

**FACTORS AFFECTING IMPLEMENTATION OF CONSTITUENCY
DEVELOPMENT FUNDED PROJECTS IN KENYA**

BY

SINTERIA LEMAIN

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DECLARATION

This Research Project is my original work and has not been presented in any other institution of higher learning.

Sign: Date

SINTERIA LEMAIN

16/09184

This Research Project has been submitted for presentation with my approval as the University Supervisor.

Sign..... Date.....

Dr. Gladys Bunyasi

School of Business and Public Administration

KCA University – Kenya

Sign..... Date.....

Dr. Renson Muchiri

School of Business and Public Administration

KCA University – Kenya

DEDICATION

I dedicate this research study to my family; my wife Naanyu and my daughter Milanoi for standing by me throughout the preparation of this research proposal. Indeed, the journey and the waiting has been long, thank you for the patience and understanding.

DEFINITION OF TERMS

Monitoring: Is continuous collection and analysis of project's data to ensure project implementation is on course and where there is deviation, corrective measures are taken promptly (Kusek & Rist, 2004)

Evaluation: Evaluation is where the project's results are compared with plans to ascertain whether there is concurrent or not.

Monitoring and Evaluation: Refers to a process of measuring changes in program or policies and assessing their impacts, aiming to inform current and future program planning and delivery (OECD, 2011).

Decentralization: A systematic delegation of authority to CDF officials in the constituency level (Nyaguthii & Oyugi, 2013).

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ABBREVIATIONS AND ACRONYMS

CDF- Constituency Development Funds

CDFC- Constituency Development Fund Committee

PMC- Project Management Committee

DDO- District Development Officer

M&E- Monitoring and Evaluation

SPSS- Statistical Package for Social Science

SDG- Sustainable Development goals

PMI- Project Management Institute

PMBOK- Project Management Body of Knowledge

ABSTRACT

Project implementation is a critical performance management tool in government projects especially in aligning Kenya's development agenda to Vision 2030 and Sustainable Development Goals. CDF was mooted as one of the decentralized funds executed at community level and a main precursor to the current devolved mode of governance. The gist of CDF formulation is to ensure equitable economic, social and political developments across the country, giving citizens an opportunity to identify and implements projects that suited their specific needs. The challenge however, seems to be projects delays, stalled, poor quality of projects and unsatisfied communities in the project cycle. The CDF projects are not completed on schedule and on cost effective manner. The study sought to find out the factors affecting implementation of CDF funded projects in Kilgoris constituency. The study was guided by the following objectives; to find out whether budgetary allocation affects implementation of CDF projects in Kilgoris, to determine the effects of community participations on CDF funded projects in Kilgoris, to establish the effects of M&E on implementation of CDF projects in Kilgoris constituency and to investigate whether performance management affects implementation of CDF projects. The study was conducted in Kilgoris constituency which is one of the five constituencies in Narok County. The study was done through a descriptive survey research design as stated by Kothari (2004). A total target population of 135 projects was used for the study. The research adopted census sampling for 3 CDFCs members, 5 PMCs members, 12 technical officials and 39 project beneficiaries. The sample of research size was fifty nine. Data was collected using structured questionnaires and focused group discussions. The Data collected was subjected to SPSS version 22 for analysis providing both inferential analysis and testing, utilizing Pearson's correlation and regression analysis techniques. Data was interpreted accurately on the established research objectives. The study found that budgetary allocation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency; community participation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency; monitoring and evaluation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency; and Performance Management had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. The study recommends audit on all the CDF projects to ensure the allocated funds are used appropriately and also the community should have access to the budgetary information of the projects in progress within their community; CDF committee should disburse funds to ensure that the projects are fully implemented, this will reduce the number of stalled projects in the community; the community should be involved in all stages of CDF projects because they contribute to the success of project implementation; and there should be constant monitoring and evaluation of the projects in all cycles of the project including after the project has been concluded. The study therefore recommends replication of the research study in other constituencies in the country to facilitate generalization of the research findings. The study also recommends evaluation on the satisfactory performance of the CDF Funded projects.

CHAPTER ONE

INTRODUCTION

1.0 Introduction on Background to The Study

This chapter presents background information on subject of research and covers statement of the problem, research objectives, research questions and significance of the study. It also covers scope, limitation and delimitation of study.

1.1 Decentralization

Decentralization seems to get prominence from the early 1980s in the area of development administration and processes democratization. The literature on development recently has been emergence of deliberations on decentralization as an important condition for achieving sustainable development and a key goal in good government (Chikulo, 2000). Scholars and global finance experts have agreed that decentralization is a way of managing national economic development more efficiently. It is a means of obtaining better information about regional conditions, responsive planning and to react on unanticipated problems that may arise during implementation (Maddick 1963).

There seems to be no unified dialogue to explain the true dictates of decentralization. The compelling rationale of decentralization theory is; if government performs closer to the citizens it is meant to serve, the people will get more out of the government and in return will be easily willing to accept the government authority (White, 2011). This decentralization comes in three specific types namely political, administrative and fiscal. Decentralization emerged in 1950s with Riggs (1956), Meddick (1963) the United Nations (1962) influenced by neoclassical school of thought. In the late 1970s and early 198s decentralization became a

critical strategy in the field of development administration. Cheema and Rondinelli (1983), Mahwood (1983) term decentralization; an organizational arrangement. Slater (1989), Smith (1985) and Conyers (1983) viewed decentralization as related to politics, thus having a wider role to act.

Decentralization scholars like Rondinelli (1983) contributes detailed explanations to this field. He suggests that decentralization is transfer or delegation of power to plan, decide and manage public functions. This is done from central government through its agencies to rural organizations, sub-ordinate units of government, semi-autonomous public entities, functional authorities, local government and non-governmental organizations. According to the author, authority should be devolved for decisions, planning and implementations of public processes and projects.

Rondinelli (1981) identifies three main types of decentralization namely deconcentration, delegation and devolution. Deconcentration is a form of administrative decentralization and refers to transfer of power to lower-level central government authorities, who ascend accountability to the central government, for instance Province, District, Division, regions or local authorities Ribot, (2007). On the other hand, devolution is a form of political decentralization and refers to the shift of power to representative who descends accountability to locals, for example elected local leaders. Contrary, delegation is considered a weak form of decentralization by scholars. Rondinelli (1981) in his attempt to describe delegation claims that it involves transfer and creation of board authority to plan and implement decisions dealing with specific activities within a spatial boundary to an organization. The assumption is that the delegated body has technical and administrative capacity to carry out this specific role.

However, the term decentralization can be described based on the subject matter. In this perspective World Bank (2000) broadly describes decentralization on the aspects of political, administrative, market and fiscal. Political decentralization is resource and power shift to elected local councils or sector ministries with the objective of aligning ministry activities to suite local specific needs improving service delivery.

While administrative decentralization is a functional assignment that distributes the responsibility to fulfill public duties among various levels of government Popic & Mahesh (2011). This is what Rondinelli (1983) differentiated it into deconcentration, delegation and devolution. Fiscal decentralization is the assignment of revenues and grants to local governments to meet their objectives. In contrast, market deconcentration is a form of privatization where government-ts deregulate market functions (Juma, 2011).

In Kenya, decentralization has been discussed by scholars as a means of fostering development and service delivery to citizens. This has gained prominence after the 2013 election that effectively introduced counties as dictated by the Constitution of Kenya 2010. The government has adopted a number of decentralization policies, despite hurdles in its implementation. The most famous decentralized programs in Kenya includes, the Swynerton Plan (1948), Majimboism (1963), District Development Grant Program (1966), the Special Rural Development Program (1969/70), the Rural Development Fund, District Development Planning (1971), the District Focus for Rural Development (1983) and the Constituency Development Funds (2003) (TISA, 2011).

The Institute of Economic Affairs (IEA, 2012) identifies thirteen devolved funds targeting specific beneficiaries at sub-government units. This translates to over 100 billion of

government total budget spent on decentralized units (TISA, 2011). The amount can average 200 million to each constituency per financial year. It is of this importance that the study looks into the critical aspects of decentralized funds role in project implementation.

1.2 Constituency Development Funds

CDF is decentralized unit that send funds from central government for utilization on expenditure of development project based on need within a constituency. The program was first adopted in India and gained prominence when Kenya established it in 2003 under the CDF Act 2003, Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January 2004 and amended in CDF Act 2007, 2014 and 2016. These amendments were to align the CDF Act (2003) to the dictates of Kenya's new constitution of 2010. This was to address regional disparities gained through political patronage Nyaguthii & Oyugi (2014). The fund gained popularity and was embraced by other African Countries and across the globe (Tshangana 2010). The main role of CDF is to combat poverty and promote development and equity across the country.

The fund target constituency-level development projects, especially those that drive poverty alienation at grassroots. These projects can be in health, education, infrastructure and trade aiming to spur economic development at constituency levels (Kibebe and Mwirigi 2014). While a number of legislations govern the utilization of the fund to ensure accountability and transparency, the constituents have a stake in project implementation and fund utility. The CDF Act 2003 and all its amendments guide implementation of the fund; the board provides regulations and circulars that ensure its smooth operation.

Kibebe and Mwirigi (2014) explain that CDF formulation was in recognition that devolving funds to the community would strengthen local people's capacity to practice economic governance thus contributing to development. This will make communities to allocate resources to priority areas that would solve their need to eliminate poverty. In the long run, CDF would lead to improved general population wellness, political empowerment and reduced constituency poverty.

Under section 4(1) of NG-CDF (amendment) Act 2016 establishes the fund as a National government fund comprising of monies of an amount not less than 2.5% (two and half per centum) of all National government share of revenue as divided by the annual Division of Revenue Act enacted pursuant to article 218 of the constitution of Kenya. The board shall allocate with approval of the relevant committee of the National Assembly funds, based on budget ceiling of every constituency and guidance of the NG-CDF Act 2016.

This study explores the detailed factors affecting implementation of CDF projects in Kenya specifically within Kilgoris Constituency. Many critics have delved on the whole CDF ideology poking holes on its efficiency as a tool of development. Some suggests that it's a way of embezzlement of public funds contrary to its original purpose of devolving funds for development projects. The public, civil society, media and scholars rants that procurement process is purely unsatisfactory, leading to conflict of interest. The public has raised queries about governance and political interference of the fund management. The implementing committees lack proper training and management prowess putting doubt on their ability to govern the CDF projects effectively

Development projects play a critical role in their contribution towards Gross Domestic Product, creation of job opportunities, and trade facilitation across all sectors of developing countries (ILO, 2001). The OECD through its Development Assistance Committee (DAC) has come up with a performance evaluation criterion for development projects based on efficiency, relevance, impact, sustainability and effectiveness. This criterion is currently known as the five pillars of development projects (C. Ngacho & D.Das 2013)

Kenya being a developing country is haunted by matters of equity in resource distribution and allocation from independence to date. The government had launched a number of devolved projects since independence for example; in 1966 there was District Development Grant Program, 1969/1970 there was Special Rural Development Program, District Development Planning of 1971, in 1983/1984 there was District Focus for Rural Development and the Rural Trade and Production Centre of 1988/1989 financial year.

Though impactful, CDF projects suffered great failure due to lack of funding, government bureaucracy Khadiagala and Mitullah, (2004) as seen by Bagaka (2008). Other devolved funds targeting reduction of regional imbalances in Kenya include Local Authorities Transfer Fund (LATF), County government Funds, and Road Maintenance Levy Fund (RMLF) among others.

Kimenyi (2005) asserts that the fund intends to compliment other existing at the community level. In a nutshell, CDF aims at providing individuals at constituency level an opportunity to make expenditure decisions that will highly maximize their welfare in line with their needs and preferences. The basic needs can be education, healthcare, agricultural services, water,

security services and electricity. This makes CDF a decentralized scheme that enables communities make spending choices for full utility of societal welfare.

Wamae (2009) studied on contribution of CDF in job creation; he recommends that there should be constant awareness creation for constituents in implementation of CDF projects. Ntuala (2010) examined factors affecting the implementation of CDF funded projects, recommending an enforcement of regulation to block politicians in activities of implementing CDF projects. These studies fail to articulate management style and techniques used in implementation of CDF projects. The CDF Act considers 2% of total budget set aside for M&E activities putting limits on buildings (RoK, 2013).

1.3 Project Implementation

Project Management Institute (PMI, 2015) defines a project as “a temporary endeavor undertaken to create a unique product or services. Temporary means that every project has a definite end. Unique means the product or service is different in some distinguishing way from all similar products or services. A project is a well-defined activity to be carried out which utilizes resources having a start time and a stop time (Wachaiyu, 2016).

It has four main resources that need to be allocated ensuring successful implementation, name; time, people, funds and scope. Project implementation is a where the vision meet reality. Constituency members are expected be actively involved in project implementation phases, ensuring project objectives are attained using scarce resources allocated within stipulated timelines (Gikonyo, 2008).

Project management ensures effective utilization of resources and ultimate delivery of project objectives on time and within planned cost. It aims to achieve successful project completion

within available resources (Kerzner, 2013). A project has conception phase, definition phase, planning phase, implementation phase and handover phase (Leach, 2014). This research will look onto project implementation with specific focus on CDF in Kilgoris constituency.

The implementation phase defines the project course, where roles are tasked to facilitate project efficiency. This involves encoding, developing graphics, and physical building, making the project feasible (Hut, 2008). Upon completion of the project implementation phase, evaluation sets in reference with the initial list of requirements at project definition stage. When all the requirements outlined are met and the results attest to the selected design, then project implementation phase is complete (Gray & Larson, 2007).

Government projects aims to transform lives by boosting citizen's ability to be independent. This value addition to society can be used to achieve an economic goal (Rwelamila & Purushottam, 2012). In Kenya, government projects can be physical infrastructure of roads, hospital, markets, schools or social amenities. The Communal expectation sets the usefulness and sustainability of a government project (Bornstein, 2010). Many government projects fails due to a difference between the idea and reality; and conception and creation of the project (Winch, 2010). Overtime, projects that do not succeed are as a result of undeveloped strategy, inefficiently designed projects, failing to meet variables of time, budget and resource utilities.

As highlighted by Rwelamila & Purushottam (2012), stakeholder disharmony, poor consultation among stakeholders, archaic projects with no clarity of goals, failure to stay within stipulated timelines and costs, lack of personnel training, poor M&E structures and politically driven project officials are some of the factors impeding project implementation.

Lipsky (2010), addressed the challenges of excessive power, incompetency, poor systems and bad politic as other factors. These factors are felt at community levels where the projects are designed to benefit them but that need is overshadowed by individual interests of leadership.

CDF projects are hampered by a myriad of challenges since inception in 2003; this makes it difficult to complete the agenda of making development accessible to citizens at constituency level (Ochieng & Ruth, 2013). As mentioned by Zablou (2008), once the funds reach constituency level, they are not utilized for the intended purpose thus not benefiting the constituents. Gray & Larson (2007) asserts that resolving projects issues, engaging continuous improvement, project evaluation and persistent project leadership are factors that ensure good projects implementation.

1.4 Problem Statement

The public is concerned on project implementation, that CDF projects are not useful to locals and that there is no sufficient stakeholder engagement in project implementation. Bagaka (2008) studied the implementation of CDF project and growth of government. He reveals that fiscal decentralization has promoted efficiency and equity at a cost of increasing tax burden to central government. However, he fails to answer whether CDF has reached its set objective.

According to Owuor (2013), CDF management faces setbacks as: Project identification criteria and organization structure in managing of CDF projects. The IEA (2006) showed that sharing CDF within decentralized constituency is not clear. This is due to the varied needs at devolved units and weak mechanisms that ensures in distribution of CDF projects.

Despite consensus among researchers that efficient project implementation is a recipe to project success (PMBOK, 2001), project failure is still abound in Kenya. Most of the CDFCs have plans of what they want to achieve but they have no implementation plans (Lumiti, 2008). While various studies have studied the performance of CDF in Kenya, there are a myriad of challenges facing successful implementation of CDF projects. What are the reasons that CDF project implementation have stalled? Is M&E effective in ensuring proper project implementation?

The National Taxpayers Association NTA (2008) reports, that there were incomplete projects of poor quality with wanton wastage of funds and non-existing projects physically. For financial year 2003/2004 to 2007/2008 NTA (2010) reports that Mwea constituency received KSH 153,940,611. This was used for road infrastructure, health facilities, water, bursaries and schools. The report however found wastage of CDF funds, KSH 5,950,000 had been wasted due poorly done projects and KSH 600,000 on abandoned projects. The projects were however fully accounted and all necessary surrenders done (TISA 2010). Raising serious questions as to whether M&E is effective in to achieve great project implementation. From empirical literature, no studies have analyzed factors affecting implementation of CDF projects specifically in Kilgoris constituency. This study sought to study factors affecting implementation of CDF projects focusing in Kilgoris constituency.

1.5 Purpose of the Study

The purpose of this study was to determine the effects of monitoring and evaluation on implementation of Constituency Development funded projects in Kenya focusing on Kilgoris constituency.

1.6 Objective of the study

- i. To find out the effects of budgetary-allocation on implementation of Constituency Development funded in Kilgoris constituency.
- ii. To determine the influence of community participation on implementation of Constituency Development funded project in Kilgoris.
- iii. To establish whether monitoring and evaluation affects implementation of constituency development funded projects in Kilgoris constituency.
- iv. To find out effects of performance management on implementation of constituency development funded projects

1.7 Research Questions

- i. To what extend does budgetary allocation affects implementation of Constituency Development funded projects in Kilgoris constituency?
- ii. How does community participation affects implementation of Constituency Development funded projects in Kilgoris Constituency?
- iii. What are the effects of monitoring and evaluation on implementation of constituency Development funded projects in Kilgoris constituency?
- iv. To what extend does performance management affects implementation of constituency development funded projects in Kilgoris?

1.8 Significance of the Study

This study might be of great importance to the following parties:

1.8.1 Tax-Payers and The Public

The findings of the study might be of importance for the development of the nation in planning and provision of manpower requirements to ensure that CDF projects are efficiently

managed and meet the set objectives. This may support the countries blue print for development vision 2030 ensuring economic development of the nation.

1.8.2 CDF Project Managers and Implementers

The findings might help in bringing out the sense of project management in CDF specifically in the areas of project implementation ensuring desirable outcome to end user. The findings will be important to the relevant stakeholders ensuring the right measures are taken during the implementation phase of CDF projects.

1.8.3 Researchers and Scholars

The study might be enriching to researchers and scholars because it add to their knowledge enabling them to be more informed in future areas of research concerning CDF implementation. This is because the study aims at highlighting factors influencing implementation of CDF projects in Kilgoris Constituency.

1.9 Justification of the Study

This research project might contribute towards rural development in Kenya. The use and management of existing devolved development funds in Kenya is research imperative. The study shall be of great help to a development finance practitioner and project management team as they will get to deeply understand the cornerstones of project implementation on CDF projects. The study will contribute to the body of knowledge. This is because scholars might use it as reference materials for researchers. It will also give areas related to project implementation in development finance that will require greater concentration in research.

1.10 Scope of the Study

This exploration was designed to investigate the effects of monitoring and evaluation on implementation of Constituency Development funded project in Kenya focusing on Kilgoris constituency. The study considered budget allocation, stakeholder engagement, personnel training and tools and techniques on monitoring and evaluation as variables. The researcher intended to find out the extent to which monitoring and evaluation principles affects project implementation using devolved development funds.

1.11 Assumption of the Study

This study was conducted under the assumption that the respondents were available and that they will give honest responses. The exploration also assumed that respondents had good understanding of effects of monitoring and evaluation on implementation of constituency development funded projects in Kilgoris constituency, Kenya

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter gives an insight into the literature by other researchers and scholars on the effects of M&E on implementation of CDF projects in Kenya. The chapter reviews literature that is related to the objectives of the research. It presents literature on the critical issues, summary and gaps giving a conceptual framework.

2.2 Theoretical Framework

The study looked into various theories that relates to the main objectives of the research in this section. This is to give an elaborate understanding on the topic of study.

2.2.1 Resource-Based Theory

The resource-based theory of a firm has been developed to understand how organizations achieve sustainable competitive advantage in its line of operation (Barney, 1986). Its main focus is the attributes of costly to copy aspects of the firm as sources of business revenues and the mean to achieve higher performance and competitive advantages (Conner, 1991; Hamel & Prahalad, 1996).

The theory helps managers to appreciate why competences can be perceived as a firm's most valuable assets, and to understand how those assets can be used to improve business performance. A resource-based view of the firm allows that characteristics related to past experiences, organizational culture, and competences are critical for the success of the firm (Hamel & Prahalad, 1996). In this study CDF will be treated as a firm in the business of implementing community projects.

2.2.2 Agency theory

Jensen and Meckling (1976), in their article “*Theory of the Firm: Managerial Behaviour, Agency Costs and Ownership*” established agency theory as a framework of corporate governance literature. This theory explains relationship between principals like shareholders and agents such as company executives in business.

The principal hires agents to perform duties on their behalf. The gist of the theory is that; firstly the goals of principals and the agents are not in conflict referred as agency problem. Secondly, principals and agents have different degree of risk tolerance. This theory states that the principal is too busy, unwilling or not qualified to perform certain task thus hiring an agent. The main challenge in this theory is to get agents to either set aside self-interest, or work in a way in which they may they maximize their self-wealth while still maximizing the wealth of the principal (Eisenhardt, 2009). In this study, the agents are CDF technical official who ought to have technical skills in project implementation and the principals are the citizens of Kilgoris constituency who demand accountability for their taxes and better projects that alleviates poverty.

2.2.3 Contingency theory

The Hersey-Blanchard Situational Leadership created by Hersey and Blanchard (2009) describes how situations influence leadership style. The theory encourages leaders to choose leadership style based on the capability of their subordinates. In case subordinates need particular instructions, project managers tell them what to do by providing elaborate comprehensive procedure (Hersey & Blanchard, 2009).

When project team members are familiar with tasks to be accomplished, project managers tell subordinates what needs to be done, making them spend less time communicating how to do it. If project team members do not require much direction, the project team leader focuses on motivating the team producing quality projects. When project team members can operate on their own, the project manager can delegate authority to them (Fielder, 2004). This theory is applicable where effective CDF project managers choose a managerial style based on the situation to work productively.

2.3 Empirical Literature

This section will look onto the empirical literature that relates to the objectives of the study, explaining how each relates to CDF project implementation.

2.3.1 Budgetary Allocation

The evolution of budgets can be traced way back in 1862 where the French law gave a critical meaning to it. A budget is a financial plan that outlines major sources of income and to spend revenue amongst competing priorities (IEA, 2007). Budgetary allocation provides government entities an opportunity to prioritize and achieve its objectives, planning to achieve set goals, managing operations with prudence, financial controls, governance efficiency and enshrining accountability to taxpayers. It is a primary policy instrument for implementing fiscal and economic realities of a country (OECD, 2014).

The government of Kenya published the Investment Programme for the Economic Recovery Strategy for Wealth and Employment (IP-ERS) creation in 2003. This paper identified development priorities and strategies for short and medium-term implementation. It was guided by three pillars; promoting equity and poverty reduction, restoring economic growth

and ensuring good governance (RoK, 2003). This was followed by developing a monitoring and evaluation framework for the IP-ERS. Introducing project implementation framework linked to budgeting shifts scarce resources to where they are needed the most with both political and ministerial specific outcomes.

The budgetary allocation for all 290 constituencies in Kenya is 2.5% of the total annual revenue of the country. The distribution of this budget is spelled out in the CDF Act where 75% is allocated equally among the constituencies and 25% based on regional disparities in population, development and poverty. Since 2003/2004 CDF financed projects in education, health, agriculture, water, security, sanitation, sports and environment (CDF-Act, 2003). There is however a shift in project eligibility for support from 2015/2016 financial year (NG-CDF Act, 2015). The Act outlined projects within the scope of the national government as stated in the constitution of Kenya will be funded. Going forward CDF will concentrate on education, security, sports and environment.

Pursuant to the NG-CDF Act 2016 (Amendment) projects budget estimates have been given statutory ceilings as follows; administration and recurrent cost at 6%, emergency reserves 5%, sports and cultural activities 2%, environmental issues 2%, M&E and capacity building 3%, social development 82%. The Act envisages the ministry of devolution and planning, NG-CDF Board, NG-CDFCs, PMCs and citizens as critical team to plan and execute project implementation. The chairperson of NG-CDF in every constituency is required to send project proposals in every year for budgetary utilization (Kairu and Ngugi, 2014).

2.3.2 Community Participation

According to CDF Act (2013) project under the Act shall be community driven to ensure benefits are available to inhabitants of a particular area (RoK, 2013). A group of people living in certain locality and exercising local freedom is a community (Mulwa, 2004). The locality should satisfy their basic needs of health, education, cultural and historical heritage (Okumbe, 2011). Andrea Cornwall (2008) observed that; widespread adoption of the language of participation across a spectrum of institutions, from radical NGOs to local government bodies to the World Bank, raises questions about what exactly this much-used buzzword has come to mean. An infinitely malleable concept, ‘participation’ can be used to evoke – and to signify – almost anything that involves people. As such, it can easily be reframed to meet almost any demand made of it, Cornwall (2008).

Community participation was first used as a health promotion technique by World Health Organization. This is described as a social process in which groups with common needs living together in a particular geographical area actively identify needs, decisions and set up mechanism to achieve goals (Adesina, 2010). A community can either be homogeneous or heterogeneous, what set them apart is the collective action to attain shared objectives (Kairu and Ngugi, 2014).

According to Oakley (1995) participation cannot merely be proclaimed or wished upon rural people in the Third World; it must begin by recognizing the powerful, multi-dimensional and, in many instances, anti-participatory forces which dominate the lives of rural people. Centuries of domination and subservience will not disappear overnight just because we have ‘discovered’ the concept of participation (Oakley, 1995). Community-based and -driven

development projects have become an important form of development assistance, with the World Bank's portfolio alone reaching approximating \$7 billion (World Bank 2004).

Citing Gardiner (1995), Okello, Oenga and Chege (2008) see community participation as citizen engagements in development matters. They claim that citizen participation is a process whereby stakeholders influence policy formulation, designs, investment choices and management decisions affecting their communities. To establish a great sense of project ownership, community participation becomes a cornerstone of every successful project implementation (TISA. 2011).

Community participation has greatly influenced sustainability of development initiatives, gave a vote to the poor and marginalized, enhanced strength on local capacity and linked development to people's needs. Community participation has also improved integrity in public service as it reduces excessive discretion of decisions left in the hands of civil servants and political leadership. This provides accountability on service delivery in development and encouraging professionalism and meritocracy in the public sector (Adhiambo and Taifa, 2009).

Project management practitioners and development finance scholars have accepted public participation as a means of achieving societal interests and needs in regard to development plans (Marzuki, 2015). It breaks information asymmetry challenge in project development and design as it provides a broad spectrum of information among all stakeholders, enhancing deeper understanding and relations between them leading to unwavering support for specific project to be implemented (Cavric, 2011).

Starting from project identification to implementation and monitoring, all stakeholders at different levels are involved in CDF projects (Wanjiru, 2008). The community identifies their development goals through various meetings. These goals are then forwarded to CDFC, District project Committee and National management board of CDF. The boards analyze these goals and approved it for funding. The goals becomes projects are implemented by various PMCs for the benefit of the community (Ngacho and Das, 2013). Once the projects are completed, they are transferred to specific ministry under which that portfolio.

2.3.3 Monitoring and Evaluation

An effective public project has a role in achieving socioeconomic development as envisaged by Kenya's Vision 2030, the country development blue print. There is increasing pressure on public entities to be responsive to the demands of all stakeholders for accountability, development effectiveness, governance, delivery of tangible results and transparency (Kusek & Rist, 2004). Citizens, private sector, governments, donors, media, and civil society are among the stakeholders interested in better quality results. As the demand for greater accountability increases there is need for enhanced monitoring and evaluation in public funded projects across the economy.

Monitoring and evaluation entails processes required to track, review, and control the progress and performance of the project; indentifying any critical areas in which changes to the original plan required and initiate the corrective changes (PMBOK, (2008).

Monitoring and evaluation are distinct yet complementary, (Kusek & Rist, (2004) gives a detailed explanation as; Monitoring gives information on where a project is at any given time relative to respective target and outcomes. Evaluation allows important evidence of why

targets and outcomes are either achieved or not. Available literature has agreed that M&E is a powerful public management tool useful in improving the way governments achieve results. The ancient Egyptian used monitoring and evaluation to estimate their performance on land fields and cattle, showing that this concept has been in existence over time.

M&E is an important tool in project design, implementation and management. Mackay (2009) defines project management as a set scientific system of modern ways and techniques in financing, forecasting, implementation, regulating and managing of activities in order to achieve desired outputs according to the projects goals within constants of time, finances and project quality. Project management plays a pivotal role in successful implementations of projects.

Across the globe, Australia is a leader in adopting M&E systems in projects development (UNDP, 2002). They created a government evaluation system managed by Department of Finance (DOF) which provides a spending baseline, budget process, audit of spending to focus on desired changes in government policy and spending habits in development projects. The Australian government adopted principles of managing projects and budgets focusing on effectiveness of government programs by good administrative practice, analyzing of performance data, conducting regular program reviews (Mackay, 2011).

African governments are slowly adopting with M&E systems in project implementation with South Africa setting good standards Jansen and Taylor, (2003). M&E system in Kenya started in 2000 with the introduction of the Interim Poverty Reduction Strategy Paper (I-PRSP) 2000-2003. This was strengthened when Economic Recovery Strategy for Wealth and Employment Creation (ESRWECC 2003-2007) was being implemented. A development

program for the ERSWEC implementation emphasized the functions of M&E in promoting good governance and accountability in public spheres (ROK, 2016).

Nyabuto, (2010) asserts that the main challenge is not development of M&E system framework but effective performance of M&E in project success. The concept of M&E seeks to provide holistic understanding of the entire project implementation. It should be seen throughout the life cycle of a project, as well as after completion (World Bank, 2004).

As asserted by Mackay (2007), governments in the world are embracing monitoring and evaluation in their financial systems. The OECD (2011) principle of monitoring and evaluation requires projects to be monitored for stakeholders' transparency, project control and drawing lessons on its completion. Best practice implores the use of accountability for resource allocation, project impact reviews, and sustainable project implementation. For sustainability Behn, (2003), asserts that monitoring and evaluation is critical when defining reports on economic, environmental and social trends, aiming to track progress towards goals achievement and influencing policy holders.

Lack of an integrated M&E system during the first four decades of self-rule in Kenya made it clearly impossible to execute development agenda. There were complains of non-implementation of planned projects, incomplete projects, wanton wastage of public resources and poor project scheduling (ROK, 2016). In absence of a comprehensive M&E system, decisions were not based on verifiable evidence. PMI (2015) claims that no conflict exists between project performance and results indicators and effective M&E system track both. A project that is highly monitored and evaluated for financial oversight and compliance with sound management and performance principles may achieve no impact (Owuor, Kuto, 2013).

This shifts the M&E focus from inputs and output concentration to impacts and outcomes of project implementation.

2.3.4 Performance Management

Over the years Performance management has gained prominence in the field of project implementation and development finance. As claimed by Eisenhardt and Santos (2002); Performance management has become a source of competitive advantage. It can be considered as an instrument in a project implementation that reduces project time, cost and increasing product quality (Love, et al. 2005). The critical role of social relations and information politics in an organization is essential for project success and continuous learning in project implementation and execution (Mosse & Farrington, 1998).

In order to ensure project sustainability, Garvin (1993) notes, “a learning organization is one that is not only capable of creating, acquiring and transferring knowledge, but also able to modify its behavior to replicate new knowledge and insights.” As defined by Kootz & O’Donnell (2008), management is simply an act of getting things done by others in order to achieve organizational goals. Under the CDF structure, the PMCs selected to oversee specific project implementation are leaders at that level.

Owuor (2013) argues that organization structure in managing CDF projects, corruptions, criterion on project identification and political interference as key factor impeding implementation of CDF project. The CDF Act (2013) does not give clarity on the professional skills and competencies for CDFCs and PMCs membership, leaving a grey area in project implementation, planning and M&E (Kairu & Ngugi, 2014).

For a project to be successfully implemented the triple constraints of cost, time and scope must be aligned to the project objectives. These objectives can be social, economic or financial (Field & Keller, 2008). Technical assistance by various professionals in PMCs can make implementation of CDF projects a reality. This is through their inputs on project identification, planning, implementation, monitoring and evaluation of projects (Adan, 2012).

Performance management is a means of monitoring and maintaining organizational control, meaning firms pursue action plans that lead to achieve overall goals and objectives (Salem, 2003). It is the process where steering of the organization takes place through the systematic definition of mission, strategy and objectives of the organization, making this measurable through critical success factors and key performance indicators, in order to take corrective actions to keep the organization on track (de Waal, 2007).

The process effectiveness is defined as the achievement of both financial and non-financial, development skills and competencies, processes quality and satisfaction of customers (de Waal, 2007). In this study performance management is viewed in respect to organizational functionality and not on individual performance. Since its inception, many scholars have listed the merits of using performance management in the implementation of project activities (Jowett & Rothwell, 1988; Kaplan & Norton, 1996, Davis & Albright, 2004). These literatures generally suggest that organizational that implements performance management performs better both financially and non-financial terms than organization that are less performance management driven. This is because performance management motivates the organization to act in a strategically desirable way, helping management to assess progress towards strategic goals (Langfield-Smith, 1997) and individuals to see their role in the organization with greater clarity (Williams, 1998). In Kenya, performance management has

been enshrined with performance contracting in all government agencies. However, organizational performance management is not clear.

2.4 Government Legislation

The department of planning and national development in the ministry of devolution functions as umbrella body CDF offices all over the country. The ministry is authorized to make regulations and needful amendments to facilitate the smooth running of CDF. The minister in charge is held accountable by parliament to whom he/she reports amendments for approval before implementing any changes (GoK, 2015). The ministry is also expected to give annual reports and expenses arising out of the fund at the end of each financial year.

The CDF act indicates that the district government plays a critical role in the implementation of CDF projects. Departmental heads of specific ministries are expected to oversee CDF projects that fall under their specific dockets; they keep records on the fund and maintain reports on project progress (GoK, 2015). Since 2003/2004, CDF supported government projects in the areas of education, health, agriculture, roads, security, environment and sports. The NG-CDF (Amended Act, 2016) introduced a major shift in the scope of project eligibility for funding. Under this Act only projects falling within the functions of the National Government as outlined in the constitution will be funded. Effectively, the fund will concentrate primarily on education, security, sports, environment and other national government functions.

2.5 Conceptual Framework

This outlines the various variables that affect both directly or indirectly the subject of study, establishing a linkage between variables. In this study the researcher seeks to find out

whether budgetary allocation, community participation and knowledge management on monitoring and evaluation affects CDF project implementation. The presence of intervening variable in this study is not discussed. Armstrong (2006) explains that the conceptual framework aims to update existing concept thus reflecting the changes. In addition, Rose (2008) explains conceptual framework as an intermediate theory attempting to connect all aspects of the study (problem statement, significance of the study, review of literature, methodology, data collection and analysis).

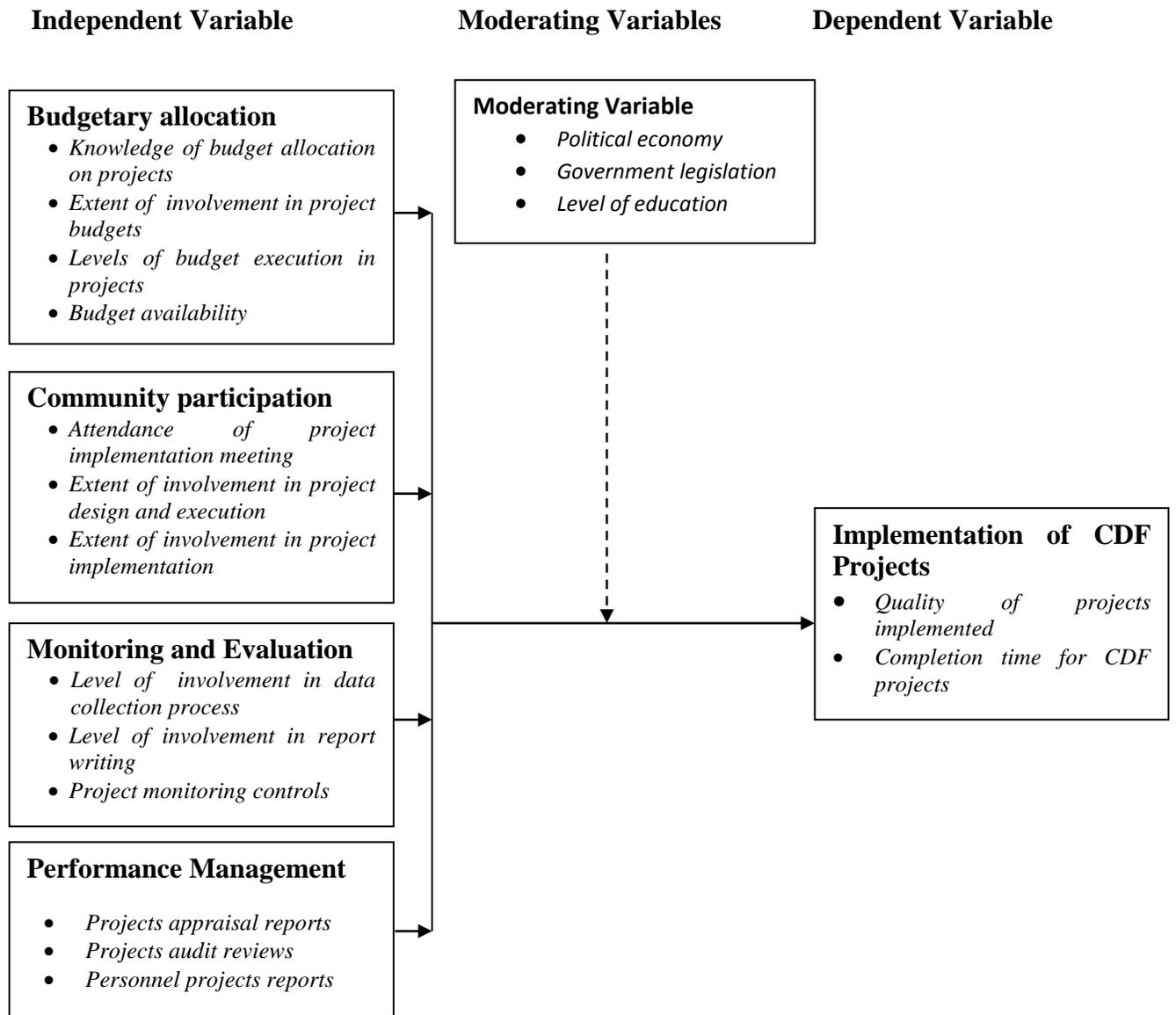


Figure 2.1: Conceptual framework

Source: Author (2018)

2.6 Operation Definition of Study Variables

Below is a table of operation definition of study variables.

Table 2.1: Operation definition of study variables

Objective	Variable	Indicators	Data Collection Tool	Measure	Data Analysis
To find out the effects of budgetary allocation on monitoring and evaluation of constituency development funded projects implementation in Kilgoris constituency.	Budgetary allocation	<ul style="list-style-type: none"> • Knowledge of budgetary allocation on CDF projects • Extent of involvement in project budgets • Levels of budget execution • Project Budget availability 	Questionnaire	Ordinal	Descriptive statistics
To determine the levels of community participation in CDF projects influences monitoring and evaluation of constituency funded projects implementation in Kilgoris	Community participation	<ul style="list-style-type: none"> • Attendance of projects M&E meetings • Extent of involvement in project design and execution • Extent of involvement in project implementation 	Questionnaire	Ordinal	Descriptive statistics

To establish whether knowledge management in monitoring and evaluation affects implementation of constituency development funded projects in Kilgoris constituency.	Knowledge management	<ul style="list-style-type: none"> • Level of involvement in data collection process • Level of involvement in report writing • Data availability and accessibility • Staff training and advancement 	Questionnaire Focused groups discussions	Ordinal Nominal	Descriptive statistics Inferential statistics
To investigate the effects of performance management on implementation of constituency development projects.	Community capacity building	<ul style="list-style-type: none"> • Projects appraisal reports • Project audit reviews • Personnel projects reports 	Questionnaire Focused groups discussions	Nominal Ordinal	Descriptive statistics Inferential statistics

2.7 Knowledge Gaps in Literature Review

M&E is a concept which has been around for a while. The concept has found its way from the pages in magazines, newspapers and books in the annals of literature to the living documents in government institutions like the constitutions and act of parliament (RoK, 2007). However, there is still a lot of talk on M&E especially on decentralized funds and way of doing it has not been fully agreed. The concept of M&E in implementation of CDF projects though accepted across the board, its practical application is where the challenge

lies. Despite the fact that M&E has been around for a while now gaps still exist and a lot of things still need to be made clear when we talk of M&E in fiscal decentralization.

Drawing from existing literature, there appear to be little empirical study that investigates relationship between M&E and successful implementation of CDF funded projects especially in developing country like Kenya. Theoretical literature dealing with concepts and definition has dominated the scholarly airspace (TISA, 2011). Frequently projects in developing country stall, fail or left unused, this study intends to investigate why.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter examines the research methodology that was used in the research. The section covered the research design, define the target population, the sampling procedure, and the methods of data collection, examine the reliability and validity of data and data collection tools and the methods that the researcher will use to analyze the data collected in the field.

3.2 Research Design

The study used a case study design technique in try to explore the effect of M&E in implementation of CDF projects. The study used descriptive research design because of its quantitative nature. However, to gain better understanding the study utilized a mixed method design as explained by Creswell (2003) through using qualitative and quantitative data in single study. The main sources of information were questionnaires, documents and interviews. To promote triangulation data was collected simultaneously.

Descriptive research design is to provide a simulation of the picture the situation as they naturally happens Kothari, (2004). The purpose was to establish relationship and make predictions as per the findings. In this study, dependent variable is the implementation of CDF funded projects in Kilgoris constituency. The independent variables that are under investigation will be correlated to find out if there is a relationship between M&E and implementation of CDF funded projects. The data gathered and analysis indicated whether there is a positive or negative relationship between dependent and independent variables.

3.3 Target Population

Parahoo (1997) defines population as the total number of units from which data can be collected such as, people, events or organizations. This ensures homogeneity in population of interest. In this study, the target population included; CDFC members, PMCs, selected CDF project leads and beneficiaries, DDO, the local area MP. The study looked into 135 projects implemented by CDF from its inception in Kilgoris.

3.4 Sampling Technique

Trochim & James (2008) defines sampling design as the process of selecting units from population of interests so that by studying the sample we may fairly generalize the results back to the population from which they were chosen.

A stratified sample of three CDFCs members, five executive PMCs members, twelve technical officials and thirty nine projects beneficiaries totaling to fifty nine individuals, representing one hundred thirty five project population which is 43% of the population was selected using simple random technique from the identified sample. This stratification was based on the four wards which had a CDFC and PMC member officials. The rule of the thumb states that the sample size should be 30% or more Cooper & Schilder, (2003).

3.5 Data Collection Instruments

The research used primary data. This data was collected from respondent using self-administered questionnaires which were structured. Questionnaires were self-administered incorporating the three variables in line with the objectives of the study. The choice of this instrument was because a questionnaire is quick method to collect data Lee, (2009) further affirmed by Mugenda & Mugenda, (2003) who argued that questionnaires are good with

survey designs. The questionnaire had both closed and open ended questions focusing on the objectives of the study. On need base, the research used both interviews and observations as data collection methods.

3.6 Pilot Testing

The purpose of pre-testing the instruments is to ensure that the items captured are stated clearly having the same meaning to all respondents Connaway & Powell, (2010). The researcher pre-tested questionnaire using fifteen respondents in the target population who were not included in data collection with the aim of ensuring the instrument was able to capture all required information in the desired form and context.

3.7 Validity Test

The validity of research instrument was done through pilot testing. Moore (1983) argues that, validity indicates the degree to which an instrument measures the concept under investigation. Validity is the accuracy and meaningfulness of inferences, which are based on the research results. It has to do with how accurately the data obtained in the study represents the variables of the study.

3.8 Reliability of Instruments

This is a measure of the degree to which research instruments yields consistent results or data after repeated trials Mugenda & Mugenda, (2008). They suggested that reliability and validity exists when data collection tools must yield information that is correct and relevant to research objective. Reliability means stability and consistency. The instruments for data gathering were tested during piloting for consistency.

3.9 Data Analysis Techniques

Once the data is collected, the questionnaires were cross-checked for completeness and accuracy. The questionnaires were coded by assigning numerals to answers given for categorization of responses. The data was then be sorted by tabulation in a logical order. Frequency distribution tables, pie charts and bar graphs were used to represent the information from all respondents for each item of the questionnaire. The researcher used descriptive statistics to answer the research questions. The Statistical Package for Social Sciences (SPSS) version 20 was used to support the data analysis process.

3.10 Ethical Consideration

Appropriate ethical behaviors were upheld in this research. The researcher and the assistants were required to stick to strict code of conduct while conducting the research. The respondents' privacy and opinion was respected and made confidential at all time. Their respondents' participation was through informed consent and voluntary participation.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter discusses data analysis, interpretation, presentation and discussion of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 Response Rate

The study targeted 59 individuals, constituting of 3 CDFCs members, 5 executive PMCs members, 12 technical officials and 39 projects beneficiaries. 47 of the respondents filled and returned the questionnaire, forming a response rate of 79.7%. A response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent (Mugenda & Mugenda (2008)). In our case a response rate of 47 out of 59 was excellent.

Table 4.1: Response rate

Response	Frequency	Percent
Returned	47	79.7
Unreturned	12	20.3
Total	59	100.0

4.3 Reliability Analysis

Reliability analysis was done to determine the reliability of the questionnaire. The study used the Cronbach's Alpha (split-half technique). Gliem and Gliem (2003) established the Alpha value threshold at 0.7, thus forming a benchmark for the study. The Cronbach's alpha was used to determine the reliability of each objective. The findings as shown in Table 4.2 indicate that managerial competency, as an alpha of 0.745, strategic competency as an alpha of 0.763, relationship competency as an alpha of 0.751 and technological competency an alpha of 0.772. This is an indication that all the variables are reliable.

Table 4.2: Reliability analysis

Scale	Cronbach's Alpha	Number of Items
Budgetary allocation	0.845	6
Community participation	0.863	6
Monitoring and evaluation	0.851	6
Performance Management	0.872	4
Project implementation	0.801	5

4.4 Demographic Information

4.4.1 Gender of the Respondents

Respondents were asked to indicate their gender. The results were as shown in Figure 4.1.

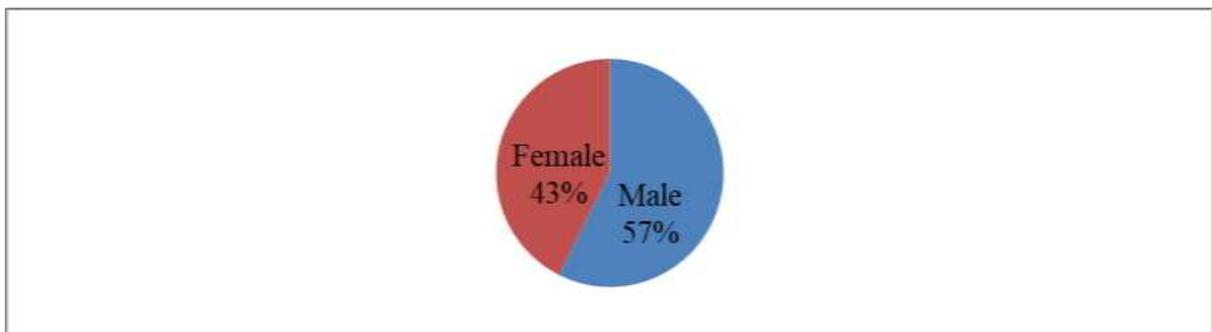


Figure 4.1: Gender of the Respondents

From the findings, 57% of the respondents were male while 43 were female. This is an indication that the study was not gender biased since both genders were fairly represented.

From the findings it shows that majority (57%) of the respondents were male.

4.4.2 Age of the Respondents

Respondents were asked to indicate their age bracket. The results were as shown in Figure 4.2.

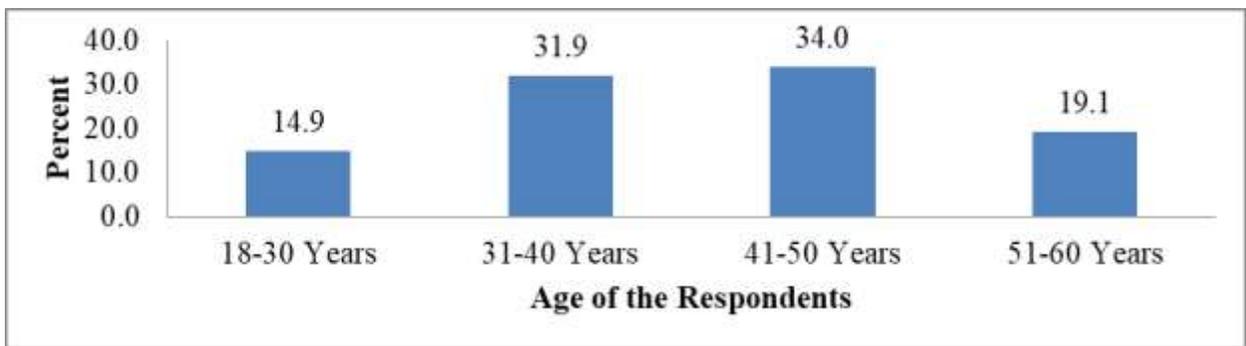


Figure 4.2: Age of the Respondents

From the findings, 34% of the respondents were aged 41-50 years, 31.9% were aged 31-40 years, 19.1% were aged 51-60 years, and 14.9% were aged 18-30 years. This indicates that the study used respondents of different ages with most (34%) of the respondents were aged 41-50 years.

4.4.3 Respondents Highest Level of Education

Respondents were asked to indicate their highest level of education. The results were as shown in Figure 4.3.

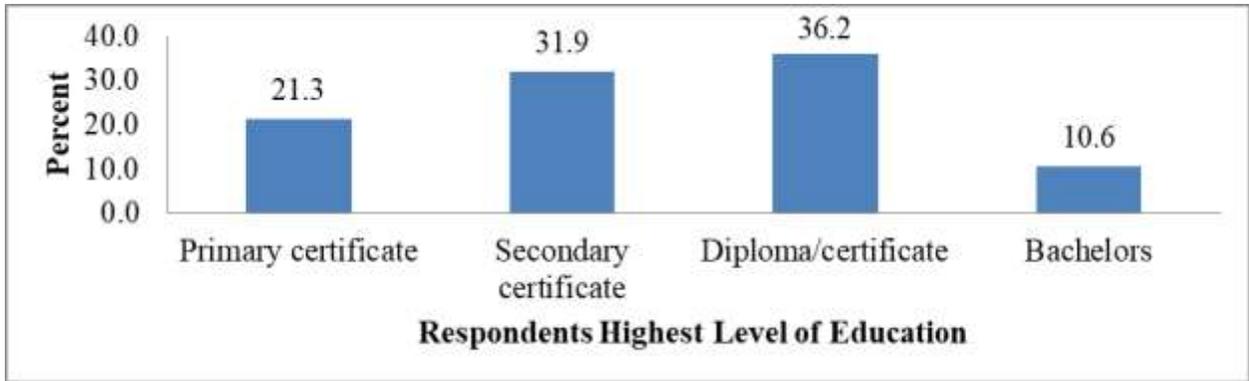


Figure 4.3: Respondents Highest Level of Education

From the findings, 36.2% of the respondents had diploma/certificate as their highest level of education, 31.9% had secondary certificate, 21.3% had primary certificate, and 10.6% had bachelors. This is an indication that the respondents had low educational level with most (36.2%) having diploma/certificate and only 10.6% having bachelors.

4.4.4 Respondents Category

Respondents were asked to indicate their category. The results were as shown in Figure 4.4.

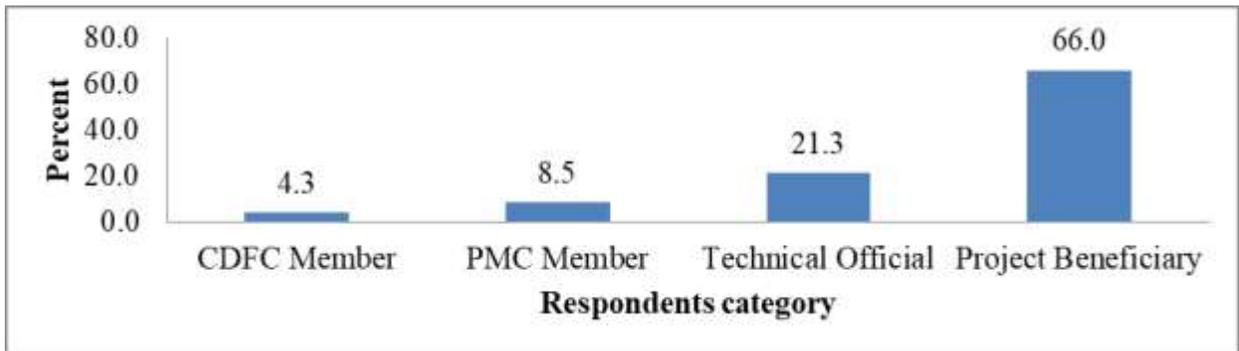


Figure 4.4: Respondents Category

From the findings, 66% of the respondents were project beneficiaries, 21.3% were technical officials, 8.5% were PMC member, and 4.3% were CDFC member. This is an indication that the study used respondents of various categories with majority (66%) being project beneficiaries.

4.4.5 Respondents Length of Time Interacting with CDF Projects

Respondents were asked to indicate the number of years they have interacted with CDF projects. The results were as shown in Figure 4.5.

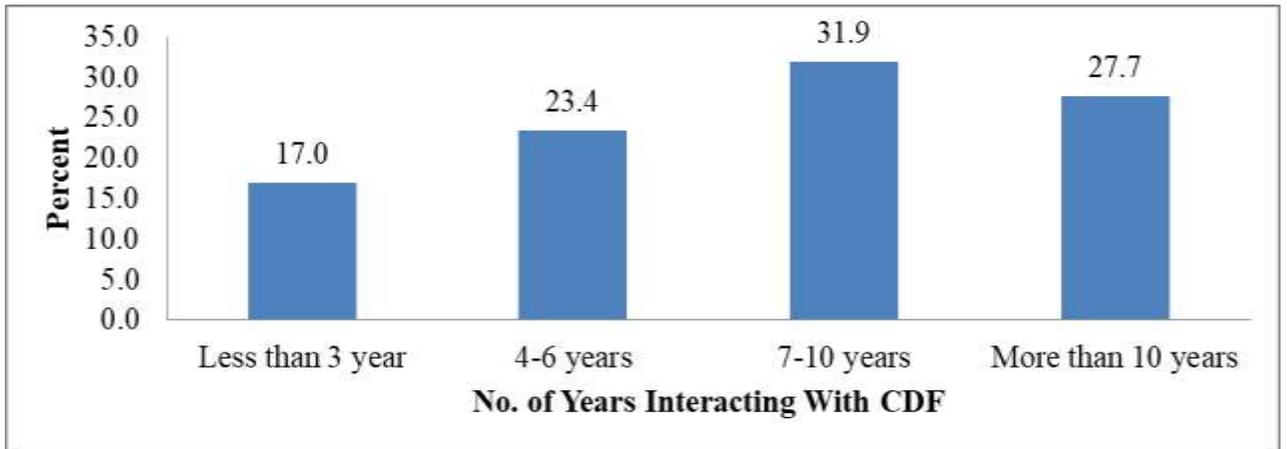


Figure 4.5: Length of Time Interacting with CDF Projects

From the findings, 31.9% of the respondents indicated that they have interacted with CDF for 7-10 years, 27.7% for more than 10 years, 23.4% for 4-6 years, and 17% for less than 3 years. This indicates that the respondents had interacted with CDF long enough to provide the information needed for this study. Most (31.9%) of the respondents had interacted with CBD for 7-10 years.

4.5 Descriptive Statistics

4.5.1 Budgetary Allocation

Respondents were asked whether they think budgetary allocation on CDF project is essential and have significant influence on project implementation. The results were as shown in Figure 4.6.

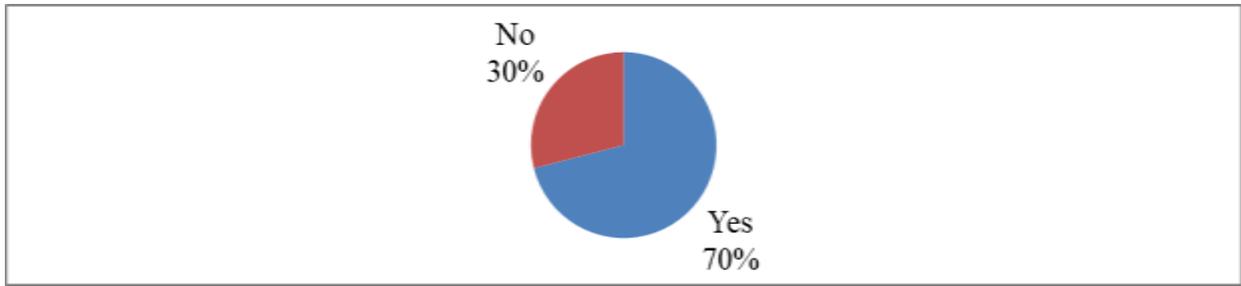


Figure 4.6: Whether Budgetary Allocation Is Essential and Significant

From the findings, 70% of the respondents indicated that they think budgetary allocation on CDF project is essential and have significant influence on project implementation while 30% did not think that it's important and significant. This is an indication that budgetary allocation on CDF project is essential and has significant influence on project implementation as indicated by majority (70%) of the respondents.

Respondents were asked to comment on the process of budget making for CDF projects. The results were as shown in Table 4.3.

Table 4.3: Comment about Budget Making Process

Comment		Frequency	Percent
Valid	Very good	1	2.1
	Good	2	4.3
	Average	4	8.5
	Poor	17	36.2
	Very poor	23	48.9
	Total	47	100.0

From the findings, 23(48.9%) of the respondents indicated that the process of budget making for CDF projects is very poor, 17(36.2%) indicated its poor, 4(8.5%) indicated its average, 2(4.3%) indicated that it's good and 1(2.1%) indicated it's very good. This is an indication that the process of budget making for CDF projects is very poor as indicated by most (48.9%) of the respondents.

Respondents were asked to indicate to what extent they agree or disagree with the following statements. Where; 1= strongly disagree; 2= Disagree; 3= neutral; 4=Agree; 5= strongly agree. The results were as shown in Table 4.4.

Table 4.4: Budget Allocation

Statement	1	2	2	3	5	Mean	Std. Dev.
There is sufficient knowledge on projects budgets allocation	2	42	2	1	0	2.0426	.41480
Project budget process has community input and suggestions	1	43	2	1	0	2.0638	.38472
The project budget is fully executed for CDF projects implementation	3	41	1	0	2	2.0851	.68619
There is a budget for all CDF projects implemented	2	41	2	1	1	2.1064	.59833

From the findings, the respondents disagreed that there is a budget for all CDF projects implemented as shown by a mean of 2.1064, the project budget is fully executed for CDF projects implementation as shown by a mean of 2.0851, there is sufficient knowledge on projects budgets allocation as shown by a mean of 2.0426, and project budget process has community input and suggestions as shown by a mean of 2.0638. Kairu and Ngugi (2014) indicated that the Act envisages the ministry of devolution and planning, NG-CDF Board, NG-CDFCs, PMCs and citizens as critical team to plan and execute project implementation.

4.5.2 Community Participation

Respondents were asked whether they think community has a role to play in relation to M&E of CDF project. The results were as shown in Figure 4.7.

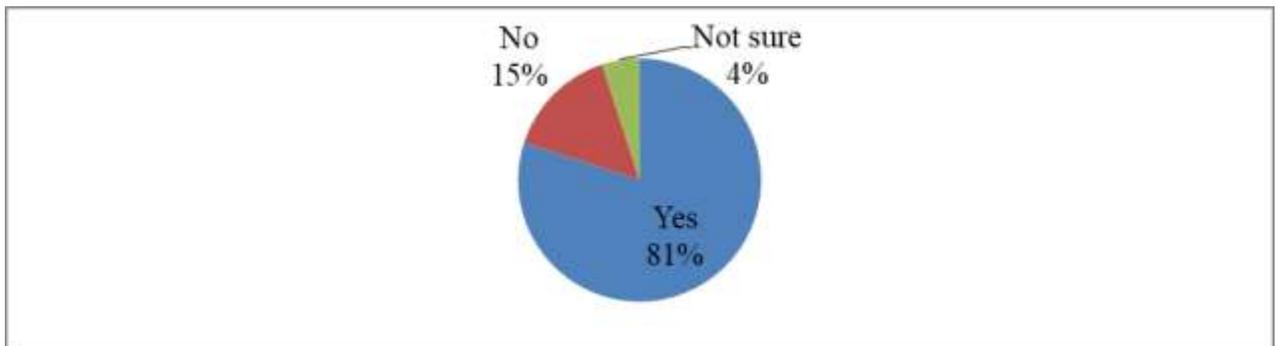


Figure 4.7: Whether Community Has a Role to Play In Relation To M&E

From the findings, 81% of the respondents indicated that they think community has a role to play in relation to M&E of CDF project, 15% did not think they have any role to play while 4% were not sure. This is an indication that community has a role to play in relation to M&E of CDF project as indicated by majority (81%) of the respondents. This is in agreement with Adhiambo and Taifa (2009) that community participation has improved integrity in public service as it reduces excessive discretion of decisions left in the hands of civil servants and political leadership. This provides accountability on service delivery in development and encouraging professionalism and meritocracy in the public sector.

Respondents were asked to comment on community turn up in projects M&E meeting. The results were as shown in Table 4.5.

Table 4.5: Community Turn Up In Projects M&E Meeting

Comment	Frequency	Percent	
Valid	Very poor	17	36.2
	poor	18	38.3
	Average	6	12.8
	good	5	10.6
	Very good	1	2.1
Total	47	100.0	

From the findings, 18(38.3%) of the respondents indicated that community turn up in projects M&E meeting is poor, 17(36.2%) indicated its very poor, 6(12.8%) indicated average, 5(10.6%) indicated good, and 1(2.1%) indicated very good. This is an indication that community turn up in projects M&E meeting id poor as indicated by most (38.3%) of the respondents.

Respondents were asked to indicate their level of agreement or disagreement with the following statements. Where; 1=Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree. The results were as shown in Table 4.6.

Table 4.6: Community Participation

Statement	1	2	3	4	5	Mean	Std. Dev.
The community is active in attending CDF projects M&E meetings	3	42	1	0	1	2.0213	.53117
All stakeholders are involved in project design and execution stage	3	41	3	0	0	2.0000	.36116
Community is very effective in M&E of CDF projects implementation	4	42	1	0	0	1.9362	.32332

From the findings, the respondents disagreed that the community is active in attending CDF projects M&E meetings as shown by a mean of 2.0213, all stakeholders are involved in project design and execution stage as shown by a mean of 2.0000, and community is very effective in M&E of CDF projects implementation as shown by a mean of 1.9362. TISA (2011) indicated that to establish a great sense of project ownership, community participation becomes a cornerstone of every successful project implementation.

Respondents were asked whether their involvement and that of their community in project M&E have an influence on implementation of the projects. The results were as shown in Figure 4.8.

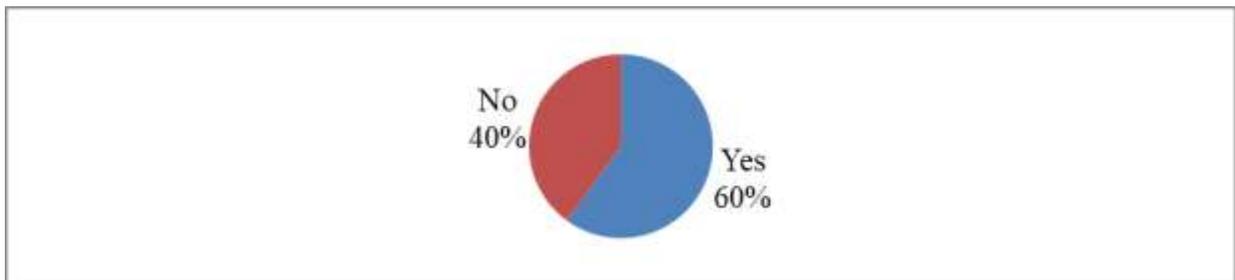


Figure 4.8: Whether Involvement of Community in Project M&E Influence Implementation of Projects

From the findings, 60% of the respondents indicated that their involvement and that of their community in project M&E have an influence on implementation while 40% indicated that it has no influence. This is an indication that involvement of their community in project M&E have an influence on implementation of the projects as indicated by majority (60%) of the respondents. Adhiambo and Taifa (2009) indicated that community participation has also improved integrity in public service as it reduces excessive discretion of decisions left in the hands of civil servants and political leadership; this provides accountability on service delivery in development and encouraging professionalism and meritocracy in the public sector.

4.5.3 Monitoring and Evaluation

Respondents were asked to indicate whether they have been involved in baseline of project implementation data collection of CDF projects in their locality. The results were as shown in Figure 4.9.

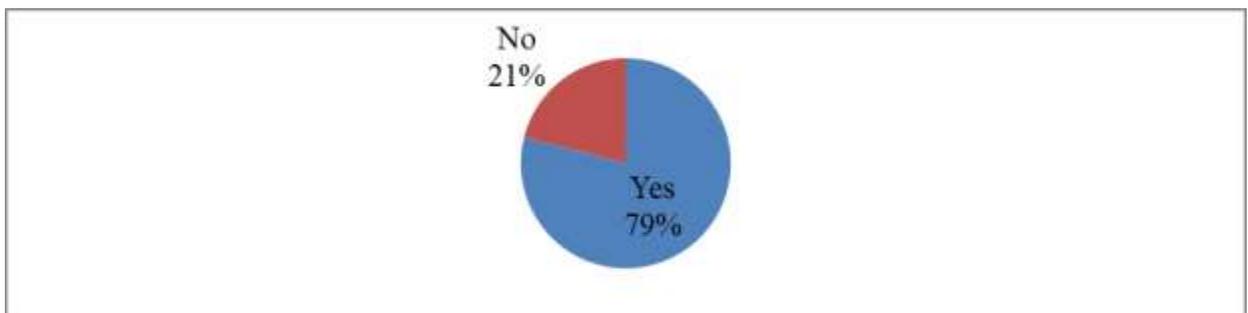


Figure 4.9: Respondents Involvement in Baseline of Project Implementation

From the findings, 79% of the respondents indicated that they have not been involved in baseline of project implementation data collection of CDF projects in their locality while 21% of the respondents indicated that they have been involved. This is an indication

respondents are not involved in baseline of project implementation data collection of CDF projects in their locality as indicated by majority (79%) of the respondents.

Respondents were asked to indicate their level of agreement or disagreement with the statements listed in the table below. Where; 1=Strongly disagree, 2= Disagree, 3= Weakly agree, 4= Agree, 5= Strongly agree. The results were as shown in Table 4.7.

Table 4.7: Monitoring and Evaluation

Statement	1	2	3	4	5	Mean	Std. Dev.
Data collection process on M&E involves all project community	2	37	2	4	2	2.2979	.85757
Projects reports on M&E in CDF projects are available for all	1	38	2	4	2	2.3191	.83683
Project data is available and accessible for decision making	1	36	2	4	4	2.4468	.99583
Projects implementation is hampered by CDF officials skills	2	41	2	1	1	2.1064	.59833

From the findings, respondents disagreed that project data is available and accessible for decision making as shown by a mean of 2.4468, data collection process on M&E involves all project community as shown by a mean of 2.2979, projects reports on M&E in CDF projects are available for all as shown by a mean of 2.3191, and Projects implementation is hampered by CDF officials skills as shown by a mean of 2.1064. Nyabuto, (2010) asserts that the main challenge is not development of M&E system frame work but effective performance of M&E in project success. (World Bank, 2004) indicated that it should be seen throughout the life cycle of a project, as well as after completion.

Respondents were asked to rate the level of knowledge management in satisfaction of CDF project done in their area. The results were as shown in Table 4.8.

Table 4.8: Rate of Level of Knowledge Management in Satisfaction of CDF Project

Rate		Frequency	Percent
Valid	Very satisfied	3	6.4
	Satisfied	6	12.8
	Moderate	6	12.8
	Unsatisfied	17	36.2
	Very unsatisfied	15	31.9
	Total		47

From the findings, 17(36.2%) of the respondents rated the level of knowledge management in satisfaction of CDF project done in their area as unsatisfied, 15(31.9%) indicated very unsatisfied, 6(12.8%) indicated moderate, another 6(12.8%) indicated satisfied, and 3(6.4%) indicated very satisfied. This is an indication that the level of knowledge management in satisfaction of CDF project is unsatisfying as indicated by most (36.2%) of the respondents.

4.5.4 Performance Management

Respondents were asked if they support the idea that performance management in M&E is critical for implementation of CDF projects. The results were as shown in Figure 4.10.

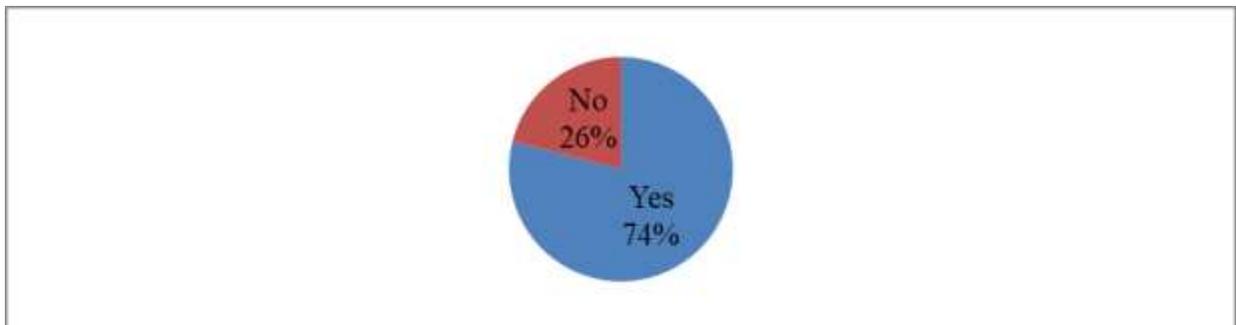


Figure 4.10: Whether Performance Management in M&E Is Critical For Implementation of CDF Projects

From the findings, 74% of the respondents indicated that performance management in M&E is critical for implementation of CDF projects while 26% indicated that it's not important.

This is an indication that performance management in M&E is critical for implementation of CDF projects as indicated by majority (74%) of the respondents.

Respondents were asked to indicate their level of agreement or disagreement with statements listed in the table below. Where; 1=Strongly disagree, 2= Disagree, 3= Weakly agree, 4= Agree, 5= Strongly agree. The results were as shown in Table 4.9.

Table 4.9: Project Management

Statement	1	2	3	4	5	Mean	Std. Dev.
CDF Projects appraisal reports are used in implementation of M&E	2	43	2	0	0	2.0000	.29488
CDF uses projects audit reviews to ensure proper M&E is executed	1	39	3	4	0	2.2128	.62332
CDF official reports are used in M&E for projects implementation	3	39	1	2	2	2.1702	.78903

From the findings, the respondents disagreed that CDF official reports are used in M&E for projects implementation as shown by a mean of 2.1702, CDF uses projects audit reviews to ensure proper M&E is executed as shown by a mean of 2.2128, and CDF Projects appraisal reports are used in implementation of M&E as shown by a mean of 2.0000. Owuor (2013) argues that organization structure in managing CDF projects, corruptions, criterion on project identification and political interference as key factor impeding implementation of CDF project.

4.5.5 Project Implementation

Respondents were asked if they agree that implementation of CDF projects is affected by the mentioned factors. The results were as shown in Figure 4.11.

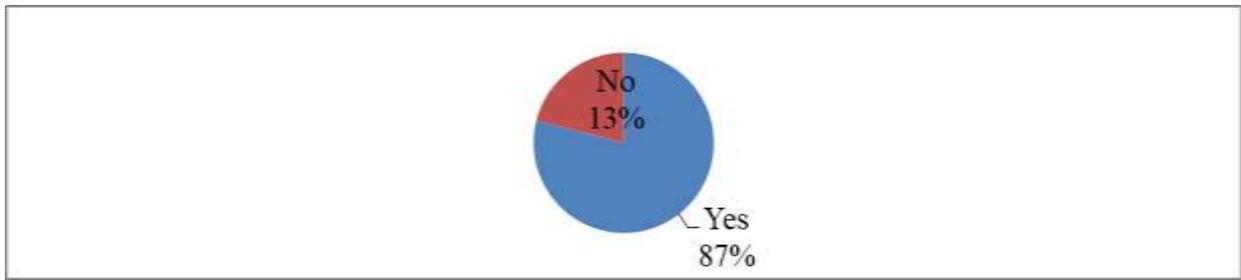


Figure 4.11: Whether Implementation of CDF Projects Is Affected By the Mentioned Factors

From the findings, 87% of the respondents agreed that implementation of CDF projects is affected by the mentioned factors while 13% disagreed that the mentioned factors do not affect the implementation of CDF projects. This is an indication that the mentioned factors affect the implementation of CDF projects as indicated by majority (87%) of the respondents.

Respondents were asked to indicate the extent to which they agree or disagree with statements listed in the table below. Where; 1=Strongly disagree, 2= Disagree, 3= Weakly agree, 4= Agree, 5= Strongly agree. The results were as shown in Table 4.10.

Table 4.10: Project Implementation

Statement	1	2	3	4	5	Mean	Std. dev.
There has been CDF project sustainability for all projects implemented	2	43	0	1	1	2.0638	.56738
CDF projects implemented are of great quality	1	44	1	0	1	2.0638	.48473
Completion time for CDF projects is within set time bound	3	42	1	1	0	2.0000	.41703
The community is satisfied with CDF projects implemented	1	44	1	1	0	2.0426	.35859

From the findings the respondents disagreed that there has been CDF project sustainability for all projects implemented as shown by a mean of 2.0638, CDF projects implemented are of great quality as shown by a mean of 2.0638, completion time for CDF projects is within set time bound as shown by a mean of 2.0000, and the community is satisfied with CDF

projects implemented as shown by a mean of 2.0426. The National Taxpayers Association NTA (2008) reports, that there were incomplete projects of poor quality with wanton wastage of funds and non-existing projects physically.

4.6 Regression Analysis

Model summary is used to analyze the variation of dependent variable due to the changes of independent variables. The study analyzed the variations in implementation of CDF projects in Kilgoris constituency, Kenya due to the changes of Performance Management, Community participation, budgetary allocation, and Monitoring and evaluation.

4.6.1 Model Summary

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 ^a	.943	.937	.09846

a. Predictors: (Constant), Performance Management, Community participation, budgetary allocation, Monitoring and evaluation

Adjusted R squared was 0.943 implying that there was 94.3% variation in implementation of CDF projects in Kilgoris constituency, Kenya due to the changes of performance management, community participation, budgetary allocation, monitoring and evaluation. The remaining 5.7% imply that there are other factors that lead to implementation of CDF projects in Kilgoris constituency, Kenya which were not discussed in the study. R is the correlation coefficient, which shows the relationship between the study variables. From the findings, the study found out that there was a strong positive relationship between the study variables as shown by 0.971.

The analysis of variance ANOVA is used to determine whether the data used in the study is significant.

4.6.2 Analysis of Variance

Table 4.12: Analysis Of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.706	4	1.677	172.928	.000 ^b
Residual	.407	42	.010		
Total	7.113	46			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Performance Management, Community participation, budgetary allocation, Monitoring and evaluation

From the ANOVA statistics, the processed data (population parameters) had a significance level of 0.000. This shows that the data is ideal for making conclusions on the population's parameter as the value of significance (p-value) is less than 5%. The F calculated was greater than F critical ($172.928 > 2.594$). This shows that performance management, community participation, budgetary allocation, and monitoring and evaluation significantly influence implementation of CDF projects in Kilgoris constituency.

4.6.3 Beta Coefficients

Table 4.13: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.369	.095		3.886	.000
Budgetary allocation	.666	.086	.855	7.709	.000
1 Community participation	.210	.088	.199	2.377	.022
Monitoring and evaluation	.252	.082	.503	3.080	.004
Performance Management	.463	.154	.557	3.010	.004

a. Dependent Variable: Project Implementation

The regression equation was

$$Y = 0.369 + 0.666 X_1 + 0.210 X_2 + 0.252 X_3 + 0.463 X_4 + \varepsilon$$

The equation above reveals that holding performance management, community participation, budgetary allocation, and monitoring and evaluation constant, the variables will significantly influence implementation of CDF projects in Kilgoris constituency, Kenya as shown by constant = 0.369 as shown in Table 4.12.

Budgetary allocation is statistically significant in explaining implementation of Constituency Development funded in Kilgoris constituency, Kenya as shown by ($\beta = 0.666$, $P = 0.000$). This is an indication that budgetary allocation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. This shows that a unit increase in budgetary allocation results to an increase in implementation of Constituency Development funded in Kilgoris constituency.

Community participation is statistically significant in explaining implementation of Constituency Development funded in Kilgoris constituency, Kenya as shown by ($\beta = 0.210$, $P = 0.022$). This is an indication that community participation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. This shows that a unit increase in community participation results to an increase in implementation of Constituency Development funded in Kilgoris constituency.

Monitoring and evaluation is statistically significant in explaining implementation of Constituency Development funded in Kilgoris constituency, Kenya as shown by ($\beta = 0.252$, $P = 0.004$). This is an indication that monitoring and evaluation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. This shows that a unit increase in monitoring and evaluation results to an increase in implementation of Constituency Development funded in Kilgoris constituency.

Performance Management is statistically significant in explaining implementation of Constituency Development funded in Kilgoris constituency, Kenya as shown by ($\beta = 0.463$, $P = 0.004$). This is an indication that Performance Management had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. This shows that a unit increase in Performance Management results to an increase in implementation of Constituency Development funded in Kilgoris constituency.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter analyses the summary of major findings, draw conclusions from the findings and provide recommendations for the study. The study objective was to determine the effects of monitoring and evaluation on implementation of Constituency Development funded projects in Kenya focusing on Kilgoris constituency.

5.2 Summary of Findings

5.2.1 Budgetary Allocation

The study found that budgetary allocation on CDF project is essential and has significant influence on project implementation. Also it was established that the process of budget making for CDF projects is very poor. The study further established that there is no budget for all CDF projects implemented, the project budget is not fully executed for CDF projects implementation, there isn't sufficient knowledge on projects budgets allocation, and project budget process does not have community input and suggestions. These findings concur with Kairu and Ngugi (2014) who indicated that the Act envisages the ministry of devolution and planning, NG-CDF Board, NG-CDFCs, PMCs and citizens as critical team to plan and execute project implementation; the chairperson of NG-CDF in every constituency is required to send project proposals in every year for budgetary utilization.

5.2.2 Community Participation

The study found that community has a role to play in relation to M&E of CDF project. This is in agreement with Adhiambo and Taifa (2009) that community participation has improved integrity in public service as it reduces excessive discretion of decisions left in the hands of civil servants and political leadership. This provides accountability on service delivery in development and encouraging professionalism and meritocracy in the public sector.

The study also found that community turn up in projects M&E meeting is poor. Additionally, the study established that the community is not active in attending CDF projects M&E meetings, all stakeholders are not involved in project design and execution stage, and community is not very effective in M&E of CDF projects implementation. These findings agree with TISA (2011) who indicated that to establish a great sense of project ownership, community participation becomes a cornerstone of every successful project implementation.

The study further found that involvement of their community in project M&E have an influence on implementation of the projects. Which concurs with Adhiambo and Taifa (2009) that, community participation has also improved integrity in public service as it reduces excessive discretion of decisions left in the hands of civil servants and political leadership; this provides accountability on service delivery in development and encouraging professionalism and meritocracy in the public sector.

5.2.3 Monitoring and Evaluation

The study established that the community is not involved in baseline of project implementation data collection of CDF projects in their locality. The study further

established that the level of knowledge management in satisfaction of CDF project is unsatisfying.

The study also established that project data is not available and accessible for decision making, data collection process on M&E doesn't involves all project community, projects reports on M&E in CDF projects aren't available for all, and Projects implementation is hampered by CDF officials skills. These establishments agree with Nyabuto, (2010) who asserts that the main challenge is not development of M&E system frame work but effective performance of M&E in project success. Also, World Bank (2004) indicated that it should be seen throughout the life cycle of a project, as well as after completion.

5.2.4 Performance Management

The study revealed that performance management in M&E is critical for implementation of CDF projects. The study further found that CDF official reports are not used in M&E for projects implementation, CDF does not use projects audit reviews to ensure proper M&E is executed, and CDF Projects appraisal reports are not used in implementation of M&E. these findings are in agreement with Owuor (2013) who argues that organization structure in managing CDF projects, corruptions, criterion on project identification and political interference as key factor impeding implementation of CDF project.

5.2.5 Project Implementation

The study found that the mentioned factors affect the implementation of CDF projects. The study also found that there hasn't been CDF project sustainability for all projects implemented, CDF projects implemented are not of great quality, completion time for CDF projects isn't within set time bound, and the community isn't satisfied with CDF projects

implemented. The findings are in agreement with the National Taxpayers Association NTA (2008) reports, that there were incomplete projects of poor quality with wanton wastage of funds and non-existing projects physically.

5.3 Conclusion

The study found that budgetary allocation is statistically significant in explaining implementation of Constituency Development funded in Kilgoris constituency, Kenya. The study also found that is budgetary allocation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. The study therefore concludes that a unit increase in budgetary allocation results to an increase in implementation of Constituency Development funded in Kilgoris constituency.

The study revealed that community participation is statistically significant in explaining implementation of Constituency Development funded in Kilgoris constituency, Kenya. The study also revealed that community participation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. The study concludes that a unit increase in community participation results to an increase in implementation of Constituency Development funded in Kilgoris constituency.

The study found that monitoring and evaluation is statistically significant in explaining implementation of Constituency Development funded in Kilgoris constituency, Kenya. The study further found that monitoring and evaluation had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. The study

concludes that a unit increase in monitoring and evaluation results to an increase in implementation of Constituency Development funded in Kilgoris constituency.

On performance Management the study found that it is statistically significant in explaining implementation of Constituency Development funded in Kilgoris constituency, Kenya. The study also found that Performance Management had a positive relationship with implementation of Constituency Development funded in Kilgoris constituency. The study concludes that a unit increase in Performance Management results to an increase in implementation of Constituency Development funded in Kilgoris constituency.

5.4 Recommendations

On budgetary allocation, the study found that it positively affects the implementation CDF projects in Kilgoris constituency. The study further found that there is no budget for all CDF projects implemented, resulting to the projects not being fully executed and implemented. The study therefore recommends that there be audit on all the CDF projects to ensure the allocated funds are used appropriately and also the community should have access to the budgetary information of the projects in progress within their community.

The study recommends that CDF committee should disburse funds to ensure that the projects are fully implemented; this will reduce the number of stalled projects in the community. The government should also monitor and evaluate how the funds are being utilized and allocated to various projects to ensure that they meet the guidelines put in place to govern the utilization of the funds.

The study found that not all stakeholders including the community are involved in project design and execution stage. The study therefore recommends that the community should be

involved in all stages of CDF projects because they contribute to the success of project implementation. Also community participation will ensure that the integrity of public service is improved because it reduces excessive discretion of decisions left in the hands of civil servants and political leadership; this provides accountability on service delivery in development and encouraging professionalism and meritocracy in the public sector.

The study found that monitoring and evaluation has a positive influence on implementation of CDF projects in Kilgoris constituency. The study therefore recommends that there should be constant monitoring and evaluation of the projects in all cycles of the project including after the project has been concluded.

5.5 Recommendations for Further Research

This study sought to determine factors affecting implementation of constituency development funded projects in Kenya; a case of Kilgoris constituency. The study therefore recommends replication of the research study in other constituencies in the country to facilitate generalization of the research findings. The study also recommends evaluation on the satisfactory performance of the CDF Funded projects.

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APPENDICES

Appendix I : Questionnaire

Section A: Background information (Tick as applicable)

1.1 Indicate your gender:

- Male
- Female

1.2 Indicate your age category:

- 18-30 Years
- 31-40 Years
- 41-50 Years
- 51-60 Years

1.3 What is your highest level of education achieved?

- Primary certificate
- Secondary certificate
- Diploma/certificate
- Bachelors

1.4 Please tick your category

- CDFC Member
- PMC Member
- Technical Official
- Project Beneficiary

1.5 Number of years you have interacted with CDF projects

- Less than 3 year
- 4-6 years
- 7-10 years
- More than 10 years

Section B: 2.0. Budgetary allocation

2.1 Do you think that budgetary allocation on CDF project is essential and have significant influence on project implementation?

- Yes
- No

Support your answer above, listing four relevant examples

.....
.....

.....

 2.2 How will you comment about the budget making process for CDF projects?

Very good	1	Good	2	Average	3	Poor	4	Very poor	5
-----------	---	------	---	---------	---	------	---	-----------	---

2.3 To what extend do you agree or disagree with the following statements? Use a Likert scale of 1-5 where **1= Strongly disagree; 2= Disagree; 3= Weakly agree; 4=Agree; 5= Strongly agree.**

<i>Statement</i>	<i>1</i>	<i>2</i>	<i>2</i>	<i>3</i>	<i>5</i>
There is sufficient knowledge on projects budgets allocation					
Project budget process has community input and suggestions					
The project budget is fully executed for CDF projects implementation					
There is a budget for all CDF projects implemented					

Section B: 3.0. Community participation

3.1 Do you think that community has a role that they play in relation to M&E of CDF project?

- Yes
- No
- Not sure

3.2 How will you comment on community turn up in projects M&E meeting?

Very good	1	Good	2	Average	3	Poor	4	Very poor	5
-----------	---	------	---	---------	---	------	---	-----------	---

3.3 On Likert scale 1-5 (**1=Strongly disagree, 2= Disagree, 3= Weakly agree, 4= Agree, 5= Strongly agree**) indicate to what extend do you agree or disagree with the following statements.

<i>Statement</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
The community is active in attending CDF projects M&E meetings					
All stakeholders are involved in project design and execution stage					
Community is very effective in M&E of CDF projects implementation					

3.3 In your own opinion do your involvement and that of your community in project M&E have an influence on implementation?

- Yes

No

[]

3.4 What are some of the factors influences including community participation in M&E of projects on implementation of CDF Projects?

.....
.....
.....
.....

Section B.4.0. Monitoring and evaluation

4.1 Have you been involved in baseline of project implementation data collection of CDF projects in your locality?

Yes

[]

No

[]

4.2 On Likert scale 1-5 (1=Strongly disagree, 2= Disagree, 3= Weakly agree, 4= Agree, 5= Strongly agree) indicate to what extend do you agree or disagree with the following statements.

<i>Statement</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Data collection process on M&E involves all project community					
Projects reports on M&E in CDF projects are available for all					
Project data is available and accessible for decision making					
Projects implementation is hampered by CDF officials skills					

4.3 What are some of the influences of involving knowledgeable community in M&E on implementation of CDF projects?

.....
.....
.....
.....

4.4 How will you rate the level of knowledge management in satisfaction of CDF project done in your area?

Very satisfied	1	Satisfied	2	Moderate	3	Unsatisfied	4	Very unsatisfied	5
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Section B: 5.0. Performance Management

5.1 Do you support the idea that performance management in M&E is critical for implementation of CDF projects?

Yes

No

Support your answer above, listing four relevant examples

.....

.....

.....

5.2 On Likert scale 1-5 (1=Strongly disagree, 2= Disagree, 3= Weakly agree, 4= Agree, 5= Strongly agree) indicate to what extend do you agree or disagree with the following statements.

<i>Statement</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
CDF Projects appraisal reports are used in implementation of M&E					
CDF uses projects audit reviews to ensure proper M&E is executed					
CDF official reports are used in M&E for projects implementation					

Section B:6.0. Project implementation

6.1 Do you agree that implementation of CDF projects is affected by the mentioned factors?

Yes

No

Give other ways that affects implementation of CDF projects in your opinion

.....

.....

.....

6.2 On Likert scale 1-5 (1=Strongly disagree, 2= Disagree, 3= Weakly agree, 4= Agree, 5= Strongly agree) indicate to what extend do you agree or disagree with the following statements.

<i>Statement</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
There has been CDF project sustainability for all projects implemented					
CDF projects implemented are of great quality					
Completion time for CDF projects is within set time bound					
The community is satisfied with CDF projects implemented					

END –Thank you!

Appendix II: Interview for CDF Committee Chairman/ CDF Manager

1. For how long have you served as a CDF Committee chairman/CDF manager?
2. Do you involve the community in the M&E of CDF Projects? (Probe for how frequently the community is involved).
3. If yes, which members of the community do you involve? (Probe for specific individuals and community organisations).
4. In which areas of CDF projects are members of the community involved? (Probe for specific programmes).
5. What are the terms of participation in M&E of CDF projects? (Probe whether it is paid or voluntary).
6. What constraints hinder M&E of CDF Projects process? (Probe for specific areas of planning and the sources of constraints).
7. Which benefits has the CDF office realized from community participation in M&E of CDF project implementation? (Probe for programmes and projects where the benefits were realized).
8. Which strategies have you put in place to enhance M&E of CDF Projects in your office?

End

Thank You for Your Time and Responses