-value obtained was < 0.05 , the null hypothesis was rejected and it was confirmed that availability of resources significantly affects the successful implementation of NG-CDF funded projects in Turbo Constituency. This finding aligns with that of Kato and Baryayanga (2022) who reported that projects that had regular funding sources achieved a high degree of efficiency and timely completion. It is also in line with the results of Mushi and Lwoga (2023) which established that good financial planning enhanced the resilience and completion of resource-dependent development projects.

Discussion of Findings

Results of the availability of resources significant and positive influence successful implementation of NG-CDF funded projects confirm previous evidence from public infrastructure research. Eze and Okafor (2022) argued that financial flows must be consistent for timely completion and effective implementation of Public Projects. Dlamini and Nkosi (2023) reported that budgeting and proper allocation of resources had a significant positive effect on the rate of completion of infrastructure projects and prevented delays in the delivery of the required results for such projects.

The result also supports the application of good resource management in decentralised development funding. Owusu and Boateng (2021) found that volatile funding mechanisms cause uncertainties in the project planning process which makes it difficult to execute community-driven projects on time. Further, Singh and Patel (2022) showed how effective financial planning and resource allocation can boost the execution speed of projects, lending additional support to the resource adequacy being the key to making the projects funded under NG-CDF project successful.

CONCLUSION

The study concludes that availability of resources is a significant factor that influences the successful implementation of NG-CDF funded projects in Turbo constituency. Proper financial, material, human resources make it possible to carry out a project in the desired timeline and achieve the expected quality, whereas shortages cause delays, project size reduction and incomplete projects. The high positive correlation and the significant regression coefficient obtained are confirmation of the pace and quality of project delivery by resource adequacy. Thus, good financial management, transparency, and timely resource allocation are crucial for sustainability and success of NG-CDF funded projects in the constituency.

RECOMMENDATIONS

From the results, the study suggests that the NG-CDF committee should ensure the funds are released on time so that the projects are not stalled and left unfinished. Financial planning and regular audits should be undertaken, and transparency in reporting should enhance accountability in respect of the use of resources. The NG-CDF management should also put in place clear and consistent mechanisms for the use of allocated resources, to reduce waste and misallocation. In addition, coordination with external and government stakeholders must be sought to ensure that local resources are complemented by external and government support, in order to improve the financial sustainability of NG-CDF projects in Turbo Constituency.

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