

**THE ROLE OF GOVERNANCE IN MANAGEMENT OF DEVOLVED FUNDS  
A CASE STUDY OF CONSTITUENCY DEVELOPMENT FUND KAJIADO NORTH**

By

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION (CORPORATE MANAGEMENT)  
IN THE SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT**

**KCA UNIVERSITY  
NAIROBI**

**NOVEMBER, 2013**

**DECLARATION**

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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**ABSTRACT**

The CDF was introduced in Kenya for decentralization of decision making at the grass root level generally intending to take the bottom up approach rather than the top down approach used before in development initiatives. The fund has faced numerous challenges among them management and governance issues especially in accountability and transparency. The study's purpose is establishing the role of governance on the management of devolved funds and in specific on the Constituency Development Fund (CDF). The study was undertaken in Kajiado North Constituency where the researcher used a descriptive research design approach to determine the role of governance in management of devolved funds. The study used a randomly selected sample drawn from the constituency using the rule of thumb. The sample was calculated from the urban population in Kiserian, Ongata Rongai and Ngong towns. The data was collected through questionnaires that were self administered and data analyzed using both qualitative and quantitative methods. The study established that good governance is a pre-requisite to the success of the devolved fund but had not been enhanced in issues such as increasing accessibility which still remains low and in ensuring that community participation is highly encouraged. The study's findings are significant to the literature on public governance and on the CDF score card as shown by evidence of loopholes in the policy framework and a management that lacks to fully appreciate good governance in the management of devolved funds especially in community participation. Good governance can therefore be achieved in encouraging the CDF management through the CDFC and CDC as well as other stakeholders to ensure that there are policies that ensure efficiency, there are methods of accountability and community are participative in the decision making process. The study also found that set policies should be reviewed so as to make clear the aspects of good governance that is required of the management of the CDF.

**Key Words: Devolution, Governance, Management**

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## **DEDICATION**

This dissertation is dedicated to my family, my wife Jennifer, loving children, Moindi, Letia and Naisiae. Their encouragement and support have greatly influenced the efforts in my entire learning process and the completion of the dissertation.

I highly appreciate the encouraging words and assistance of my supervisor Prof. Alfred Osiemo in coming up with the proposal and his guidance throughout the entire process. I also wish to acknowledge KCA University for Invaluable Support provided by creating a conducive learning environment that has assisted in the conception of the dissertation and the entire learning experience.

I would also like to appreciate my employer for granting me time off duty to concentrate on this thesis, my friends and colleagues whose support enabled me to handle the task at hand. Finally, my appreciation to the great people of our County from Ngong, Rongai and Kiserian who provided data that would lead to the conclusions and recommendations of this study.

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## **LIST OF ACCRONYMS/ ABBREVIATIONS**

<b>ACCs</b>	AIDS Control Committees
<b>ASAL</b>	Arid and Semi Arid Lands
<b>CBOs</b>	Community based organizations
<b>CDC</b>	Constituency Development Committee
<b>CDF</b>	Constituency Development Fund
<b>CDFC</b>	Constituency Development Fund Committee
<b>CSOs</b>	Civil Society Organisations
<b>ERS</b>	Economic Recovery Strategy
<b>IBR</b>	International Bank for Reconstruction
<b>LATF</b>	Local Authority Transfer Fund
<b>LDC</b>	Locational Development Committees
<b>MP</b>	Member of Parliament
<b>NACC</b>	National Aids Control Council
<b>NGOs</b>	Non-Governmental Organizations
<b>PER</b>	Public Expenditure Review
<b>RMLF</b>	Roads Maintenance Levy Fund
<b>SEBF</b>	Secondary School Education Bursary Fund
<b>UNESCAP</b>	United Nations Economic and Social Commission for Asia and the Pacific
<b>WDC</b>	Ward Development Committees

## **DEFINITION OF TERMS**

<b>Central Government</b>	This is an administrative system which operates at the national level and handles issues that affect the whole nation.
<b>Decentralization</b>	refers to the entire process of devolving responsibilities of the central government to regional or local governments.
<b>Devolved Funds</b>	refers to development schemes designed to transfer the financial resources required for local development projects from the central government to the local government level.
<b>Local Government</b>	refers to fewer units within the scope of public administration that do not depend on the central government administration for public functions that they have autonomous authority over.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

The chapter examines the background to the study, the research problem and the purpose of the study. The research objectives, research questions, justification of the study, importance of the study and scope are also discussed.

#### **1.2 Background of the Study**

The concept of "governance" is as old as human civilization. Governance simply means the process of decision making and the process by which decisions are implemented (or not implemented). Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance (UNESCAP, 2013).

Governance also refers to the manner in which power is exercised in the management of economic and social resources for sustainable human development (World Bank, 2006). Resources are both present in the public and private sectors and the concept is also applied in more specific sense in corporate governance. Governance then relates to conditions necessary to produce good results from different resources.

The authors of a 1999 World Bank working paper assessing the relevance of governance in the public sphere concluded that governance matters, in the sense that there is a strong causal relationship from good governance to better development outcomes such as higher per capita incomes, lower infant mortality and higher literacy (Minde, 2001).

Samson and Daft (2011) define management as the process that leads to the attainment of organizational goals or strategies in an effective and efficient manner through the main management functions of planning, organizing, leading and controlling the available resources. While governance mainly deals with policy issues, management is the art that gets things done by carrying out the policies (Bader, 2008). The researcher will therefore assess governance in relation to policy for the basis of relating it to management practices. According to World Bank (2006) in a report on the bank's experience with governance, public sector management is a dimension of governance that deals with the changing of organizational structure, making budgets work better through better integration of capital and recurrent components, sharpening incentives and placing public enterprise managers under performance contracts.

An attempt to assess the level of public governance in Kenya was done through the 1997 Public Expenditure Review (PER) which sought to assess whether expenditure trends were consistent with sustainable fiscal management, and growth and equity strategies as articulated in different government policy documents. The review revealed that the composition and trends in public expenditure were not consistent with policy goals, especially growth and equity. In particular, there was a big divergence between the budget and its implementation, therefore public funds were termed as being mismanaged. By 2000, 23,448 civil servants had been retrenched as part of public service reforms that included, among other things, retrenching staff and rationalizing the wage bill as well as increasing budgetary allocations to operations and maintenance.

The core civil service was reduced from 272,000 in 1992 to 191,670 in 2003. However, in spite of the retrenchment programme, public service delivery continued to degenerate (Government of Kenya, 2003a). Starting December 2002, good governance in the government was identified as one of the three pillars of the Economic Recovery Strategy (ERS) that was unveiled in 2003. According to the ERS, most of the problems affecting Kenya and its people arose from the many years of bad governance and poor economic management.

Devolved funds are development schemes designed to transfer money directly to the local council, constituency or district to finance local development projects such as schools, markets, hospitals, roads, etc. A few of these are: The Constituency Development Fund (CDF), Local Authority Transfer Fund (LATF), Secondary School Bursary, Free Primary Education and Roads Maintenance Levy Fund (RMLF).

Devolved funding has been in existence in Kenya for quite some time now, since independence the Kenya government has employed several development strategies in fighting poverty. Among them district development grant program (1966), the special rural development program (1969/1970), district development planning (1971), the district focus for rural development (1983-84) and the rural trade and production center (1988-89). Though ingenious, these programs suffered the same fate, a lack of funding and excessive bureaucratic capture by the central government (Gikonyo, 2008).

The CDF program comprises of an annual budgetary allocation equivalent to 2.5% of the total national revenue. There are several parameters that had been spelt out by the CDF

Act 2013. Key indicators like poverty, size of population and constituency are observed when determining the share of each constituency (Mulwa, 2007).

From the beginning of the funds existence, the amount has progressively increased since the initial Sh1.2 billion was allocated in 2003/04 with each constituency then getting Sh6 million. In 2011/12, the highest allocation to a constituency, Mandera Central, stood at Sh149.5 million. Observation of CDF in recent years reveals that projects are initiated by the public by convening location meetings called by the Member of Parliament where prioritized projects are forwarded to the CDF at the Constituency, then forwarded to the national management for approval for funding (Gikonyo, 2008).

Since projects originate from the public, they have equal rights to be informed and accounted to. Communities all around Kenya have used their CDF allocation for projects such as the construction of schools, health facilities, water projects, and roads in many places, these projects have been the first infrastructure improvement after many years.

### **1.3 Statement of The Problem**

Mulwa (2007) explains that the decentralized funds that are in operation in Kenya face a number of challenges that generally include low community awareness and involvement. This has made communities question the accountability and transparency in the processes involved in identification and implementation of the project as well as the monitoring and evaluation of projects and funds. Furthermore, the funds are seen to have had little impact on the quality of life of the population, partly due to inadequate allocations. Governance as explained by Bader (2008) should be able to relate policy to concerns or issues surrounding decentralization of funds especially the efficient use of the public monies.

Governance has been observed as one of the contributions to the many problems in Kenya, especially poverty and inequality. The government has previously demonstrated its commitment to addressing the problem of governance in Kenya by creating two key policies: The Anti Corruption and Economics Crimes Act and The Public Officers Ethics Act. These steps are necessary because bad governance leads the decline in economic performance, increase in poverty and galloping unemployment. Kauzya (2007) explains that devolved fund governance plays central part in ensuring that projects succeed.

The major challenge that has been identified by the National Tax Payers Audit of the CDF was in management and governance issues in specific accountability and transparency. In this regard community awareness and participation in all aspects of the projects has been low. Due to the inability to access information, constituents remain unable to monitor the CDFC and hold them accountable for expenditure (Mulwa, 2007). As a result, poor quality projects continue to be funded. Second, the capacity of CDFC's makes it difficult for public participation in the early (and late) stages of project planning and implementation.

The issue of governance has however not been described in details by authors on this subject with Omolo (2010), Gikonyo (2008) and Kauzya (2007) highlighting it as a major hindrance but not showing its relationships to performance factors such as efficiency and accessibility and how it affects the functions of the managers. This project will therefore assess the effect of governance in the devolved funds on the successful management of the programs that are aimed at alleviating poverty. The research will focus on how governance ensures efficiency in the use of the funds as well as increasing accessibility by the public and

also focus on how community participation affects the overall management of the devolved fund.

#### **1.4 Objectives of The Study**

The study's objectives are divided into the main objective and specific objectives that guide the achievement of the main objective.

##### **1.4.1 Main objective**

To establish the effect of governance on the management of devolve funds and in specific the CDF in Kajiado North Constituency.

##### **1.4.2 Specific Objectives**

- i. To explore the effect of governance in ensuring efficiency in use of devolved funds.
- ii. To establish the role of governance in ensuring accessibility of CDF funds.
- iii. To determine the extent at which community participation affects management of devolved funds.

#### **1.5 Research Questions**

- i. What is the effect of governance in ensuring efficiency in use of devolved funds?
- ii. What is the role of governance in ensuring accessibility of CDF in Kajiado North Constituency?
- iii. What is the extent in which community participation affects the management of devolved funds?

## **1.6 Justification of The Study**

The study will add to knowledge on the impact of devolution of funds in the Kenyan context and explicitly in the county context. The researcher will spotlight on the CDF because it has been one of the most publicized devolved funds so as to bring out the positive and negative effects in terms of structure and governance of its system. This is meant to improve the effectiveness in its mandate by providing solutions to the challenges and highlighting the strong points.

The stakeholders will be made informed of the existent of both positive and negative aspects in the governance scaffold and may use the findings of the study to make reviews for better performance.

The researcher will also increase knowledge on the acceptability of devolved funds among the public and assist in improving community participation in the CDF.

## **1.7 Significance Of The Study**

The study will help shed more light on the impact of devolved funds in Kajiado North constituency. The study is important as it will provide pilot information used by the policy makers and opinion leaders, more importantly it will guide their decision and choices regarding devolved fund governance during the resource mapping activities in Kajiado County.

## **1.8 Scope of The Study**

The study will be undertaken in Kajiado North Constituency. It is one of the constituencies of Kajiado district; the constituency has population of 195,746. It covers 148 Sq Km.

## **1.9 Limitations of The Study**

The study may experience the following limitations:

- i. The study has wide research gap since devolved funds have not been in place for long therefore not much research has been done about it.
- ii. The study will be expensive since it will involve continuous movement, further more it requires a lot of resources ranging from human to finance.

## **1.10 Assumptions of The Study**

The study makes an assumption that the target population is aware of the relevant policies and regulations changes that have taken place after the promulgation of the Kenyan Constitution 2010 in reference to the CDF.

The study also assumes that the population is aware of the CDF activities undertaken in the county and constituency.

The study also assumes that the respondents of the study are aware of the process of decentralization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter comprises the review of literature by different authors on the topic of devolution, how it applies in governance and gaps to be filled, summary and the conceptual framework. Literature review in this case will take up a systematic process of identification, location and analysis of the documents containing information relevant to the problem under investigation.

#### **2.2 Empirical Review**

This section entails a review of information currently available from other authors on the topic of good governance and its impact on management.

##### **2.2.1 Effect of good governance on management**

According to the Good Governance Standard for Public Services (2004) governance has the main functions of ensuring that organizations fulfil their overall purpose and for those in public service to achieve the intended outcomes for its citizens and service users. Governance as well ensures that an organization operates effectively, efficiently and in an ethical manner. This principle is expected to guide all governance activities within the public and private sphere. Fundamental to governance in all public sector organizations is ensuring the provision of good quality services and achieving value for money for its constituents (Nyong'o, 2002).

Bergh (2004) indicates that decentralization is a major point of discussion on the topic of good governance. From the point of view of 'good governance' devolution has many functions such as being a mode of administration that advocates bottom-up planning which captures, internalizes and addresses local needs and concerns. As such, it promotes responsiveness and accountability of policy makers to local needs and people. According to Kauzya (2007) the administrative dimension, political and the fiscal dimensions make up the concept of. The administrative dimension undertakes to transfer the responsibility of functions from a central agency to one or more of its lower levels such as a state corporation. The political dimension separates powers and responsibilities horizontally or vertically within the political system while the fiscal decentralization involves changing the locus of revenue generation, primarily, but also offers expenditure.

According to Demuro *et al.*, (1998) devolution brings about changes in the political and fiscal dimensions of a government. In this way local governments automatically acquire the power of autonomous decision making and initiative in setting their own rules, goals and objectives. Demuro *et al.*, (1998) also imply that local governments in a devolved set up define and implement their own policies and strategies, as well as allocate resources to different activities within their jurisdictions.

Kauzya (2005) regards decentralization as a process through which power; functions, responsibilities and resources are transferred from central to local governments and/or to other decentralized entities. In this way, decentralization acts as mechanism that brings the government closer to the governed and in addition improves public administration by

empowering the local authorities to be the planning and decision-making bodies and thereby enhancing the capacity of government to achieve local participation (Boateng *et al.*, 2003).

According to Crawford and Hartmann (2008) Africa has a long history of formally centralized rule which dates back to colonial times and even beyond. In merit of the system of devolution to local governments, Crawford and Hartmann (2008) point out that attempts at state centralization in independent Africa might not have been as successful as intended due to marginalization or outright suppression of the elected local and district councils and their competencies throughout the late 1960s and 1970s.

According to the International Bank for Reconstruction (IBR) policy makers and academics agree that good governance is fundamental to economic development in any country. In the long run high-quality institutions are able to raise per capita incomes and promote growth in an economy (IBR, 2006). According to Kaufman et al., (1999) there are 8 major characteristics of good governance. They include participation, orientation towards consensus, accountability, transparency, responsiveness, effectiveness and efficiency, inclusiveness as well as following the rule of law.

### **2.2.2 Community Participation**

Participation is the process by which stakeholders' input and share control over development activities, decisions as well as resources which affect them (Omolo, 2011). Okello, Oenga and Chege (2008) further define it as a process whereby stakeholders are influencing the policy formulation process, making alternative designs as well as investment choices and management decisions affecting their communities.

Odhiambo and Taifa (2009) explain that participation is important because practical experience on the ground shows that it establishes the necessary sense of ownership. Generally people tend to resist new ideas if these are imposed on them. Participation has greatly contributed to the sustainability of development initiatives, strengthened local capacity, given a voice to the poor and marginalized and linked development to the people's needs.

Community participation is also instrumental in guarding against abuse of office by public servants and political leaders. It has also provides control against excessive discretion being vested in civil servants in public procedures. Participation has provided checks and balances against unnecessary political interference in service delivery and disregard for professionalism and meritocracy in the public sector amongst others (Omolo, 2011).

There are two broad dimensions of citizen participation explained by Yaan and Callahan (2005), they are indirect involvement and direct involvement. Direct involvement suggests that community and citizens are the owners of the government and should be involved in the decisions of the State. It thus implies governmental efforts to involve community in administrative decision making and management processes. Since it occurs primarily at the administrative-citizen interface direct participation therefore differs from political participation. The imperative for community participation is also drawn from their statutory duty to pay taxes for service delivery.

Omolo (2010) explains that they are not only consumers of services but key financiers of the government. Stakeholder participation in a devolved system and decision making should therefore be inclusive in the processes of goal setting, determination of

strategies, policies, and monitoring and evaluating government services. Community participation activities would then relate to the techniques and mechanisms to arrive at these. The techniques include but are not limited to public hearings and sittings, community advisory councils and citizen panels, neighborhood or resident association meetings and citizen surveys. The functional or practical areas for citizen involvement are economic development, education, environmental protection, public health and policing and public safety amongst others (Yang and Callahan, 2005). Kenyan citizens will not only engage in the implementation of 15% of the national revenue transferred to their counties, but also in the remaining 85% administered at the national level.

Krishnan (2002) in his study on community participation on project implementation observed that community based organizations (CBO's) find participation as a very vital factor in the formulation of projects. This is because of the element of accountability exhibited to their members who make up the community. According to Mark (2002) on his study of the Kenyan government influence on rural development Commented upon the politics of citizen participation show that public involvement ensures that the citizenry or community has a loud and direct voice in the making of public decisions.

Cherop (2005) on her study on the role of government in rural development said that organizations which minimizes stakeholder involvement in their decision making processes claim that participation is too expensive and time consuming. This denies the organization the tangible benefits that are derived from an effective citizen involvement program.

Ludeki (2007) indicates that proposals raised without the involvement of the beneficiary communities tend to elicit negative reactions to the projects. The result is

skepticism on the part of the community. Ludeki (2007) further asserts that decentralization can lead to realistic planning as it focuses on building the competence and knowledge of local administrators. According to Mercy (2010) on her study on Civil Society Organizations' Role in Enhancing Accountability and Community's Participation in the Management of Public Funds concurs by asserting that participation may be defined as the right to define, to shape and be engaged in a set up.

### **2.2.3 Challenges of devolved funds**

The government of Kenya has made certain efforts in decentralizing development projects over the past five years, key among them has been projects aimed at meeting MDGs. At the national level there are constituency development fund boards and the constituency fund committees, while at the grass roots the fund is mainstreamed in the provincial administration structure under the District Development Committee (DPC), Constituency Development Fund Committee (CDFC), Locational Development Committees (LDC), and the Ward Development Committees (WDC). The devolved funds in Kenya are the Constituency Development Fund (CDF), Local Authority Transfer Fund (LATF), Constituency Bursary Fund (CBF), Women and Youth Funds (Kibua and Mwabu, 2008).

Ndungu (2009), in a study on enhanced awareness on CDF among local communities, assessed the community levels of awareness of CDF and the opportunities available to them in the CDF. Given the fact that CDF was introduced as means of realizing community based development, it was encouraging to learn that nearly 60% of the respondents knew where the CDF resources. Further analysis on the gender distribution of those who knew where the CDF office was located revealed that 42.2% were female.

About 50% of the respondents stated that they had visited the CDF office. Most of the enquiries to the office were related to the CDF education bursary. Of those who had not visited the CDF office, 53.9% were female. In some constituencies, majority of the constituents were not aware about the CDF and they could not differentiate it from other funds (GOK, 2009).

Kimani et al (2008) emphasize the critical for all categories of the society to be involved in monitoring the CDF and 48.8% females and 51.2% males of the elderly were reported to be engaged in taxpayers just like the rest of the Kenyan and therefore , contribute to the CDF kitty.

Transparency in tendering for the various CDF projects has been instrumental in reducing conflicts within the CDF tendering process giving credibility to the CDC. This has enhanced interaction between the successful bidder and community members with the members of the public. It has also reduced divisions within the CDCs due to conflict of interest. The public opening of the tenders limits successful bidder. Unity within the CDC has been identified as one of the key pillars for successful implementation of CDF Electoral populism vs. development planning.

### ***Managerial capacity of committee members***

Decentralization has created a new managerial layer in which citizen participation has been prioritized to a larger extent than at the central government level. But the capacity of the committee members remains to be a barrier to effective management of public funds and

development and therefore requiring more investment. This applies not only to the committees but also to the modes of communication and accessibility to government offices..

#### **2.2.4 Devolved fund transitions**

The Constituencies Development Fund was established through an Act of Parliament, the CDF Act 2003 (amended in 2007) with an objective of addressing poverty and inequality throughout the country, by dedicating a specific portion of the ordinary Government Revenue to addressing felt needs of the community at grassroots level. The fund is managed by the Constituencies Development Fund Board (CDFB).

It is one of several devolved funds set up by the Government to reduce poverty and bridge development imbalances throughout the country. The Fund has registered great success through shifting the role of project identification, planning and implementation from line ministries to communities, hence encouraging local initiative that results into sense of ownership, transparency and accountability.

The programme has also encouraged creation of employment at local levels through awarding contracts to local artisans and sourcing materials from local entrepreneurs. Through CDF, the general condition of social infrastructure has improved in many parts of the country, and school dropout rate has reduced through CDF contribution in expansion of learning facilities and provision of bursary to needy students. The CDF Act of 2003 was repealed in January 2013 when parliament enacted CDF Act 2013. The enactment of CDF Act 2013 was mainly aimed to ensure that the law governing CDF is aligned to the Constitution of Kenya 2010, particularly in compliance with the principle of transparency, accountability, separation of powers and participation of the people. The new law was also

aimed to align the operations of the Fund to the new devolved government structure ([www.cdf.go.ke](http://www.cdf.go.ke)).

### **2.3 Theoretical Review**

The theoretical approach to this study covers the concept of devolution/ decentralization and participation. Devolution has been defined as a process of transfer of political, administrative and fiscal management powers between central government and lower levels of government, primarily operating at city and regional levels (Potter, 2001). According to Kantai (2010) there are three forms of decentralization that include De-concentration, Delegation, and Devolution.

Stoker (1997) points out that community participation takes place when members of a community participate in any of the agenda formulation, passage and implementation of decisions that affect them. Theoretical work on the subject of community participation was introduced by Arnstein (1969) whose main importance stems from the recognition of the different levels of participation that flow from manipulation of citizens, through to consultation, and to genuine participation. Burns et al (1994) then modified Arnstein's ladder of participation and proposed a ladder of citizen power which has citizen control at the top of the ladder, followed by citizen participation and citizen non-participation.

#### **2.3.1 Fiscal Federalism Theory**

According to Musgrave (1959) and later by Oates (1972) the central government should have a basic responsibility for stabilizing the macroeconomic level and for income redistribution in the form of poverty eradication. Oates (1972) in his analysis of the fiscal federalism theory explains the need for decentralization in terms of the absence of cost-

savings from the centralized provision of a public good and of inter-jurisdictional externalities whereby creating the level of welfare will always be at least as high (and typically higher) and therefore decentralization is necessary if pareto-efficient levels of consumption are provided in each jurisdiction than if any single, uniform level of consumption is maintained across all jurisdictions.

Prud'homme (1995) in critique of fiscal federalism theory suggests that a loss of national redistribution of wealth due to decentralization causes greater localization of wealth, greater disparity between rich and poor regions, and the loss of capacity of the national government to influence the market to soften times of crisis.

### **2.3.2 Social Control Theory**

According to Piven (1981) "Social control" refers to the process of curtailing disruptive forms of deviance through a collective and secure adherence to ideational and behavioral norms in society. Effective social controls according to Ross (1901) have long been viewed as essential to societal stability. Decentralization, in this view, has moved from ideology or the regulation of behavior into efforts to solve problems and improve performance in a given jurisdiction.

### **2.3.3 Theory of Power**

According to Conlan (1998) a total political community can be formed when society acts as a single unit, in this way creating power by acting on a uniform principle and possessing a continuity of time and place. The theory of power in an organization context attempts a general interpretation of the role of internal and external forces in determining the

way organizations set their goals, establish their structure, develop their management dynamics, and respond in practice to the influence of the interplay of those forces. The theory recognizes internal and external coalitions of ‘people with influence.

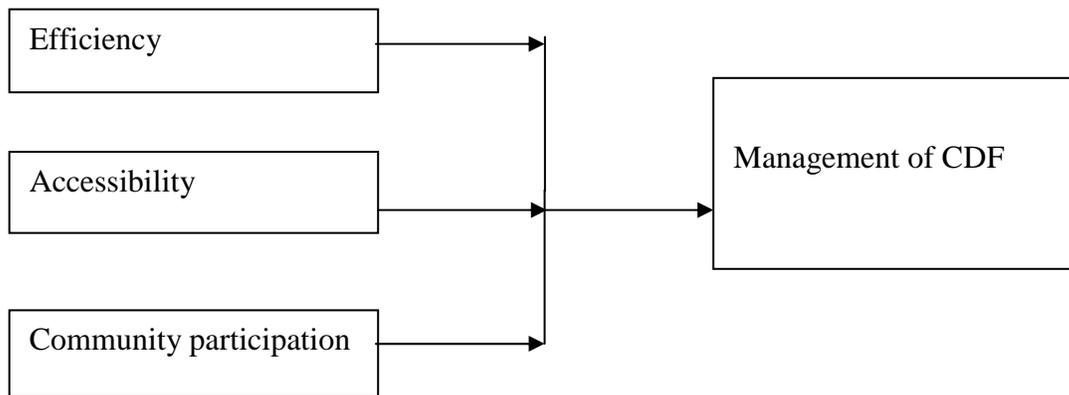
## 2.4 Conceptual Framework

FIGURE 1

Conceptual framework

**Independent Variables**

**Dependent Variable**



Source: Author, 2013

Efficiency refers to the policies and structures that have been put in place for the efficient use of government funds with the purpose of achieving socio economic goals. The concept of efficiency in the context of good governance is based on ensuring sustainability and protection of common objectives. Efficiency in the context of good governance is focused at making processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal.

Accessibility refers to how well set policies are inclusive of all stakeholders and especially the community benefiting from the projects. When all members of a society feel that they have a stake in their well being particularly the most vulnerable it is easy for them to improve or maintain their well being through sharing opinions and other inclusive activities.

Participation is the process through which stakeholders' input and share control over development initiatives, decisions and resources which affect them. This includes the conception of CDF projects and access for information of CDF projects to help in combating problems that may arise. And this can be done through monitoring and evaluations. Community participation can determine how well a project of CDF can be sustained. However this is affected by intervening variables such as accountability, illiteracy of the community, long distance covered, poor regulations of contracts e.t.c. this brings an adverse effects for a project to be successful in its implementation process.

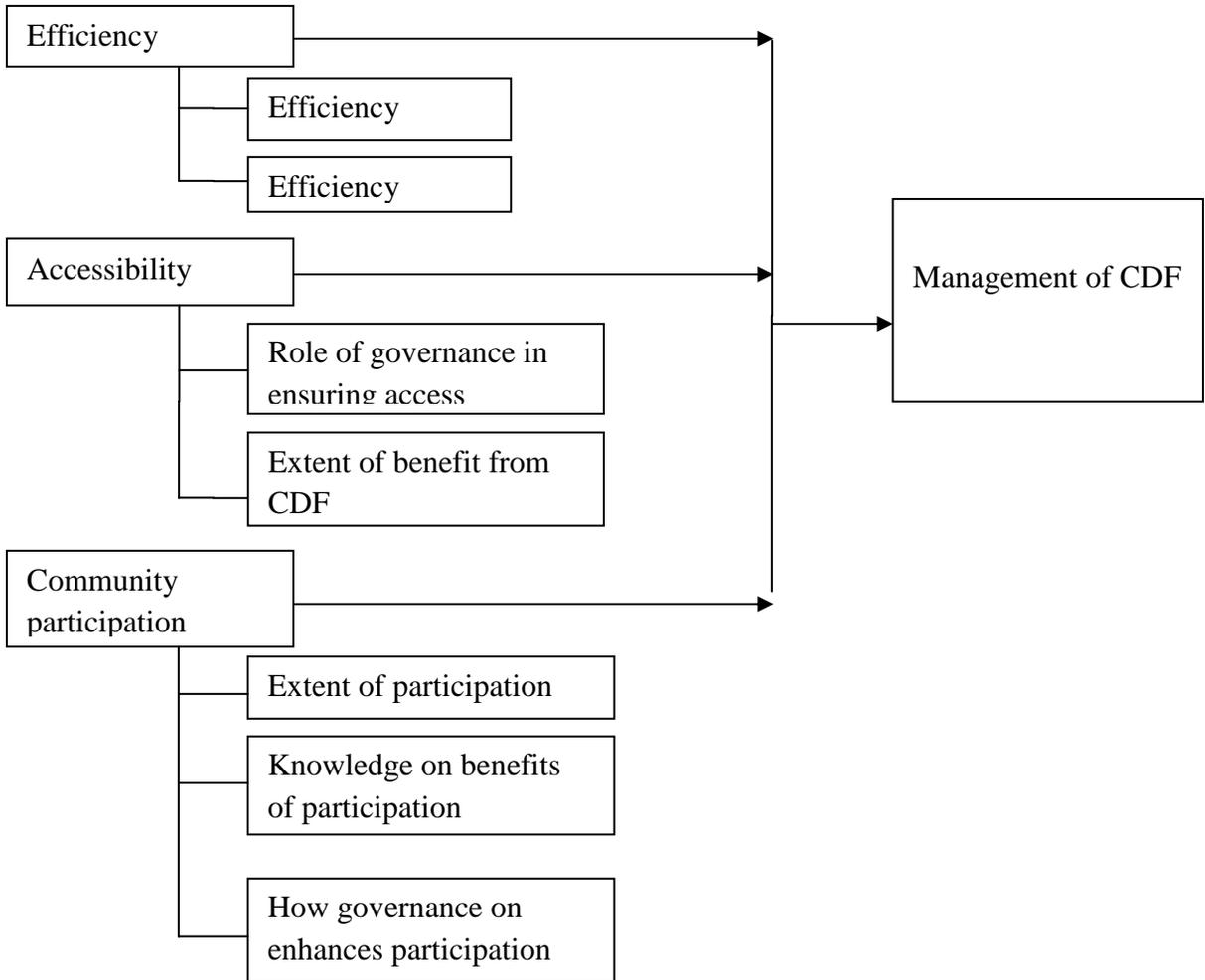
## 2.5 Operational Framework

FIGURE 2

### Operational framework

#### Independent Variables

#### Dependent Variable



Source: Author, 2013

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

After reviewing relevant theoretical arguments, defining both dependent and independent variables and linking them in a conceptual framework, we now shift our attention to the methodology. The methodology in any study is very important as it links theory with practice. It guides the researcher in collecting evidence in the real world.

Mbwambo (2005) argues that a proper research methodology shows that the researcher not only understands the true problem but also knows the right course of action towards a valid solution. This part seeks to elaborate the course of action that was used in acquiring a valid solution to the problem. It is divided into the research design adopted, the study site, the unit of analysis and the sampling procedure used and the sources of data for the study as well as the data collection methods and procedures as well as how the collected data was analyzed and interpreted to provide meaning to the research.

#### **3.2 Research Design**

According to Orodho (2003) a research design is the scheme, outline or plan that is used to generate answers to research problems. For the study on the role of governance in management of devolved funds, the researcher used a descriptive research design approach to assess the impact of governance issues such as efficiency, accessibility and participation on CDF management.

Descriptive research design is concerned with the current or past status of a situation and it helps to describe the achievement, attitudes, behaviors, or other characteristics of a group of subjects (Orodho, 2003). In this case the descriptive approach was used to examine the facts and opinions of the public and fund administrators on how governance issues touch on devolved funds management in specific the CDF in achieving its mandate.

### **3.3 Population of The Study**

Research site basically gives information about where the actual study was conducted, this is significant in determining the expected challenges and the validity of the study. Study site is very critical as it directs the researcher in data collection. The researcher targeted Kajiado North Constituency as the study area or target population. This is because of the need to be detailed in data collection as the results of collecting the same data from the entire country would lead to similar findings but would involved different variations of time and financial costs. The location was further easily accessible to the researcher.

Kajiado County is located in the Rift Valley and constitutes 3 constituencies (Kajiado Central, Kajiado North and Kajiado South). Kajiado North where the study based its findings has a total population of 108,358 households (KNBS, 2010). According to Bryman and Bell, (2003) a population is a well defined set of people, services, elements, events, groups of things or households that are being investigated. This definition ensures that population of interest is homogeneous.

### **3.4 Sampling Techniques**

The study used a simple random sampling approach to select respondents drawn from the constituency as well as the management and staff of the CDF in Kajiado North constituency.

According Mugenda & Mugenda (2003) a random sampling method ensures inclusion of small groups which otherwise could have been omitted entirely by other sampling methods.

The researcher sampled the urban population from the three towns in the constituency (Kiserian, Ngong an Ongata Rongai) who were more likely to have participated in CDF projects or benefited from CDF projects. The populations of the towns according to the 2009 Kenya Population and Housing Census are 26,761 in Kiserian, 25,724 in Ngong and 44,678 in Ongata Rongai (KNBS, 2010).

The researcher further used the rule of thumb (Gay, 1987) that suggests 10% for populations of between 100 and 1,000, 3 – 5% for a population of 1,000 to 10,000 and 1% or less for population of above 10,000. The sample size was therefore selected to represent 0.1% from each town. Cost and time considerations were taken on board when deciding this. According to the rule of thumb the sample size for the project was calculated as 98 respondents (members of the public) from the three towns (i.e 27 from Kiserian, 26 from Ngong and 45 from OngataRongai).

The researcher also used a purposive sampling approach to sample ten staff members from the Kajiado North CDF offices in Ngong town. According to Trochim (2006) purposive sampling is preferred because it targeted a particular group of people. In addition, Kasomo (2006) argues that it allows the researcher to use cases that have the required information with respect to the objectives of the proposed study in this case the members of the CDF management. The total sample of the project was therefore 108 respondents.

### **3.5 Research Instrumentation**

The researcher used questionnaires with closed ended questions for data collection of primary data whereas secondary data was collected by use of document review as well as observation. Triangulation in this way offered the prospect of enhanced confidence (Denzine, 1970). The use of multiple methods of data collection assists to overcome flaws inherent in the use of one method.

A questionnaire as a method of collecting data is a special purpose document that collects information and opinions from people who receive and respond to it. Response of the closed questions given have a fixed boundary i.e. one highlights the choices or options given. Main advantage of using this method is privacy to the respondent thus it enhances the sincerity of the information given. Generally it is relatively quick to collect information using a questionnaire.

### **3.6 Methods of Data Collection**

The researcher used introduction letters from the university to explain the purpose of the study and build confidence with the target population. This increased chances of attaining a high response rate. The instruments were pilot tested in order to ensure their validity and reliability to collect the required data. The pilot test was done in the Ongata Rongai town and involved 1% of the sample from the public who found the questionnaire easy to understand and completely fill. The instrument was then found reliable and valid for collecting the data.

The questionnaires were self administered to the various respondents using a drop off method that ensured that the respondents had adequate time to fill the questionnaires. Face to face interviews were used for the CDC and CDFC members so as to ensure that the researcher did not cause any inconveniences in leaving the questionnaires with the members. The researcher

made efforts to assure all respondents of confidentiality in the data collected. The ethical issues of consideration in this study were confidentiality of respondents information, true data representation and responsibility for data.

### **3.7 Data Analysis Techniques and Interpretation**

The data analysis method used to analyze the data was both qualitative and quantitative data analysis. According to Chandarn (2004) qualitative data is that data that has a non-numerical attributes that are related to the qualities, values or value assessment such as people's opinions while quantitative data relates to data that is numeric in nature.

Processing and analyzing raw data was done using Statistical package for social scientist (SPSS) data analysis program which was utilized to generate inferential and descriptive statistics; mean, standard deviation, frequencies and percentages from the respondents data to establish the relative importance and weight of each variable as well as the deviation of the variables from their means. MS excel spread sheet tools were also utilized in presenting the quantitative data. This involved frequencies and cross tabulations among the selected variables.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION

#### 4.1 Introduction

In this chapter data obtained from the questionnaires was examined analyzed and a presentation of the finding done. The study sought to determine the role of governance issues on management of devolved funds in Kenya, specifically focusing on the Kajiado North Constituency, whereby 3 towns were selected and a sample size of 108 respondents selected to provide data through self-administration of the prepared questionnaires.

#### 4.2 Data Presentation

**TABLE 1**  
**Analysis of the response rate**

	<b>Frequency</b>	<b>Percentage</b>
Returned	67	62%
Not returned	41	38%
<b>TOTAL</b>	<b>108</b>	<b>100</b>

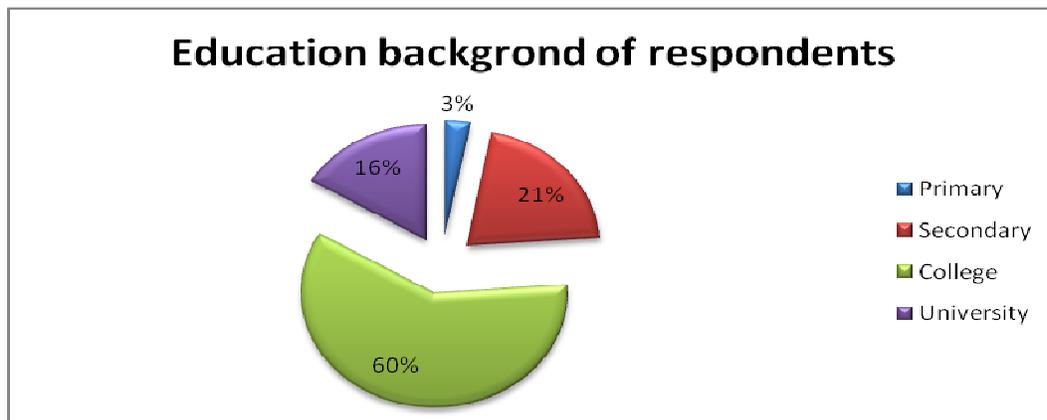
##### 4.2.1 Background Information

**TABLE 2**  
**Gender and Age of respondents**

		<b>Frequency</b>	<b>Percent</b>
<b>Gender of the respondents</b>	Male	38	56.7
	Female	29	43.3
	<b>Total</b>	<b>67</b>	<b>100.0</b>
<b>Age of the respondents</b>	20 - 32 yrs	34	50.7
	33 - 36 yrs	21	31.3
	37 - 45 yrs	8	11.9
	46 and over	4	6.0
	<b>Total</b>	<b>67</b>	<b>100.0</b>

The gender of the respondents was distributed as 57% male respondents and 43% female. The age distribution of the respondents was that 51% were between 20 and 32 years of age and made up the majority, 31% of the respondents were between the age of 33 and 36 years, 12% were between 37 and 46 years while the remaining 6% were above 46 years of age.

**FIGURE 3**  
**Education levels**



The data collected showed that the levels of education were divided into 4 categories whereby 60% being the majority had attained college level while 21% had undergone secondary education, 16% university and 3% primary level. This shows that the study was able to get diverse opinions in relation to the education levels and therefore levels of understanding the CDF programme. However, majority of the respondents had tertiary level of education.

#### 4.2.2 Effect of Governance on Efficiency in CDF

**TABLE 3**  
**Extent of increased efficiency from policies**

Std. Dev = .879

<b>Extent of influence</b>	<b>Frequency</b>	<b>Percent</b>
Very great extent	4	6.0
Great extent	12	17.9
Moderate extent	34	50.7
Little extent	15	22.4
No extent	2	3.0
<b>Total</b>	<b>67</b>	<b>100.0</b>

The data presented above shows that the set policies concerning CDF have not done much in increasing efficiency in the use of the funds in Kajiado North Constituency as indicated by 51% of the respondents saying to a moderate extent, 22% saying to a little extent and 3% indicating to no extent. This may mean that the set policies are not being enforced as suggested by Kaufman et al, (1999) that good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities.

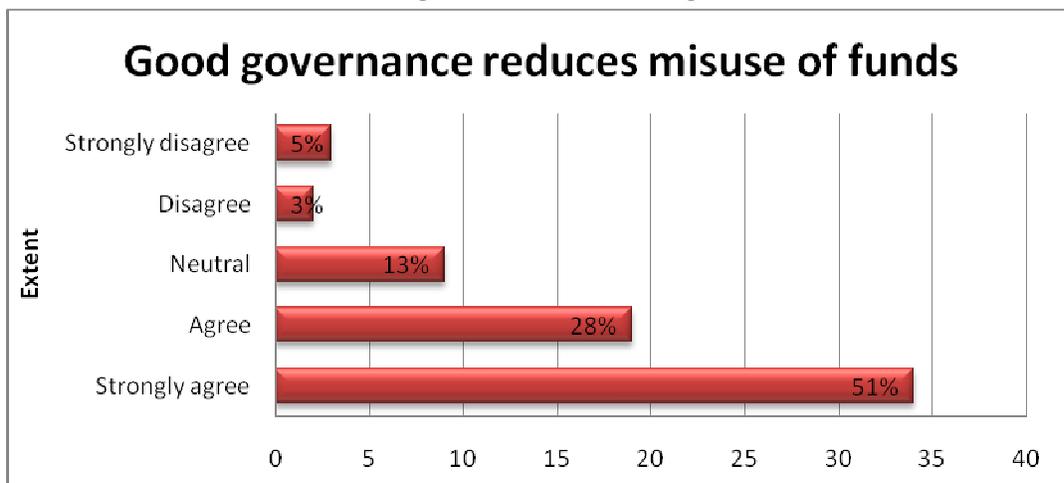
**TABLE 4**  
**Major hindrance to CDF Efficiency**

Std. Dev = 1.471

<b>Hindrance</b>	<b>Frequency</b>	<b>Percent</b>
Political interference	17	25.4
Lack of good governance	24	35.8
Irrelevant projects	1	1.5
Lack of community support	14	20.9
Lack of effective policy framework	11	16.4
<b>Total</b>	<b>67</b>	<b>100.0</b>

The data presented in Table 4.4 shows that 36% of the respondents consider lack of good governance as the major hindrance to CDF efficiency in their respective constituency, 25% shared the opinion that it was political interference that caused the major challenge, 21% said lack of community support, 16% a lack of effective policy framework while 2% consider irrelevant projects as hindrance to efficiency. The findings coincide with that of Ndungu (2009) who finds that the effectiveness of CDF has been undermined by serious governance issues. Kimani et al (2008) on the other hand emphasizes that its critical for all categories of the society to be involved in monitoring the CDF and thus agrees that lack of community support can hinder the CDF efficiency.

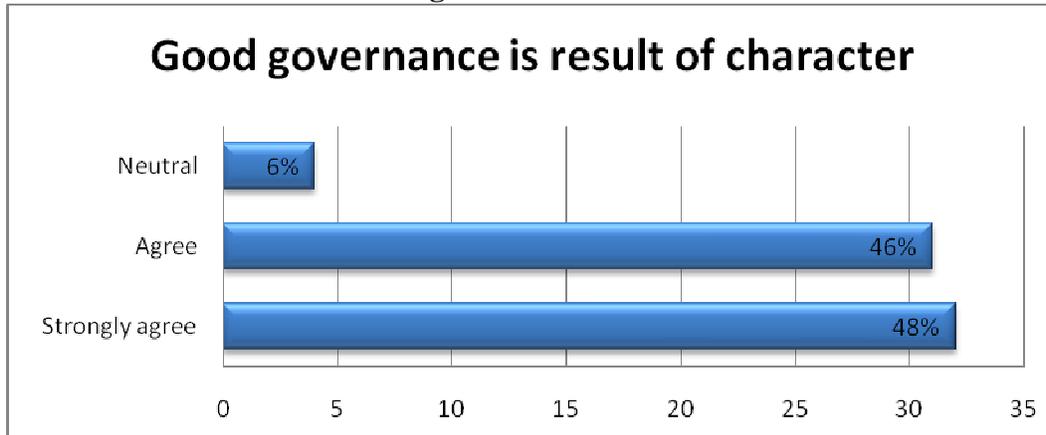
**FIGURE 4**  
**Good governance reducing misuse of funds**



The data presented above indicates that majority of the respondents represented by 51% and 28% responding strongly agree and agree respectively, consider that good governance reduces the misuse of funds, 13% were neutral, 5% strongly disagreed and the remaining 3% agreed. This shows that good governance is recommended in management of funds. The findings agree with those of Kaufman et al, (1999) who argue that good governance assures that

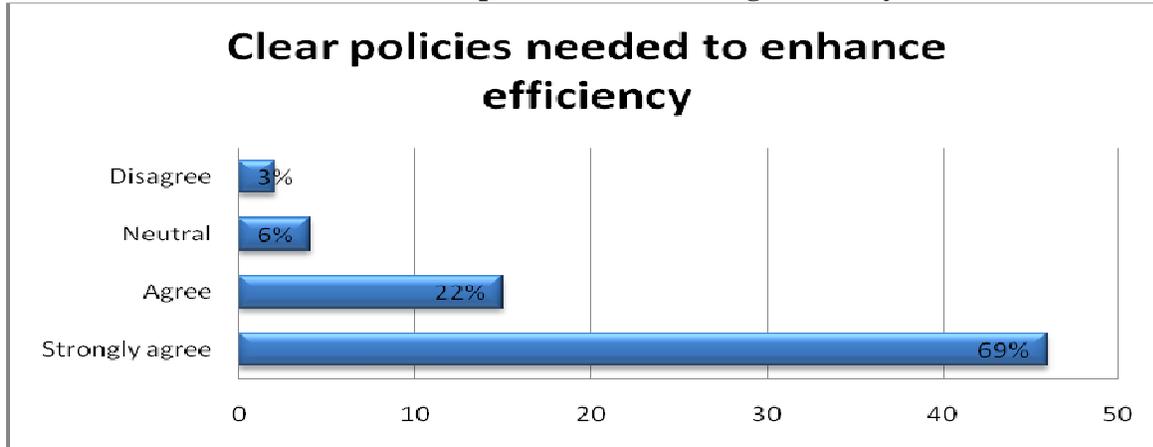
corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making.

**FIGURE 5**  
**Good governance as a result of character**



The data presented above indicates that the majority of respondents represented by 94% agree that good governance is as a result of the character of the people in office to implement the set policies (48% strongly agree, 46% agree). The findings partly agree with Nyamori (2009) who discusses that since governance is the process of decision making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making. He however adds that the formal and informal structures must also be available to compliment the actors.

**FIGURE 6**  
**Need for policies in enhancing efficiency**



The data above shows that 69% of the respondents strongly agree that clear policies are needed to enhance efficiency supported by 22% agreeing, 6% were neutral while the remaining 3% of the respondents disagreed. This shows high awareness of the need for clear policies in management of the CDF. The findings coincide with those of Nyamori (2009) who finds that the formal and informal structures that have been set in place to arrive at and implement management decision are essential; for good governance.

**4.2.3 Role of Governance in Ensuring Accessibility of CDF**

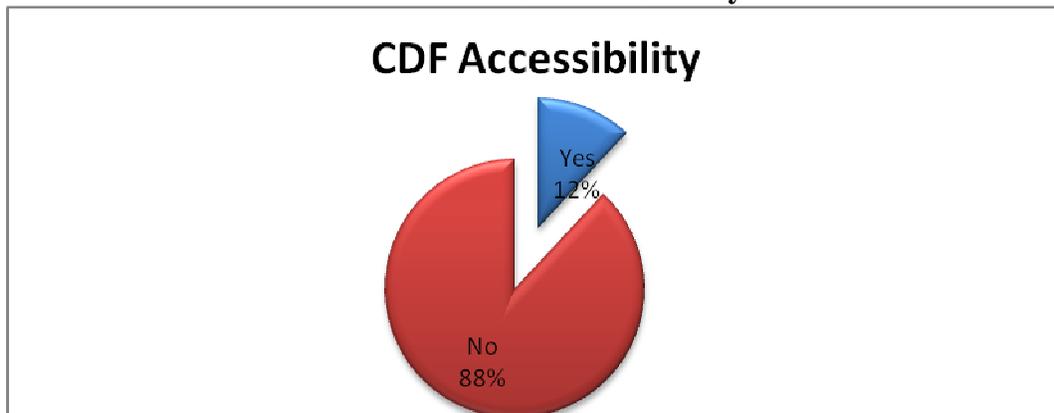
**TABLE 5**  
**Role of governance in making CDF accessible**

Std. Dev = 1.191

<b>Roles</b>	<b>Frequency</b>	<b>Percent</b>
Coming up with legal framework	12	17.9
Responding to people’s needs	23	34.3
Accountability to stakeholders	4	6.0
Transparency in decision making	28	41.8
<b>Total</b>	<b>67</b>	<b>100.0</b>

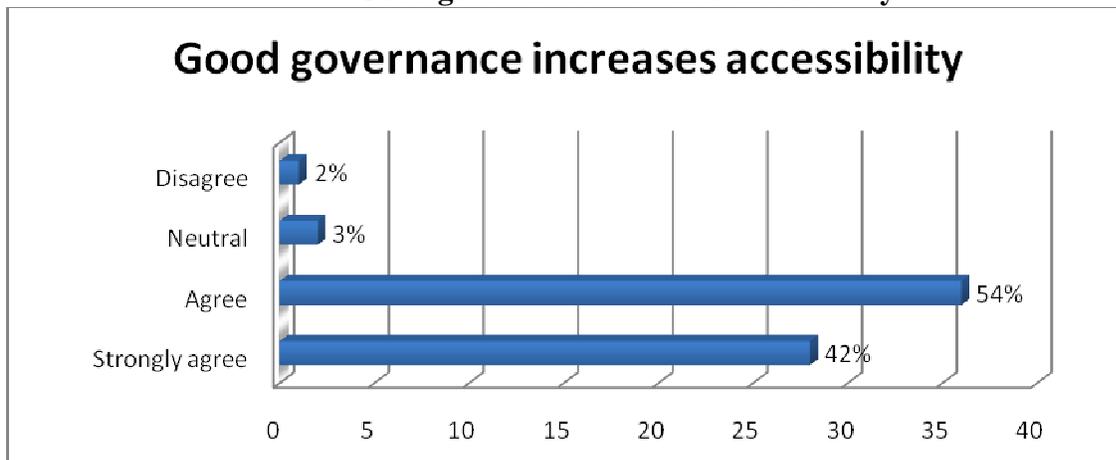
When asked what perceived to be the role of governance in ensuring that people access CDF the data collected indicates that 42% of the respondents consider transparency in decision making as the key role that can increase access, 34% said responding to people's needs, 18% thought it was coming up with legal framework while 6% considered accountability to stakeholders as the main role. The findings agree with the views of Kaufman et al, (1999) who indicate that good governance is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law.

**FIGURE 7**  
**CDF accessibility**



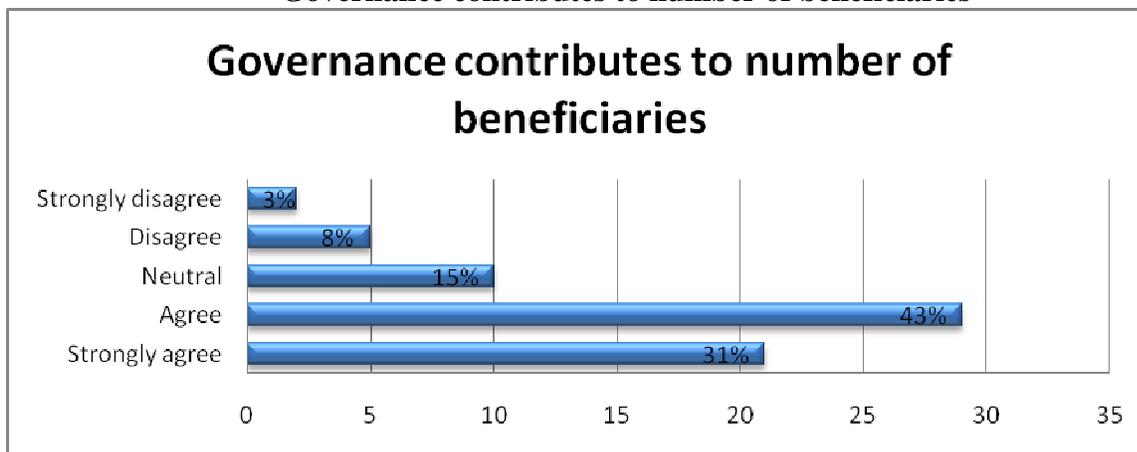
The data presented above shows that 88% of the respondents consider the CDF not accessible in their respective constituency while 12% of the respondents said that it was accessible. A study by Ndungu (2009) also had similar results where it was found that single most important issue that needs to be addressed involves information about CDF usage and that access remains difficult, preventing the ability of the public to monitor how the government uses their tax money.

**FIGURE 8**  
**Good governance increases accessibility**



The data presented above indicates that 54% and 42% of the respondents agree and strongly agree that good governance increases accessibility to CDF, 3% were neutral while the remaining 2% disagreed that good governance increases accessibility. Kaufman et al (1999) also note that good governance has to have participation and inclusiveness.

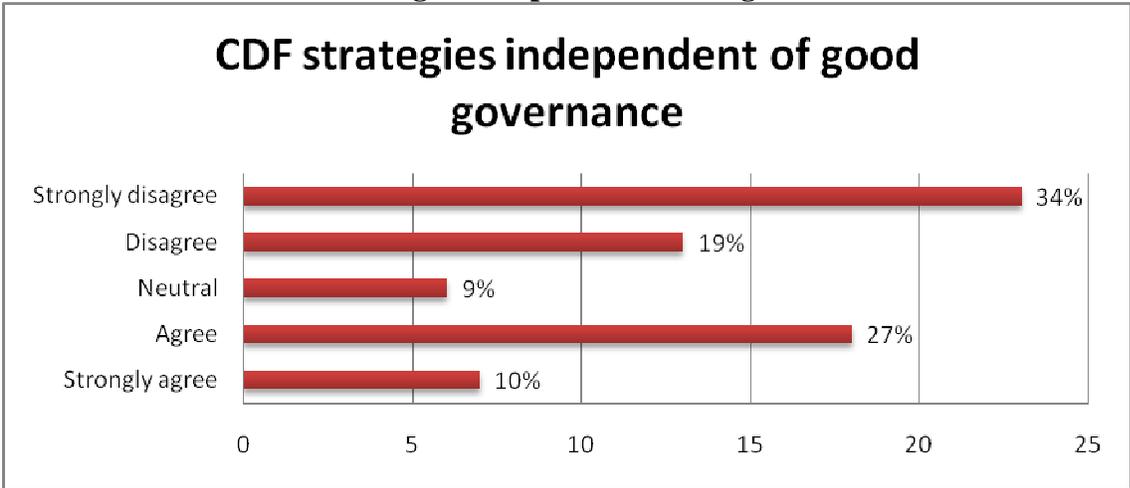
**FIGURE 9**  
**Governance contributes to number of beneficiaries**



The data collected above shows majority of the respondents agreeing that governance issues related to CDF contribute to the number of beneficiaries of projects under the fund, this is

shown by 43% indicating they strongly agree and 43% responding that they agree. The findings agree with Kaufman et al (1999) who explain that good governance means that processes and institutions produce results that meet the needs of society and their wellbeing depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their welfare.

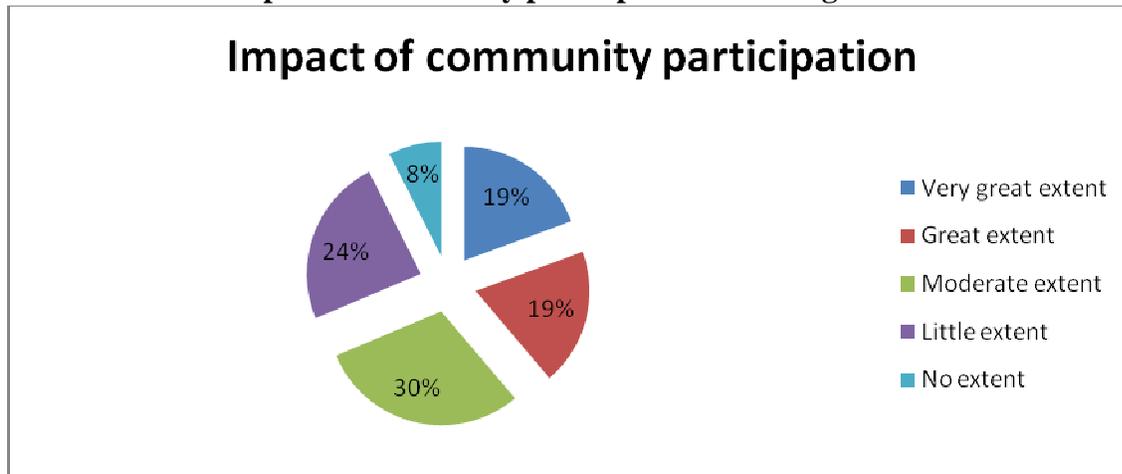
**FIGURE 10**  
**CDF strategies independence from governance issues**



The data presented above indicates that majority of the respondents represented by 53% in Figure 4.9 above disagree that the CDF strategies for increasing CDF access are independent of governance issues while 27% agreed and 10% strongly agreed. The findings also agree with the views of Kaufman et al, (1999) who indicate that good governance is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. Boateng *et al*, (2003) also indicates that good governance is a mechanism for bringing government closer to the governed and helps to improve public administration by empowering local authorities to be the planning and decision-making bodies and thereby enhancing the capacity of government to achieve local participation

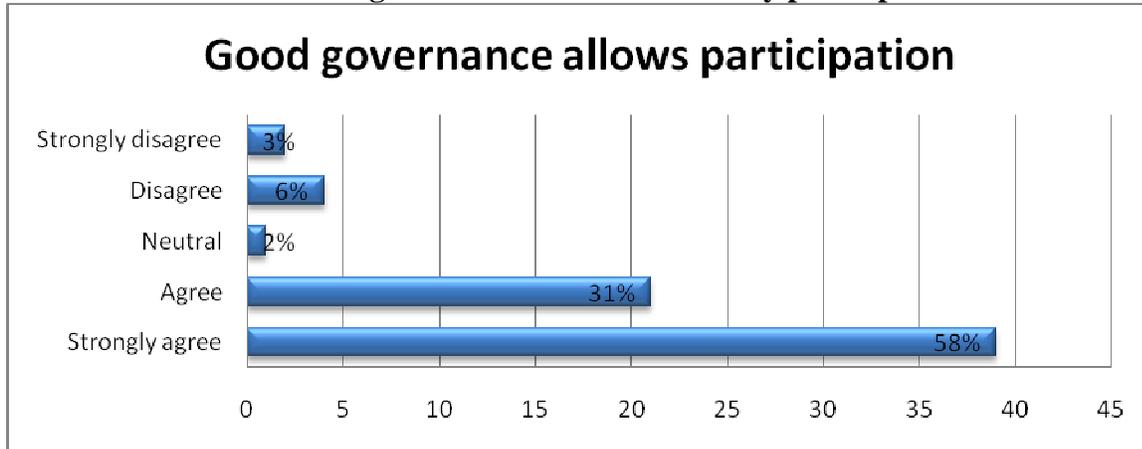
#### 4.2.4 Impact of Devolved Fund Governance on Community Participation

**FIGURE 11**  
**Impact of community participation in management of CDF**



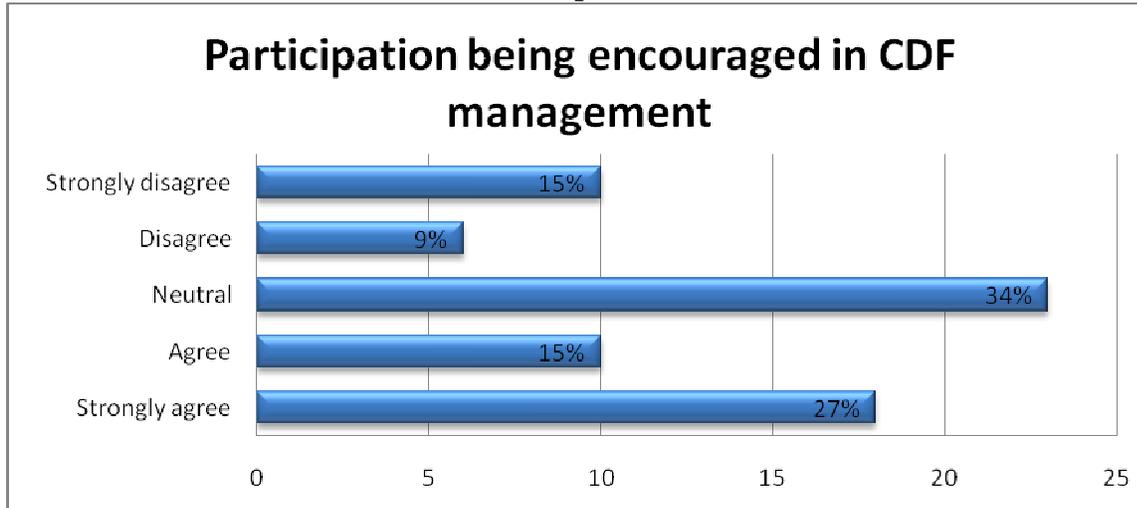
The above data indicates that the majority of respondents in this case represented by 30% were of a neutral opinion. 24% reported that there was little impact from community participation in the CDF management, 19% however indicated that it was to a very great extent supported by 19% indicating to a great extent. This shows that there is current community participation which has had a positive impact on CDF management in Kajiado North Constituency. The findings coincide with those of Okello, Oenga and Chege (2008) who conclude that community participation is important because practical experience on the ground shows that it establishes the necessary sense of ownership, greatly contributes to the sustainability of development initiatives, strengthens local capacity, gives a voice to the poor and marginalized and links development to the people's needs.

**FIGURE 12**  
**Good governance allows community participation**



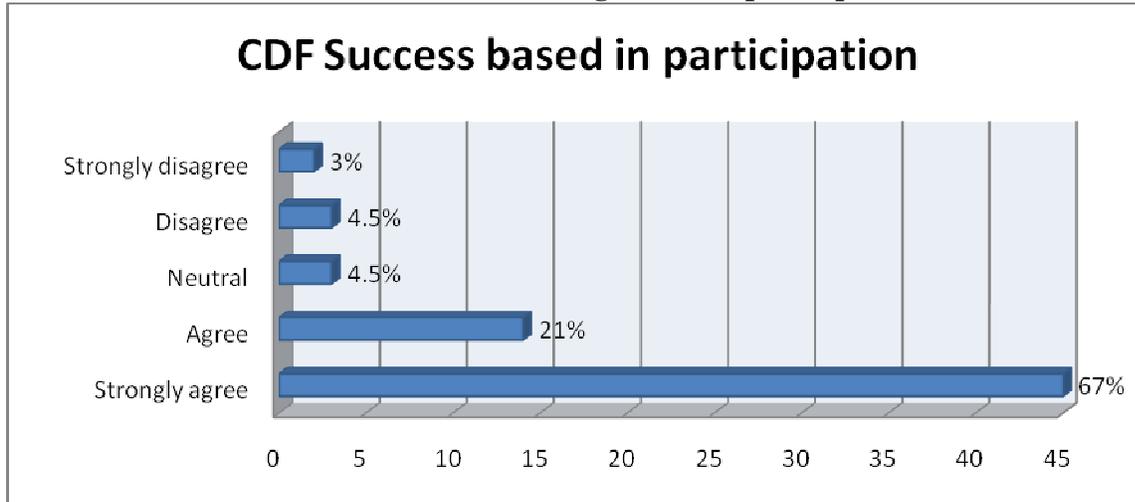
The data presented above shows that 89% of the respondents agree (31%) and strongly agree (58%) that good governance allows for community participation at all levels of the CDF management. This means that if the management of the CDF is considered to uphold good governance, it should allow for community participation. The findings literate the views of Mercy (2010) on her study on Enhancing accountability and stakeholder participation in the Management of Public Funds where it is said that governance is able to define levels of engagement. Good governance according to Kaufman et al (1999) should be inclusive and transparent.

**FIGURE 13**  
**Participation in CDF**



The data above shows that participation in CDF in Kajiado North constituency may not be all inclusive as 24% indicate that they disagree and 42% agreeing while 34% being the majority indicate that they were neutral. Though there exist a large deviation of the findings, this continues to echo remarks of Kimani et al (2008) that access to devolved funds in Kenya remains difficult, preventing the ability of the public to monitor how the government uses their tax money. Kimani et al (2008) also indicate that the information that is available about local CDF projects is often inconsistent or inaccurate. Therefore the single most important issue that still needs to be addressed involves information about CDF usage.

**FIGURE 14**  
**CDF successes being based on participation**



When asked whether CDF success was based on community participation majority (67%) strongly agreed supported by 21% indicating that they agree. The findings reiterate the views of Minde (2011) who finds a direct relationship between community participation and performance of the devolved fund. According to Minde (2001) on her study on the role of participatory approach on sustainability of community based organization said that a correlation analysis to build a relationship among performance of local organization task variables and relationship with the overall performance. These tasks were also correlated with the development outcomes. The authors suggest, on the basis of the analysis that all the correlations are in a positive direction for task analysis. Resource management is the task, which is highly correlated with other task performances on the average; conflict management comes next. Both simple correlation and multiple regressions tell that internal operations are somewhat more strongly associated with local organization performance than external tasks.

### **4.3 Summary of Findings**

#### **4.3.1 Effect of governance in ensuring efficiency in devolved funds**

In regards to assessing the effect of governance on efficiency in the management of the CDF in Kajiado North Constituency, the findings show that governance in its creation of policies lacks in clearly ensuring efficiency but governance which can be defined by the character of the individuals has been found to have reduced the misuse of funds.

The study finds that policies in place for the management of the CDF fund have not been able to influence the management of the funds by ensuring efficiency, this is shown by 73% of the respondents indicating that it affects efficiency to a moderate and little extent. The findings of the study also indicate a small standard deviation that indicates the accuracy of the results in relation to dispersion. The study also finds that the major hindrances to efficiency were regarded as lack of good governance, political interference and lack of community support with scores deviating from the mean at 1.471. The study in relation to the extent to which governance reduces misuse in funds shows that majority of the respondents agree (79%) with low rate of deviation. Majority of the respondents are also found to agree that good governance is as result of the personal character (94% at 0.607 Std. Deviation) and that clear policies are needed to enhance efficiency.

#### **4.3.2 Role of governance in ensuring accessibility**

In regards to the role of governance in ensuring accessibility of CDF in the Kajiado North Constituency, the researcher finds that there is good governance in the funds management shown by a majority positive opinion on accessibility of the fund and a low deviation in the responses.

The study finds that majority of the respondents (42%) share the opinion that governance should ensure transparency in decision making and 34% saying that it should respond to people's needs. The study also finds that majority of the respondents (88%) at standard deviation of 0.327 from the mean find that the CDF is accessible, this indicates a general shared opinion in the area while 96% agree and strongly agree that good governance increases accessibility.

#### **4.3.3 Extent of community participation effect on management of CDF**

Management of CDF funds is greatly influenced by the level of community participation, the success of the fund is indicated to lean on this participation which the study finds can be encouraged when the management ensures good governance.

The study finds that at 0.995 Std deviation, 89% of the respondents indicated that good governance allows for community participation, making the opposite also true. However, respondents do not entirely agree that participation in the Kajiado North Constituency fund has been encouraged.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter consists of the summary of findings, answers to research questions, the conclusion and researcher's recommendations.

#### **5.2 Summary of Key Findings**

The background of the study was outlined, followed by statement of the problem, objectives of the study, research questions, justification and scope of the study in the first chapter. The general objective of the study was to establish the effect of governance on the management of devolved funds and in specific the CDF in Kajiado North Constituency.

The study based the research on 93 respondents as the representative sample from the towns of Ngong, Kiserian and Rongai. The respondents for the study were distributed as 57% male and 43% female, 51% being under the age of 32 and majority of the respondents having university and college education.

##### **5.2.1 Effect of governance in ensuring efficiency in devolved funds**

In regards to the effect of governance in ensuring efficiency in the use of devolved funds, the study found that set policies had not managed to ensure that there was efficiency in the CDF as indicated by 25% disagreeing and 51% saying it is to a moderate extent. This shows the need to have standard and clear policies in the management of CDF. This agrees with Omolo (2011) who observed that gaps in the CDF Act appear to create a fertile environment for abuse. 36% of the respondents in the study identified the lack of good governance as a major hindrance to efficiency in the CDF while significantly, 24% indicated political interference and 21% lack of community support. Omolo (2011) also finds that

whereas the allocation formula is clear at the national level, allocation at the local level is based on the projects prioritized by the Constituency Development Committee (CDC) and forwarded to the CDF Board for funding. The findings coincide with the conclusion by Kimani et al (2008) that it is critical for all categories of the society to be involved in monitoring the CDF.

### **5.2.2 Role of governance in ensuring accessibility of Constituency Development Funds**

In regards to the role of governance in ensuring accessibility of CDF funds, the study finds that good governance is thought to reduce misuse of funds whereby the role of governance in ensuring accessibility is that of transparency in decision making as indicated by 42% and responding to people's needs according to 34%. Accessibility of CDF funds is low with 88% indicating that they do not find the CDF accessible to the public, coinciding with Ndun'gu (2009) who indicates in his study on awareness of CDF that 50% had visited the CDF office with majority being those enquiring for educational bursaries. This shows a lack of good governance that can provide for easier access to the devolved fund and thus the CDF may fail in its mandate of ensuring people are involved in the development of their communities.

The study also finds that the level of good governance is indicated to affect the number of beneficiaries; this may be as a result of the dependence of CDF strategies to increase accessibility on good governance.

### **5.2.3 Extent of community participation effect on management of devolved funds**

In regards to the extent to which community participation affects the management of the devolved fund, the study has found that majority of the respondents are aware of the

importance of community participation on the success of the CDF. This is shown by 36% of the respondents in the study indicating that there is a great to very great extent of impact on the management of the funds from participation. 94% of the respondents reported that improved management would be achieved by more community participation in CDF activities, this is because of the belief that good governance increases participation. This also shows the extent to which the governance of the fund lacks in its ability to consider inclusive approaches to development matters. According to Mark (2002) on his study of the government influence in rural development commented upon the politics of citizen participation said that Public involvement is meant to ensure that citizens have a direct voice in public decisions and therefore without their participation, decisions are monopolized by a few.

### **5.3 Conclusion**

The research findings on the effect of governance on management of devolved funds indicate that good governance is considered a concept that can improve efficiency in management of CDF funds, increase accessibility to the fund as well as community participation at all levels of the funds implementation. The findings in the fourth chapter reveal that small standard deviations ranging from 0.32 to 1.47 in the findings meaning that the individual results from the study's findings were closely distributed around the mean and that individual responses did not deviate widely from the mean value thus improving the precision of the findings.

The results indicate that in general, management is considered to be a result of adequate training but governance as a result of integrity of the people in office and their ability to work with all stakeholders. Good governance can therefore be achieved in

encouraging management and other stakeholders to ensure transparency, accountability and participation in management of devolved funds. The study also finds that set policies should be reviewed so as to make clear the aspects of good governance that is required of the management of the CDF.

## **5.4 Recommendations**

The findings of the study shows that good governance is a pre-requisite to the success of the devolved funds but has not been enhanced in issues such as increasing efficiency as indicated by majority view that policies are not ensuring efficiency low and in ensuring that community participation is highly encouraged.

### **5.4.1 Recommendations for increased community participation**

The research would recommend that in line with the government vision of increasing citizen participation in decision making in development matters in their respective constituencies (Kenya Vision 2030), clear set of policies that minimizes misuse of funds, political interference and prioritizes community participation should be built. This is because the study has found that the factors that hinder efficiency in the management are interference and lack of participation in decision making.

### **5.4.2 Recommendations for policy**

The researcher also recommends for more regulatory guidelines concerning financial literacy in key institutions such as the CDF committees as is the case for accountants and procurement officers who need certification to actively engage in their professional activities. This will ensure that misuse of funds is minimized as well as increasing the level of professionalism in the management of the funds.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

#### Dear respondents

You are kindly requested to respond to this questionnaire by ticking (√) on answer or writing an answer. Note that the information you give will be highly appreciated, treated with confidentiality, and used for the purpose of research only. It would be grateful if you assist me collect data. Thank you.

#### Instructions

Please fill in or tick the necessary information in the spaces provided. You can write your information where necessary.

#### Personal details

1. Name.....

2. Age

20-32 yrs

33-36 yrs

37-45 yrs

46 and over

3. Gender

Male

Female

4. Marital status

Single

Married   
(level)

5. Education background

Primary

Secondary

College

University

Others (list)

### **SECTION B: Effect of governance on efficiency in CDF**

1. In your view, to what extent have the set policies of the CDF in Kajiado North Constituency focused on increasing efficiency in the use of the funds?

Very great extent [ ]      Great extent [ ]      Moderate extent [ ]  
Little extent [ ]      No extent [ ]

2. What do you think is the major hindrance that may limit the efficiency in the use of the CDF in your constituency?

Political interference [ ]      Lack of good governance [ ]

Irrelevant projects [ ]      Lack of community support [ ]

Lack of effective policy framework [ ]

3. Please indicate (tick) to what extent you agree with the following statements in relation to the impact of good governance on efficiency of CDF.

1 = Strongly agree 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly disagree

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Good governance reduces misuse of funds					
Good governance is as a result of character of the managers to implement policy					
There have to be clear policies so as to enhance efficiency in use of CDF					

**SECTION C: The role of governance in ensuring accessibility of CDF.**

4. In your opinion, what do you think is the role of governance in ensuring that people access CDF?

Coming up with legal framework  Responding to people’s needs

Accountability to stakeholders  Transparency in decision making

Other .....

.....

5. In your own opinion, is the CDF accessible by all in your respective constituency?

Yes  No

6. Please indicate to what level you agree with the following statements in relation to governance and its impact on accessibility of the CDF

1 = Strongly agree 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly disagree

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Good governance increases the access to devolved funds					
Governance contributes to the number of beneficiaries of the CDF					
Strategies for increasing access to CDF are independent of governance issues					

**SECTION D: Impact of devolve fund governance on community participation**

7. In your opinion, what would you say is the extent of impact of community participation in the management of devolved funds?

Very great extent [ ]                      Great extent [ ]                      Moderate extent [ ]  
 Little extent [ ]                      No extent [ ]

8. Do you think with more participation from the community, management of devolved funds such as CDF would improve?

Yes [ ]                      No [ ]

9. Please indicate to what extent you agree with the following statements in relation to the impact of governance on community participation.

1 = Strongly agree 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly disagree

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Good governance allows for community participation at all levels of CDF projects					
Community participation is highly encouraged in the CDF					
The success of CDF is based on community's participation					

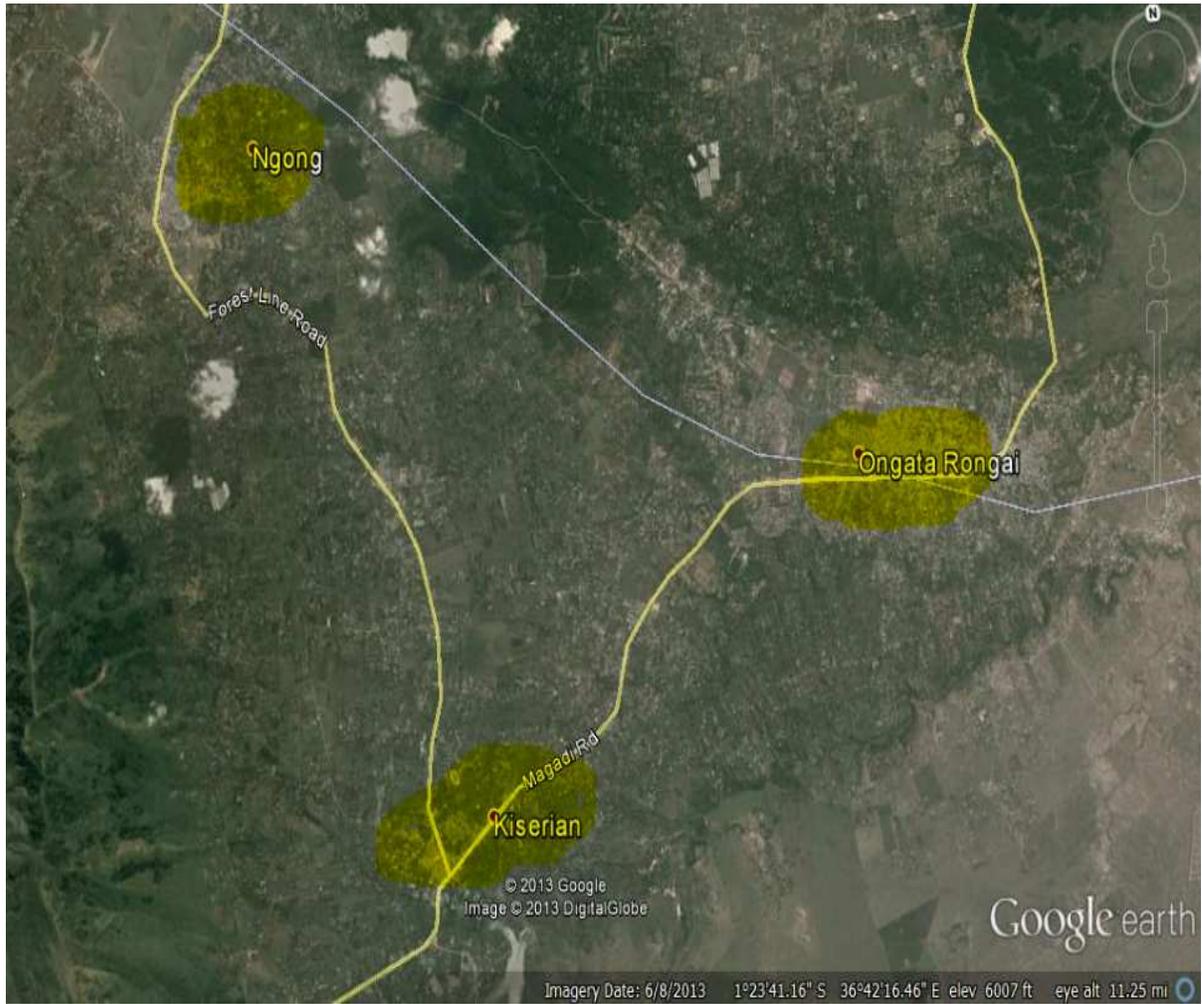
**APPENDIX II: TABLES FOR FINDING A BASE SAMPLE SIZE**

Population	Variability				
	50%	40%	30%	20%	10%
100	81	79	63	50	37
125	96	93	72	56	40
150	110	107	80	60	42
175	122	119	87	64	44
200	134	130	93	67	45
225	144	140	98	70	46
250	154	149	102	72	47
275	163	158	106	74	48
300	172	165	109	76	49
325	180	173	113	77	50
350	187	180	115	79	50
375	194	186	118	80	51
400	201	192	120	81	51
425	207	197	122	82	51
450	212	203	124	83	52
500	222	212	128	84	52
600	240	228	134	87	53
700	255	242	138	88	54
800	267	252	142	90	54
900	277	262	144	91	55
1,000	286	269	147	92	55

<b>2,000</b>	333	311	158	96	57
<b>3,000</b>	353	328	163	98	57
<b>4,000</b>	364	338	165	99	58
<b>5,000</b>	370	343	166	99	58
<b>6,000</b>	375	347	167	100	58
<b>7,000</b>	378	350	168	100	58
<b>8,000</b>	381	353	168	100	58
<b>9,000</b>	383	354	169	100	58
<b>10,000</b>	385	356	169	100	58
<b>15,000</b>	390	360	170	101	58
<b>20,000</b>	392	362	171	101	58
<b>25,000</b>	394	363	171	101	58
<b>50,000</b>	397	366	172	101	58
<b>100,000</b>	398	367	172	101	58

Source: Watson (2001)

### APPENDIX III: BIOGRAPHICAL SKETCH OF STUDY AREA



Source: Google Earth, 2013

#### APPENDIX IV: KAJIADO NORTH CONSTITUENCY CDF

Table showing development activities in the four constituencies in Kajiado County in FI 200/20012

Constituency	Activities		
	Students educated with CDF	Number of dams constructed	Health facilities put up by CDF
Kajiado North	218	5	17 dispensaries
Kajiado Central	123	7	21 dispensaries
Kajiado East	115	4	12 dispensaries
Kajiado west	119	6	11 dispensaries

Source: <http://www.cdf.go.ke/allocations>

The table below gives the information about CDF of Kajiado North.

Year	Amount of money misused (ksh)
2009	53,500
2010	47,900
2011	46,700
2012	32,000

Source: <http://www.cdf.go.ke/allocations>

Table showing development activities in the four constituencies in Kajiado County in FI 200/20012

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Source: <http://www.cdf.go.ke/allocations>

No.	Name	Population (2009 National Census)	Area (Sq. Km)	Description	
1	911	Olkeri	43,820	59.70	Lemelepo, Upper Matasia, Lower Matasia, Upper Nkoroi, Oloosurutia, Kahuho and Olkeri Sub-Locations of Kajiado County
2	912	OngataRongai	44,675	16.50	OngataRongai and Ole Kasasi Sub-Locations of Kajiado County
3	913	Nkaimurunya	55,406	9.90	Kware, Mosoi Range, Empakasi and Kandis Sub-Locations of Kajiado County
4	914	Oloolua	33,754	19.30	Bulbul, Kerarapon, Olepolos and Oloolua Sub-Locations of Kajiado County
5	915	Ngong	18,091	42.60	Ngong Township Sub-Location of Kajiado County

Source: Independent Electoral and Boundaries Commission (IEBC)