

**THE STRUCTURE OF CONSTITUENCY DEVELOPMENT FUND AND
PROJECT IMPLEMENTATION AT THE CONSTITUENCY LEVEL WITHIN
KIAMBU COUNTY IN KENYA**

BY

ALEX MUSEMBI KIOKO

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DECLARATION

I declare this project as my original work that has not been presented for award of degree in any other University.

Signed:  _____

Date 15/11/2012

Alex Musembi Kioko

This project has been submitted for examination with my approval as University supervisor

Signed:  _____

Date 15-11-12

Mr. Eliud O. Mududa

Lecturer

School of Business

University of Nairobi

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DEDICATION

This work is dedicated to my wife Elizabeth and son Matrix for the continued support and encouragement during the development of this study. May God bless them.

ABSTRACT

Organizational structure and resulting capabilities are perhaps the last sustainable sources of competitive advantage well managed organizations can have. The Constituency Development Fund (CDF) is one of the devolved funds in Kenya. Prior to the establishment of CDF the constituency was solely a unit of political representation in Kenya, of which there are 210 in the country. CDF provides that at least 2.5% of government revenue will be allocated to the fund, which is geared towards the alleviation of poverty and promotion of local development.

The organizational structure dictates the chain of command, resulting in the reporting structure that provides accountability of those at all levels within the organization. This justifies undertaking the study on organizational structure and its relation to project implementation. Though there have been attempts to address implementation problems ailing CDF projects. Successful implementation of CDF projects is therefore a critical component in ensuring that the objectives of Constituency Development Fund are achieved. Little emphasis have been laid on the extent to which implementation of these projects relate to organizational structure of CDF at constituency level. This therefore creates the need to undertake this study that seeks to examine the CDF structure at constituency level and implementation of CDF projects in terms of formalization and centralization, with a focus on Kiambu County Kenya.

The study aimed at addressing this gap by examining structure of CDF and project implementation at constituency level. The study employed a descriptive survey design targeting all CDF projects implemented in 2011/2012 fiscal year. The target population will be 389 CDF projects drawn from the constituencies within Kiambu County implemented during 2011-2012 financial year, covering such sectors as education, health, roads, security, water and sports and environment. Stratified random sampling was used to select the projects to participate in the study with each stratum contributing 20% as the sample size totaling to 78 respondents. The respondents were Project management committee members to provide information on the extent of implementation. The study used a questionnaire to collect primary data. The data was analyzed using both qualitative and quantitative techniques by use of Statistical Package for Social Sciences. The study found that the structure of CDF has a considerable level of influence as far as project implementation in concerned. CDF structure has some level of formalization although is not well brought out in the questionnaire response. Formalization of the structure is eminent at National level and is characterized by well-defined job activities, well laid rules and regulations that control how work is done, formal decision making, well standardized job description, controlled rule and regulation. The level of formalization is however less pronounced at constituency level.

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CHAPTER ONE: INTRODUCTION

1.1: Background of the study

Project implementation is perhaps the most vital stage of the project cycle involving the procurement of equipment and resources, recruitment of personnel and allocation of tasks and resources within the project organization. Under the project implementation plan, resources are mobilized, activities determined and control mechanism established so that the project inputs can produce project outputs in order to achieve the project purpose, and hence the structure of organizations involvement in project implementation cannot be ignored. According to TISA (2009) structure of organizations is important in the way tasks and management decisions are distributed and might perhaps have an implication on project implementation, of particular relevance to this study is the structure of CDF at the constituency level and the extent to which it has affected project implementation.

It is evident that the success of any project has to emanate from proper and effective management. Organizational structure and resulting capabilities are perhaps the last sustainable sources of competitive advantage well managed organizations can have. According Dumais (2011), traditional sources of competitive advantage, such as products, technology, markets and production processes, are obsolete. For any organization, weather public or private, the issue of how it should be structured itself is of paramount importance. An organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through

which individuals see their organization and its environment. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual. The framework of an organizational structure forms the framework within which an organization arranges its lines of authority and communications and allocates rights and duties. Organizational structure determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management. A structure depends entirely on the organization's objectives and the strategy chosen to achieve them.

The Constituency Development Fund (CDF) is one of the devolved funds in Kenya. Other devolved funds includes Local Authority Transfer Fund (LATF), Constituency Youth Enterprise Scheme(C-YES), Women Enterprise Fund, Constituency Aids Fund, Roads Maintenance Levy Fund (RMLF),Constituency Based Secondary School Education Bursary Fund(SEBF),and Rural Electrification Programme Levy Fund(REPF). Prior to the establishment of CDF the constituency was solely a unit of political representation in Kenya, of which there are 210 in the country. CDF provides that at least 2.5% of government revenue will be allocated to the fund, which is geared towards the alleviation of poverty and promotion of local development. Almost Kshs.60 billion has been channeled through CDF since its inception. CDF contributes over 10% to all development in Kenya. Successful implementation of CDF projects is therefore a critical component in ensuring that the objectives of Constituency Development Fund are achieved.

1.1.1 Structure of Constituency Development Fund

Organizational structure is largely defined by researchers as how tasks are formally divided, grouped, and coordinated or controlled and basically serves as contributory element of organizational performance (Robbins, 2007). Accordingly, the identification of organizational life is commonly achieved through the study of structure. Understanding organizational structure boils down to the knowledge of the concept of policies, prescriptions of authority, and hierarchies of responsibility.

Mintzberg (1979) introduced five (5) structural configurations ranging from a 'simple structure' to a 'divisionalised forms. The so-called classifications of organizational structures in different categories of organizations are the entrepreneurial start-up or simple structure, machine bureaucracy, professional bureaucracy, divisionalised or diversified form, and innovative or adhocracy. He suggested that, as organizations grow, they undergo structural changes, for instance from the entrepreneurial to bureaucratic, divisional and so on. In the context of the present study organizational structure is presumed to be a critical component of the overall performance of an organization. Project implementation is therefore viewed as among the activities those CDF committees should perform with a reflection of organizational structure.

The CDF has three management organs, namely: The Constituencies Fund Committee, The CDF Board, and The Constituencies Development Fund Committees. The constituencies fund committee is a select Committee of the National Assembly that draws its membership from sitting members of Parliament (11 MPs and the Clerk of the National Assembly) charged with the responsibility of: Considering and recommending

to Parliament any matter requiring action by the National Assembly, considering referenced project proposals submitted from various Constituencies through the Board, considering and reporting to Parliament names of persons required to be approved under the Act. the link between the CDF Board and National Assembly, overseeing the implementation of the CDF Act, 2003 and its subsequent amendments (CDF Amendment Act 2007), Overseeing the policy frame work and legislative matters that may arise in relation to the Fund.

The CDF board is a national organ to oversee CDF implementation. Specifically the Board is mandated to; ensure allocation and disbursement of funds to every Constituency, ensure prudent management of the Fund, Receive and discuss annual reports and returns from Constituency Development Fund, Ensure the compilation of proper records, returns and reports from the Constituencies, Receive and address complaints and disputes and take any appropriate action; Ensure timely submission to Parliament of various returns, reports and information as required; Review, scrutinize and approve Project Proposals from the Constituencies that are consistent with the Act.

The Constituencies Development Fund Committee (CDFC) is constituency based and consists of at least 12 people but maximum of 15 people. This is the committee we will focus and its structure of operation at the constituency level. Members to this committee include; the elected member of Parliament, two councillors in the constituency, one District officer in the constituency, two persons representing religious organizations in the constituency, two men representatives from the constituency, two women

representatives from the constituency; one person representing the youth from the constituency, one person nominated from among the active NGOs in the area if any; a maximum of three other persons from the constituency such that the total number does not exceed fifteen; An officer of the Board seconded to the Constituency Development Fund Committee by the Board, who shall be ex-officio. Its main task is to prioritize projects from the locations. The list of priority projects is then submitted to parliament by the area Member of Parliament. This committee is also charged with the management and implementation of CDF projects at the constituency level. The terms of office for CDF committee members is three years renewable or upon the appointment of a new committee in a manner provided for in the CDF Act, whichever comes earlier. CDF funds are to be allocated to community based projects which ensure that the prospective benefits are available to a widespread cross-section of the inhabitants of a particular area. The officer of the board has specific responsibilities that include coordination of project implementation at the constituency. There exists no formal uniform organizational structure applied by all constituencies but constituencies establish structures based on directions of respective CDFC. All structures applied allocates duties and reporting chain around the chairman, secretary and treasurer of the CDFC with the officer of the board (Fund Account Manager).

There are indications that CDF is helping provide services to communities that for many years did not benefit substantially from government services. In particular, the poor have in the past experienced serious problems accessing basic services that are now made available through CDF. In this regard, if the CDF initiative is properly implemented, it

can play a significant role in the achievement of the Vision 2030 objectives, which are overly geared towards enhancing economic growth and poverty reduction. Nevertheless, there are increasing concerns about the utilization of CDF which suggest that the funds are not being utilized optimally. Given the importance of this Fund, it is critical to strengthen the institutional, design and implementation aspects of the CDF. This will be instrumental in enhancing the efficiency in the utilization of funds and reinforcing CDF implementation by promoting citizens participation in CDF processes and activities.

1.1.2 Project Implementation at the Consituency Level

Project implementation means putting new operating procedures in place to conduct training workshops, provide supervision, change information reporting forms, and so on (the “expressed theory of change” and “active theory of change,” Hernandez & Hodges, 2003) with the adoption of an innovation as the rationale for the procedures. The activities related to an innovation are occurring, events are being counted, and innovation-related languages are adopted.

However, not much of what goes on is necessarily functionally related to the new practice. Training might consist of merely didactic orientation to the new practice or program, supervision might be unrelated to and uninformed by what was taught in training, information might be collected and stored without affecting decision making, and the terms used in the new language may be devoid of operational meaning and impact. In business, this form of implementation has been called the Fallacy of Programmatic Change. That is, the belief that promulgating organizational mission statements, “corporate culture” programs, training courses, or quality circles will

transform organizations and that employee behavior is changed simply by altering a company's formal structure and systems (Beer, Eisenstat, & Spector, 1990). It is clear that the trappings of evidence-based practices and programs plus lip service do not equal putting innovations into practice with benefits to consumers.

Pmc Manual Cdf board (2010),CDF projects are implemented at grassroots level using projects management committees(PMC).This committees are elected by local people through barazas where at least (7) seven persons are elected to represent the locals in the implementation of this project.PMC members elects their chairman ,treasurer and secretary.This committee liases with CDFC in the implementation of their project.PMC has no legal mandate to procure and enter into contracts therefore it relies on CDFC to enter into contracts. Therefore the structure of CDFC significantly affects PMC operations and efficiency.

1.1.3 Constituency Development Fund in Kiambu County

Kiambu County is among the administrative counties in Kenya. It forms a suitable focus for this study due to its diverse nature reflecting both urban and rural environmental setup. Kiambu County is located in central Kenya. It constitutes the following constituencies Kiambaa, Githunguri, Limuru, Lari, Juja, Kabete, Gatundu North and Gatundu South. it borders Murang'a county to the North and North East, Machakos County to the East, Nairobi and Kajiado counties to the South, Nakuru County to the West, and Nyandarua County to the North West. Kiambu county is has a population of 1,623,282 (Male – 49%, Female – 51%), with a population density of 638 people per km². Its population has a national percentage of 4.20% and annual growth rate of 2.56. Of

the population, age distribution of the county is as 0-14 years (34.5 %), 15-64 years (61.9 %), 65+ years (3.6%) Kiambu Development plan (2010). Kiambu county has variety of CDF projects which the researcher of can obtain information regarding implementation. Each constituency CDF office that is run by CDFO officials and total of 389 projects from sectors of education, health, roads, security, water and sports and environment.

Kiambu county constituencies operates differently in terms of operations, organizational structure configurations and decision making centres. Kiambaa ,Juja and Gatundu North operates a more centralized system where the procurement and operations of PMC accounts are controlled at CDF office with little involvement of PMC. Githunguri and Limuru operates a more devolved structure with more empowered PMC. Gatundu south, Lari and Kikuyu constituencies operates a structure that empowers PMC with decision making being decentralized. These constituencies provide a diverse experience on operating organizational structure that may guide on analyzing the effect of formalization, decentralization and complexity of organization structure at constituency level and project implementation.

1.2: Research Problem

Nicholl (2006) Understanding organizational structure boils down to the knowledge of the concept of policies, prescriptions of authority, and hierarchies of responsibility. Similarly Chen (2007) notes that the allocations of work roles and administrative mechanisms allow organizations to conduct, coordinate, and control their work activities which is critical to implementation of projects. Mintzberg (1979) identified organizational structure for entities operating as subsidiary as a key component for

organizational achievement of primary objectives. Keats (2001) bureaucracy and formal structures is also viewed as necessary principal in administering public entities. It's on this premise that this study will assess the formalization of organization structure and projects implementation.

Anderson (2000) if organizational structure is not aligned with business strategy, your organization will face probable failure. Business strategy is the pursuit of new business objectives, including new products and services or new consumer markets. Although many employees focus on their work group's structure and give little thought to their organization's structure, existence of the appropriate organizational structure is vital to their personal success. Furthermore, the organizational structure dictates the chain of command, resulting in the reporting structure that provides accountability of those at all levels within the organization. This justifies undertaking the study on organizational structure and its relation to project implementation.

The implementation of CDF projects has been marred by repeated accusation of abuse of funds, patronage due to excessive powers of the members of parliament, lack of technical capacity, poor planning and other weaknesses which threaten to undermine the very success of the fund. CDF projects have reportedly been characterized by poor updates of progress reports, slow operation of CDFC and low management capacity of members appointed into the CDFC. It has been evidently noted that the identification of organizaional life is commonly achieved through the organisational structure . Though there have been attempts to address implementation problems ailing CDF projects.

Little emphasis have been laid on the extent to which implementation of these projects relate to organizational structure of CDF at constituency level. This therefore creates the need to undertake this study that seeks to examine the CDF structure at constituency level and implementation of CDF projects, with a focus on Kiambu County Kenya. This therefore created the need to undertake this study that sought to examine the CDF structure at constituency level and implementation of CDF projects, with a focus on Kiambu County Kenya. The study sought to answer the questions whether formalization and centralization of CDF structure at constituency level affects implementation of CDF projects?.

1.3 Research Objectives

The study sought to address the following objectives

- i. To establish the effect of formalization of CDF structure at constituency level and implementation of CDF projects in Kiambu County.
- ii. To establish the effect of centralization CDF structure at constituency level of and implementation of CDF projects in Kiambu County.

1.4: Value of the study

By examining the effect of Constituency Development Fund organizational structure and implementation of CDF projects at the constituency level, the study will provide an insight on the good and best practices for effective utilization of devolved funds. This therefore provides the government with probable policy recommendation. Transparency and accountability in implementation of CDF projects is critical for citizen`s economic and decision making empowerment and poverty reduction. The study therefore

contributes to the creation of better institutional and administrative frameworks for initiatives of CDF funds and empowerment of the communities in making choices and decisions for themselves as well as monitoring the funds.

The study also provides insight into organizations in devolved funds when establishing their structure since CDF is one of the largest and popular devolved fund in terms of resources and community involvement. This study will assist in setting and drafting schemes of services for different cadre of staff operating within devolved funds. The examination of the effects of CDF structure on project implementation will assist in endeavors geared towards establishing organization structure of the to be created county governments, this is because county governments will have to draw experiences from already existing devolved funds structure.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter has discussed the relevant literature on the organizational structure and implementation of projects. The theories of organizational structure, the concept of implementation, and the relationship between organizational structure and project implementation have been discussed in this chapter.

2.2 Concept of Organizational Structure

Grossi (1998) Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. This structure is developed to establish how an organization operates and assists an organization in obtaining its goals to allow for future growth. The structure is illustrated using an organizational chart. Montana & charnov (1993) organizational structure can only be explained by exploring principles of departmentation, delegation, centralization, scalar principle and contingency approach.

Degroot & Brwonlee (1996) Several types of organizational structures are each defined to meet the needs of organizations that operate differently. Types of organizational structure include divisional, functional, geographical and matrix. A divisional structure is suitable for organizations with distinct business units, while a geographical structure provides a hierarchy for organizations that operate at several locations nationally or internationally. A functional organizational structure is based on each job's duties. A matrix structure,

which has two or several supervisors for each job to report to, is the most complicated but may be necessary for large organizations with many locations and functional areas.

2.3 Theories of Organizational Structure

Several theories have been put across to explain structure of organizations. For the purposes of this study the modern theories of organizational structure were used. Modern theories of organizational structure will be considered. This includes the systems approach, social – technical approach, and contingency or situational approach. Modern theories tend to be based on the concept that the organization is a system which has to adapt to changes in its environment. In modern theory, an organization is defined as a designed and structured process in which individuals interact for objectives (Hicks and Gullet, 1975).

The contemporary approach to the organization is multidisciplinary, as many scientists from different fields have contributed to its development, emphasizing the dynamic nature of communication and importance of integration of individual and organizational interests. These were subsequently re-emphasized by Bernard (1938) who gave the first modern and comprehensive view of management. Subsequently, conclusions on systems control gave insight into application of cybernetics. The operation research approach was suggested in 1940. It utilized the contributions of several disciplines in problem solving. Von Bertalanffy (1951) made a significant contribution by suggesting a component of general systems theory which is accepted as a basic premise of modern theory.

Some of the notable characteristics of the modern approaches and of relevant to project implementation within the CDF structure include; a systems view point , a dynamic

process interaction , multilevel and multidimensional, multimotivated, probabilistic , multidisciplinary , descriptive , multivariable and adaptive .The systems approach views organization as a system composed of interconnected - and thus mutually dependent - sub-systems. These sub-systems can have their own sub-sub-systems. A system can be perceived as composed of some components, functions and processes (Albrecht, 1983).

The situational approach (Selznick, 1949; Burns and Stalker, 1961; Woodward, 1965; Lawrence and Lorsch, 1967) is based on the belief that there cannot be universal guidelines which are suitable for all situations. Organizational systems are inter-related with the environment. The contingency approach (Hellriegel and Slocum, 1973) suggests that different environments require different organizational relationships for optimum effectiveness, taking into consideration various social, legal, political, technical and economic factors.

Kathryn (2009) Contingency theory deals primarily with conflict, which previous theories considered something to be avoided at all costs. Conflict is unavoidable, but according to contingency theory it is manageable. Organizations evolve to meet their own strategic needs in rational, sequential and linear ways. Adapting to changes in the environment is important to managerial and organizational success. Managers must be able to make decisions contingent on current circumstances.

2.4 Concept of Project Implementation

For the purpose of this study, implementation is defined as a specified set of activities designed to put into practice an activity or program of known dimensions (Ager, 2001). According to this definition, implementation processes are purposeful and are described

in sufficient detail such that independent observers can detect the presence and strength of the “specific set of activities” related to implementation. In addition, the activity or program being implemented is described in sufficient detail so that independent observers can detect its presence and strength.

Various authors have discussed the purposes and outcomes of implementation attempts in different ways (Goggin, 1986). The purpose and outcomes of implementation attempts might be categorized as; Paper implementation means putting into place new policies and procedures (the “recorded theory of change,” Hernandez & Hodges, 2003) with the adoption of an innovation as the rationale for the policies and procedures. One estimate was that 80-90% of the people-dependent innovations in business stop at paper implementation (Rogers, 2002). Westphal, Gulati, & Shortell (1997) found in their survey of businesses that, “If organizations can minimize evaluation and inspection of their internal operations by external constituents through adoption alone, they may neglect implementation altogether, decoupling operational routines from formally adopted programs.” Thus, paper implementation may be especially prevalent when outside groups are monitoring compliance (e.g., for accreditation) and much of the monitoring focuses on the paper trail. It is clear that paperwork in file cabinets plus manuals on shelves do not equal putting innovations into practice with benefits to consumers.

Process implementation means putting new operating procedures in place to conduct training workshops, provide supervision, change information reporting forms, and so on (the “expressed theory of change” and “active theory of change,” Hernandez & Hodges,

2003) with the adoption of an innovation as the rationale for the procedures. The activities related to an innovation are occurring, events are being counted, and innovation-related languages are adopted. However, not much of what goes on is necessarily functionally related to the new practice. Training might consist of merely didactic orientation to the new practice or program, supervision might be unrelated to and uninformed by what was taught in training, information might be collected and stored without affecting decision making, and the terms used in the new language may be devoid of operational meaning and impact.

In business, this form of implementation has been called the Fallacy of Programmatic Change. That is, the belief that promulgating organizational mission statements, “corporate culture” programs, training courses, or quality circles will transform organizations and that employee behaviour is changed simply by altering a company’s formal structure and systems (Beer, Eisenstat, & Spector, 1990). It is clear that the trappings of evidence-based practices and programs plus lip service do not equal putting innovations into practice with benefits to consumers.

Performance implementation means putting procedures and processes in place in such a way that the identified functional components of change are used with good effect for consumers (the “integrated theory of change,” Hernandez & Hodges, 2003; Paine, Bellamy, & Wilcox, 1984). It appears that implementation that produces actual benefits to consumers, organizations, and systems requires more careful and thoughtful efforts as described by the authors reviewed in this study.

2.5 Organizational Structure and Project Implementation

As earlier mentioned, structural nature of organization is critical in ensuring that the idea, policies and organizational objectives are tailored towards meeting organizational strategies. In the context of the present study, the structure of organizations is presumed to play an important role in the three degrees of implementation of projects mentioned earlier. This includes; paper, process and performance implementations. There has been empirical evidence relationship organizational structure and project implementation on different perspectives.

Rosen (2001) proposed staff selection in structuring an organization as an important drive in project implementation. He however noted that selection of staff was rarely evaluated in human service programs. Goldman (2001) concurred with Rosen's observations in the sense that he affirmed the notion that selection may be a key ingredient of implementation at every level. Goldman identified areas whose composition may influence project implementation. This included; selection of organizational staff, trainers, coaches, administrators and evaluators). Selecting the staff that would constitute the overall structure of an organization was found to be important to having effective practitioners, excellent trainers, effective coaches, skilled evaluators, facilitative administrators, or effective suppliers.

Without hospitable leadership and organizational structures, core implementation components cannot be installed and maintained. Without adequate pay, skillful evidence-based practitioners will be hard to find and keep and programs will falter. Like gravity,

organizational and external influence variables seem to be omnipresent and influential at all levels of implementation.

Based on years of experience, Rosenheck (2001) sees “organizational process as a largely unaddressed barrier and as a potential bridge between research and practice” (p. 1608). “Large human service organizations are characterized by multiple and often conflicting goals, unclear and uncertain technologies for realizing those goals, and fluid participation and inconsistent attentiveness of principal actors.

It is in this field of competition, ambiguity, and fluid managerial attention that efforts to import research findings into practice take place” (p. 1608). The challenges and complexities go beyond individuals and the organizations for which they work. Goldman (2001) state that a “major challenge is to identify policy interventions that facilitate implementation of evidence-based practices but also minimize barriers to implementation” (p. 1592). The importance of facilitative administration is often discussed and rarely evaluated with respect to implementation outcomes. The impacts of external influence factors on evidence-based practices and programs are even deeper in the shadows of empirical findings. Consequently, there is little to “conclude” from the implementation evaluation literature.

Based on the above literature, it can be viewed that implementation of projects is based on core implementation components i.e. training, coaching and feeding information on performance. It also seems that assuring the availability and integrity of the core implementation components is functional work of an organization. Organizations

implementing projects selects, hires/ reassigns personnel, provides facilitative support, works with external systems to assure adequate financing. Organizations exist in a shifting ecology of community state, state, and federal social, economic, cultural, political, and policy environments that variously and simultaneously enable and impede implementation and program operation efforts.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents a systematic discussion on research strategy that was adopted in establishing the effects organizational structure of CDF at constituency level and implementation of CDF projects. The chapter presents the research methodology under the following subsections; the research design, target population, sampling procedure and sample size, research instruments, validity and reliability, data analysis procedures and ethical considerations.

3.2 Research design

A descriptive survey design was used to accomplish the research objectives. This method considered useful in this study because several projects within Kiambu County were sampled and thus the survey facilitated generalization based on a small sample. According to Kenya Institute of Management (2009), a survey design describes people responses to questions about a phenomenon or situation with aim of understanding respondents perceptions from which truism is constructed.

3.3 Target population

The target population for the study was the CDF projects drawn from the constituencies within Kiambu County. This comprises of 389 projects implemented during 2011-2012 financial year, covering such sectors as education, health, roads, security, water and sports and environment within the eight constituencies in the county. Table 3.1 below describes the constituencies and the projects being implemented in different sectors.

3.4 Sampling design and sample size

Sampling is defined by Chandran (2004), as a method used in drawing samples from a population usually in such a manner that the sample will facilitate determination of some hypothesis concerning the population. Stratified random sampling was used to select the projects to participate in the study. In the selected projects, one project management committee member was used to provide information on the extent of implementation.

According to Mugenda, (2003) stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata. With stratified sampling, the researcher can representatively sample even the smallest and most inaccessible subgroups in the population. This allows the researcher to sample the rare extremes of the given population. Kothari (2004) further indicates that stratified sampling gives a higher statistical precision by decreasing the variability within the groups. The projects were stratified per constituency and a sampling fraction of 20% based on Kothari (2004) recommendations for sample size picked from every project. The sample size for the projects to participate in the study will therefore be 78. The summary of sampled population has been broken down in table 3.2 below.

Table 3.1: Sampled population

Constituency	Sampled CDF committee members	Total projects	Sampled projects (20% of the total)
1. Gatundu South	2	46	9
2. Gatundu North	2	41	8
3. Juja	2	84	17
4. Githunguri	2	43	9
5. Kiambaa	2	35	7
6. Kabete	2	35	7
7. Limuru	2	23	5

8. Lari	2	82	16
Total	16	389	78

3.5 Data collection instruments

The researcher used both secondary and primary data to accomplish the research objectives. Primary data was collected through questionnaires administered to project management committees and CDFC officials. Questionnaire is suitable for this study because according to Chandran (2004), they provide a high degree of data standardization and adoption of generalized information amongst any population. They are useful in a descriptive study where there is need to quickly and easily get information from people in a non-threatening way. They provide flexibility at the creation phase in deciding how questions were administered.

3.6 Data Analysis

Quantitative technique was used to undertake data analysis. This involved analysis by use of numeric measures in establishing the scores of responses provided. This entailed generation of descriptive statistics after data collection, estimation of population parameters from the statistics, and making of inferences based on the statistical findings, with help of Statistical Package for Social Sciences (SPSS). The output was presented in form of tables and charts. The results of the numerical data were then interpreted based on the research objectives and thereafter conclusion and recommendations made.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction

This chapter represents the findings of the study on the Constituency Development Fund structure and project implementation at constituency level. The findings have been broken down into; the background information, data analysis and discussion of results.

4.1 Background Information

This section highlights the response rate and respondents demographic information. This provides insight on basis of data analysis.

4.1.1 Response rate

Table 4.2: Response rate

Response rate					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Responded	66	84.6	84.6	84.6
	Did not respond	12	15.4	15.4	100.0
	Total	78	100.0	100.0	

The study targeted 78 projects out of which 66 project committee members responded to the study while 12 did not respond. This gave a response rate of 84.6%. The study response rate was deemed adequate based on various researchers' recommendation for adequacy of response rate. For example Mugenda (2009) indicates that a response rate above 50% an adequate representation of study phenomenon. Likewise, Kothari (2003) recommends response rate above 50 % provided the sampling was adequately undertaken.

4.1.2 Respondents Demographic Information

Table 4.3: Respondents Demographic Information

Demographic Information		Frequency	Percentage %
Gender	Male	42	63.6%
	Female	24	36.4%
	Total	66	100.0%
Period as a member of CDF committee	less than 1 year	0	0.0%
	1- 2 years	22	33.3%
	2-3 years	19	28.8%
	Over 3 years	25	37.9%
	Total	66	100.0%
Highest level of educational qualification attained	O – level	35	53.0%
	A – level	0	0.0%
	Certificate	2	3.0%
	Diploma	13	19.7%
	Degree	11	16.7%
	post graduate qualifications	5	7.6%
	Total	66	100.0%

The respondents demographic information represented a higher population of male (63.6%) compared to female whose population was 36.4%. Majority (37.9%) of the respondents had been project committee members for a period of over 3 years. A small difference on experience as far as CDF project committee members was concerned was reflected, with 33.3% having 1-2 years of experience while 28.8% had 2-3 years of experience . Majority of respondents examined had attained O- level educational qualifications. Other educational qualifications featured here include diplomas (19.7%), degrees (16.7%) and post graduate qualifications 7.6%.

4.2 Implementation of CDF projects at Constituency level

Implementation of CDF projects was the study's dependent variable which was presumed to be a function of organizational structure. Various parameters were examined as far as the implementation of projects at constituency level was concerned. This included rating of implementation of CDF projects, features reflecting degrees of project implementation, and rating of CDF committee at constituency level to implement projects.

4.2.1 Rating on project implementation

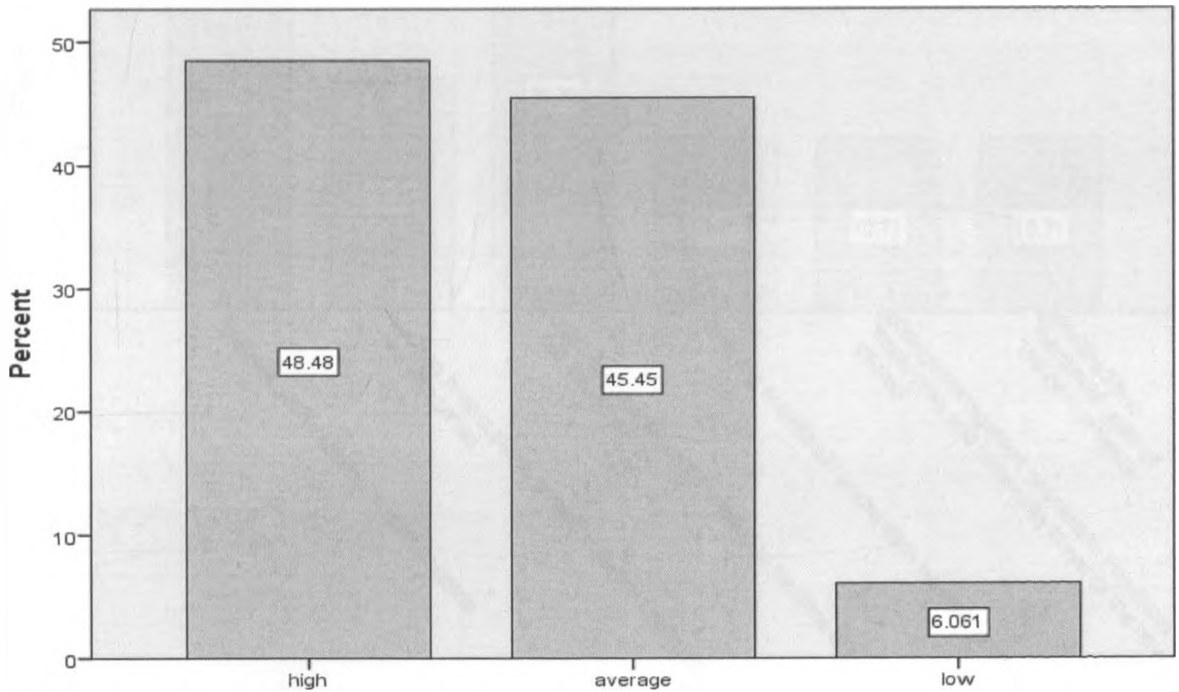


Figure 4.1: Rate of Implementation of CDF projects at constituency level

There was a small difference between highest rating for project implementation at constituency level with 48.48% rating it high while 45.45 % rated it average. Minority (5.06%) of the respondents a low rating. This rating could imply that project implementation was highly successful in some cases and averagely successful in others.

4.2.2 Degree of project implementation

Respondents were asked to indicate various degrees within which they felt projects within their constituency was implemented. The results on these findings were presented on figure 4.2 below.

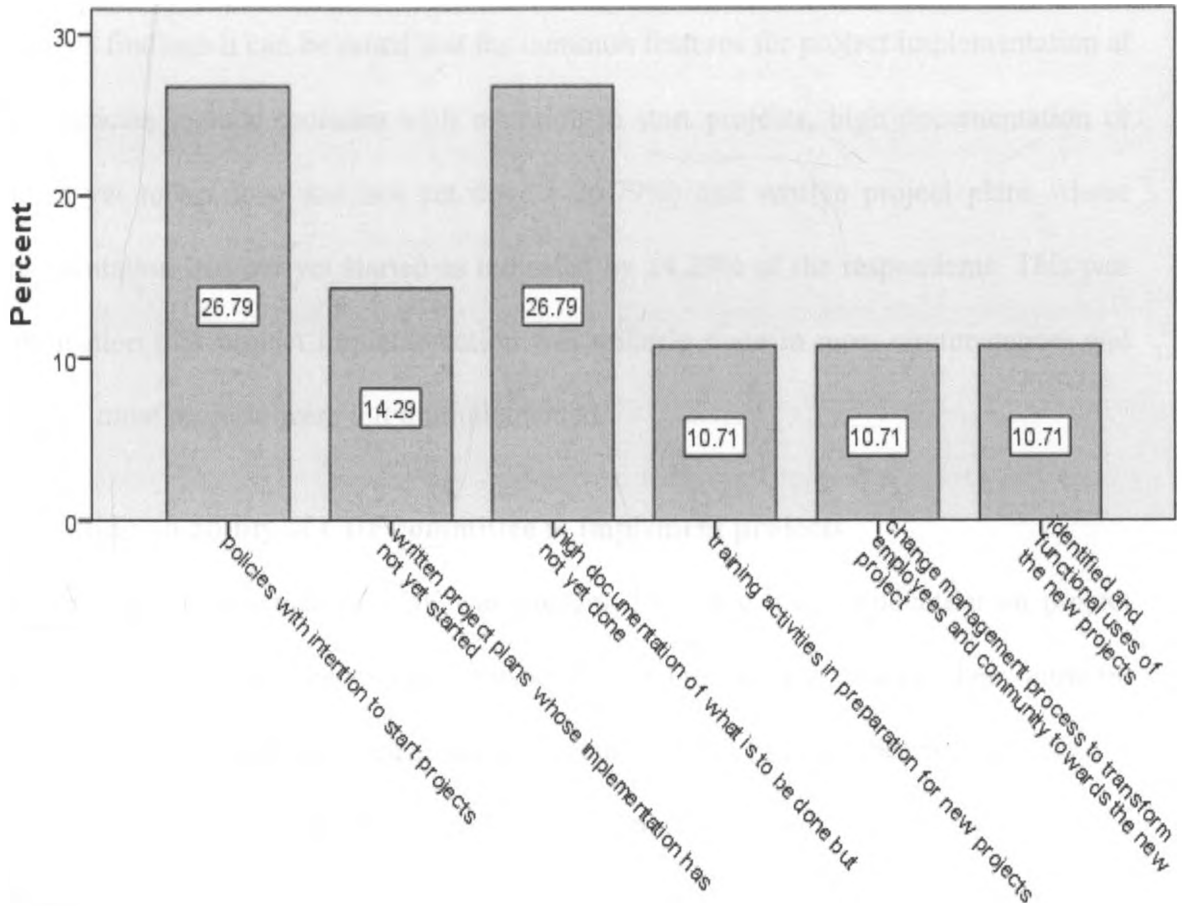


Fig 4.2: Features that characterize the degree of project implementation at constituency level

Several features were found to characterize the degree of project implementation at constituency level. This included; policies with intention to start projects as indicated by 26.79% of the respondents , written project plans whose implementation had not yet

started as indicated by 14.29% of the respondents, high documentation of what is yet to be done and not yet done (26.79%), training activities in preparation of new projects, change management process to transform employees and community towards new projects and identified and functional uses of new projects as indicated by 10.71% of the respondents respectively.

From this findings it can be noted that the common features for project implementation at constituencies include ;policies with intention to start projects, high documentation of what is yet to be done and not yet done (26.79%) and written project plans whose implementation had not yet started as indicated by 14.29% of the respondents. This was an indication that project implementation was unfairly done in most circumstances and therefore most projects were left unimplemented.

4.2.3 Rating on ability of CDF committee to implement projects

The organization structure of CDF was presumed to have high implication on project implementation at constituency level. Respondents were asked to indicate their rating on the ability of CDF committee members to implement CDF projects, bearing in mind that they are the persons responsible for administration of CDF organizations. The findings indicated that

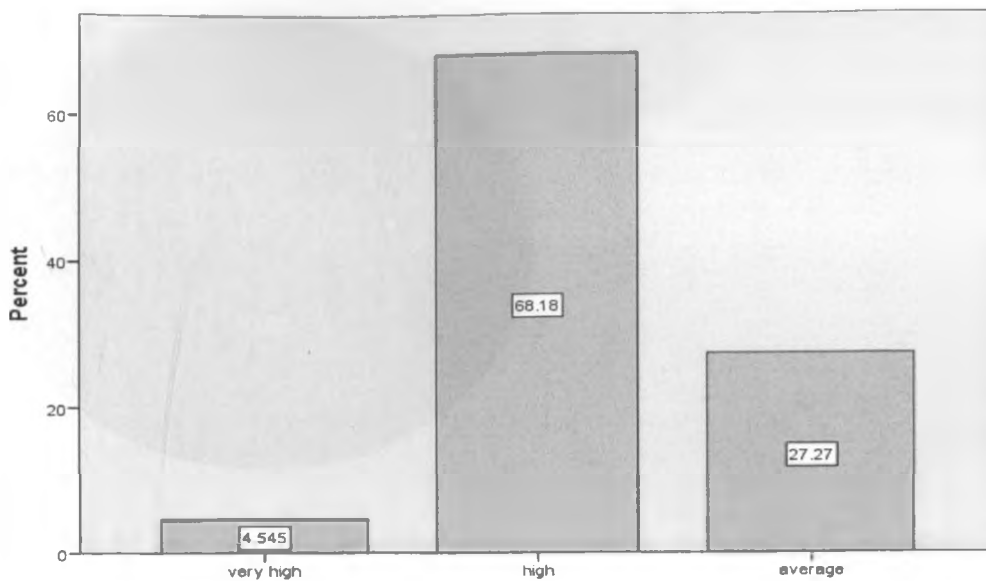


Fig 4.3: Rating on the ability of CDF committee members to implement projects

The rating on ability of CDF committee members to implement projects was rated high by 68.18% of the respondents. Very high by 4.54% of the respondents and average by 27.27% of the respondents. These findings indicate that a strong perception about CDF committee members as far as implementation of projects is concerned.

4.2.4 Link between administrative structure and ability to implement projects

Respondents were asked to indicate the link between their rating in figure 4.4 above administrative structure of CDF projects. Findings in response to this were presented in figure 4.5 below.

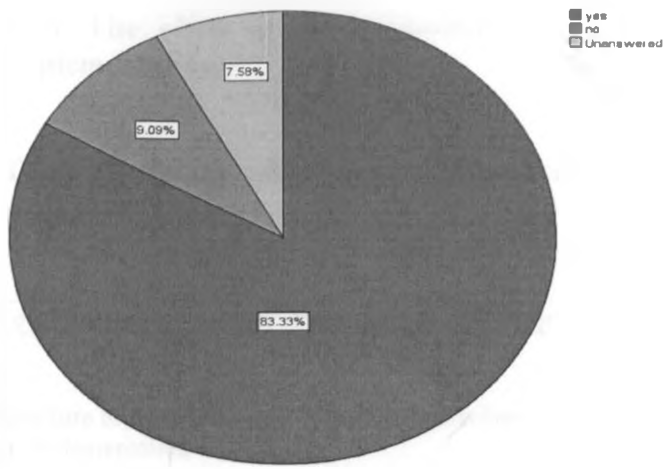


Figure 4.4 Link between administrative structure and ability to implement projects

The findings confirm as confirmed by 83.33% majority of respondents is that the ability of CDF committee to implement projects at constituency level was linked to administrative structure within the CDF. These findings concur with Rosen (2001) observation that leadership and organizational structures that need to be adequately nurtured with adequate pay and continuous motivation for employees.

4.3 The relationship between organizational structure and implementation of CDF projects

The study examined the relationship between organizational structures and implementation of CDF projects, under the premise that different structural features had influenced implementation of CDF projects in Kiambu County. Organizational structure was therefore segmented into extent of formalization as well as centralization of activities that facilitated project implementation. The findings have been presented in the following subsections.

4.3.1 The effect of formalization of CDF structure at Constituency level and implementation

Table 4.4 Relationship between structural formalization and implementation of CDF projects

Effect of formalization and implementation of CDF projects		Frequency	Percentage %
CDF structure provided has well defined job activities for efficiency project implementation	Strongly agree	19	28.8%
	Agree	3	4.5%
	Neutral	2	3.0%
	Disagree	34	51.5%
	Strongly disagree	8	12.1%
	Total	66	100.0%
No well laid down rules and regulations that control how work is done	Strongly agree	14	21.2%
	Agree	4	6.1%
	Neutral	12	18.2%
	Disagree	17	25.8%
	Strongly disagree	19	28.8%
	Total	66	100.0%
The structure allows for formal decision only	Strongly agree	0	0.0%
	Agree	19	28.8%
	Neutral	14	21.2%
	Disagree	23	34.8%
	Strongly disagree	10	15.2%
	Total	66	100.0%
CDFC officials have well standardized job descriptions	Strongly agree	0	0.0%
	Agree	5	7.6%
	Neutral	16	24.2%
	Disagree	23	34.8%
	Strongly disagree	22	33.3%
	Total	66	100.0%
The structure enables work to be controlled by rules and regulations	Strongly agree	13	19.7%
	Agree	7	10.6%
	Neutral	21	31.8%
	Disagree	25	37.9%
	Strongly disagree	0	0.0%
	Total	66	100.0%
Our structure propagates high procedural operations	Strongly agree	7	10.6%
	Agree	15	22.7%
	Neutral	23	34.8%
	Disagree	21	31.8%
	Strongly disagree	0	0.0%
	Total	66	100.0%

The relationship between structural formalization and implementation of CDF projects was examined through various assertions that sought to link between formalization and

project implementation. On the assertion, “CDF structure provided a well defined job activities for efficiency of project implementation, 28.8% of respondents strongly agreed, and 4.5% agreed, 3% were neutral, 51.5% disagreed while 12.1% strong disagreed with the assertion. From this it can be noted that CDF structure at constituency level was not formalized and therefore high likelihood of little efficiency as far as project implementation was concerned.

On the assertion that there were no well laid down rules and regulations that control how work is done, 21.2% of the respondents strongly agreed with the assertion, 6.1% agreed, 18.2% were neutral, 25.8% disagreed while 28.8% strongly disagreed. From the majority response, it can be noted that organizational structure at CDF level does not allow for well laid down rules and regulations that control how work is done. On the assertion that organizational structure allowed for formal decisions only, 0% strong agreed, 28.8% agreed, 21.2% were neutral, 34.8% disagreed while 15.2% strongly disagreed.

Majority of the respondents disagreed that the structure allowed for formal decisions. This could be a clear indication that at constituency level, there was both formal and informal decisions as far as project implementation was concerned. On the assertion seeking to establish the level of job standardization, respondents were asked to indicate their levels of agreement with the assertion that CDFC officials had well standardized job descriptions. The findings indicated that 0% of the respondents strongly agreed with the assertion, 7.6 % agreed with the assertion, 24.2% were neutral, 34.8% disagreed with the assertions, while 33.3% strongly disagreed with the assertion. From this findings, it can

be noted that there is no standardized job description that allow CDF committee official to execute their mandate in an official manner.

Work control is another aspect of formalization that the study sought to investigate. In reference to this, respondents were asked to indicate their level of agreement on the assertion that the structure enabled work to be controlled by rules and regulations. The findings indicated strong agreement by 19.7% of the respondents, agreement by 10.6% of the respondents, neutral by 31.8% of the respondents. Disagree by 37.9% and strongly disagree by 0% of the respondents. The findings indicate a likelihood that work at project implementation at constituency level is not likely influenced by rules and regulations.

4.3.2 Effect of centralization of CDF structure at constituency level and implementation

Centralization of CDF structure was examined as an important premise within which implementation of projects could be facilitated or stalled. The findings have been represented on table 4.5 below.

Table 4.5: Effect of centralization of CDF structure and project implementation

		Frequency	Percentage %
The structure does not allow innovativeness at constituency level	Strongly agree	7	16.3%
	Agree	0	0.0%
	Neutral	17	39.5%
	Disagree	6	14.0%
	Strongly Disagree	13	30.2%
	Total	43	100.0%
Ability/authority to make decisions on project implementation	Strongly agree	8	12.5%
	Agree	9	14.1%
	Neutral	38	59.4%
	Disagree	4	6.2%
	Strongly Disagree	5	7.8%
	Total	64	100.0%
Our structure propagates high procedural operations	Strongly agree	7	10.6%
	Agree	15	22.7%

	Neutral	23	34.8%
	Disagree	21	31.8%
	Strongly Disagree	0	0.0%
	Total	66	100.0%
Distance between CDF offices and project sites is an hindrance to successful project implementation	Strongly agree	30	45.5%
	Agree	12	18.2%
	Neutral	9	13.6%
	Disagree	2	3.0%
	Strongly Disagree	13	19.7%
	Total	66	100.0%
Long chain of command make project implementation process longer anticipated	Strongly agree	39	59.1%
	Agree	5	7.6%
	Neutral	6	9.1%
	Disagree	11	16.7%
	Strongly Disagree	5	7.6%
	Total	66	100.0%
Educational difference in committee members makes it hard to implement and manage projects	Strongly agree	31	47.0%
	Agree	14	21.2%
	Neutral	6	9.1%
	Disagree	15	22.7%
	Strongly Disagree	0	0.0%
	Total	66	100.0%
Political changes occasionally interferes with project implementation in the county	Strongly agree	59	89.4%
	Agree	2	3.0%
	Neutral	0	0.0%
	Disagree	5	7.6%
	Strongly Disagree	0	0.0%
	Total	66	100.0%
Intervention of NGO,CBO and other non-governmental agencies increases the speed of project implementation	Strongly agree	48	72.7%
	Agree	2	3.0%
	Neutral	0	0.0%
	Disagree	16	24.2%
	Strongly Disagree	0	0.0%
	Total	66	100.0%

Most (39.5%) respondents indicated a neutral opinion on the assertion that the the structure of CDF does not allow innovativeness at constituency level. It was also noted from majority of the respondents that the distance between CDF offices and project sites is an hindrance to success of projects as indicated by 45.5% majority of the respondents. On the assertion that long chain of command made project implementation process longer than anticipated, 59.1% of the respondents strongly agreed with the assertion. Educational difference in committee members was also found to be an hindrance to

implementation and projects. This was as indicated by 47% majority of the respondents. Political changes was found to occasionally interfere with project implementation in the country .In the assertion political changes occasssionaly interfere with project implementation in the county , 89.4% of the respondents strongly agreed with the assertion. Intervention of NGO, CBO and other non governmental agencies increases the speed of project implementation. On the assertion “Intervention of NGO, CBO and other non- governmental agencies increased the speed of project implementation, 72% majority of respondents agreed with the assertion. CDF structure has been found to be characterized centralized procedures that at times stalls or interferes with the process of project implementation.

4.3.3 Regression analysis on the relationship between CDF structure and implementation of projects

A multiple linear regression was undertaken to examine the overall relationship between the structure of CDF and implementation of CDF projects in reference to formalization as well as centralization of the structure. The findings in response to this has been presented on table 4.6 below.

Table 4.6: Summary of regression model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230 ^a	.053	0.020	.612
a. Predictors: (Constant), Centralization of the structure, Formalization of the structure				
b. Dependent Variable: Implementation of CDF projects				

The findings on table 4.6 above indicate that the overall correlation value for formalization and centralization of CDF structure is 0.23 indicated by the value of R. This indicated that a weak relationship existed as far as organizational structure and implementation of CDF projects were concerned.

Table 4.7 Coefficient values

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.064	.480		4.302	.000
	Formalization of CDF structure	.473	.263	.230	1.796	.078
	Centralization of the structure	-.002	.090	-.003	-.026	.979

a. Dependent Variable: Implementation of CDF projects

Beta coefficient value generated reflected the strength of influence as far as various organizational structures are concerned. Formalization has a Beta coefficient of 0.23 indicating a weak positive relationship while that of centralization was- 0.03 indicating a weak negative correlation. It can therefore be noted that as the structure becomes formal, the level of project implementation keeps on increasing. On other hand as the structure becomes more and more centralized, project implementation at constituency level becomes is negatively affected.

4.4 Discussion

This section presents the findings from data analysis results. The dependent variables of study are discussed in relation to how it relates to independent variables of the study.

4.1.1 Background Information

The study response rate was deemed adequate based on various researchers' recommendation for adequacy of response rate. For example Mugenda (2009) indicates that a response rate above 50% an adequate representation of study phenomenon. Likewise, Kothari (2003) recommends response rate above 50 % provided the sampling was adequately undertaken. The respondents demographic information represented a higher population of male compared to female whose population. Most of the respondents had been project committee members for a period of over 3 years indicating reasonable experience in their area of operation. A small difference on experience as far as CDF project committee members was concerned was reflected. Lack of post secondary educational qualifications by majority of respondents was a clear indicator of high knowledge gap between CDFC at constituency level and national level.

4.1.2 Implementation of CDF projects at Constituency level

Implementation of CDF projects was the study's dependent variable which was presumed to be a function of organizational structure. Various parameters were examined as far as the implementation of projects at constituency level was concerned. There was high and average rating that could imply that project implementation was highly successful in some cases and averagely successful in others.

Several features found to characterize the degree of project implementation at constituency level included; policies with intention to start projects, written project plans whose implementation high documentation of what is yet to be done and not yet done, training activities in preparation of new projects, change management process to transform employees and community towards new projects and indentified and functional uses of new projects. It can therefore be concluded that project implementation was unfairly done in most circumstances and therefore most projects were left unimplemented.

4.1.3 Rating on ability of CDF committee to implement projects

The organization structure of CDF was presumed to have high implication on project implementation at constituency level. Respondents rating on the ability of CDF committee members to implement CDF projects was high. This indicated that a strong perception about CDF committee members as far as implementation of projects is concerned. It was also confirmed that the ability of CDF committee to implement projects at constituency level was linked to administrative structure within the CDF. These findings concur with Rosen (2001) observation that leadership and organizational structures that need to be adequately nurtured with adequate pay and continuous motivation for employees.

4.1.3 Administrative structure and implementation of CDF projects

The relationship between structural formalization and implementation of CDF projects was examined through various assertions that sought to link between formalization and

project implementation. The structures of CDF at constituency level was not formalized and therefore high likelihood of little efficiency as far as project implementation was concerned. It was also noted that organizational structure at CDF level does not allow for well laid down rules and regulations that control how work is done. Majority of the respondents disagreed that the structure allowed for formal decisions. This could be a clear indication that at constituency level, there was both formal and informal decisions as far as project implementation was concerned. There is no standardized job description that allow CDF committee official to execute their mandate in an official manner. With reference to work formalization, majority of the respondents strong disagreement with the assertion that structure enabled work to be controlled by rules and regulations.

4.1.4 Centralization of CDF structure and implementation of projects

Most respondents indicated a neutral opinion on the assertion that the nature of CDF structured to enhance innovativeness in project implementation. It was also noted from majority of the respondents that the distance between CDF offices and project sites is an hindrance to success of projects. Respondents indicated that longer chains of command increased the time required to implement projects. Educational difference in committee members was also found to be an hindrance to implementation and projects. Political changes was found to occasionally interfere with project implementation in the county. On the assertion “Intervention of NGO, CBO and other non- governmental agencies increased the speed of project implementation, 72% majority of respondents agreed with the assertion. CDF structure has been found to be characterized centralized procedures that at times stalled or interfered with the process of project implementation.

The overall correlation value for formalization and centralization of CDF structure is 0.23 indicated a weak relationship existed as far as organizational structure and implementation of CDF projects were concerned. It was further noted that as the structure becomes formal, the level of project implementation keeps on increasing. On other hand as the structure becomes more and more centralized, project implementation at constituency level becomes is negatively affected

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter represented the findings on the study “Structure of CDF at constituency level and implementation of projects. The findings have been broken down into; summary, conclusion and recommendations.

5.1 Summary & Findings

The study response rate provided adequate ground to draw conclusion and recommendation being over half the sample size. Most respondents had at least 3 years experience and O level educational qualifications. Other educational qualifications featured here include diplomas degrees and post graduate qualifications.

The rate of project implementation is high in some areas and average in other areas within the county. Project implementation is characterized by several features which include policies with intention to start projects, written project plans whose implementation had not yet started, high documentation of what is yet to be done and not yet done, training activities in preparation of new projects, change management process to transform employees and community towards new projects and indentified and functional uses of new projects. The rating on ability of CDF committee members to implement projects was rated high by majority of the respondents.

Ability to implement CDF projects was highly linked with the administrative structure as per majority response. These findings concur with Rosen (2001) observation that leadership and organizational structures that need to be adequately nurtured with adequate pay and continuous motivation for employees.

CDF structure at constituency level was found to be little formalised as indicated by level of job definition, rules and regulations that controlled work activities, formality of decisions, job standardization and work control. Majority of respondents indicated either a neutral opinion on the assertion that the the structure of CDF does not allow innovativeness at constituency level.

Distance between CDF offices and project sites are an hindrance to success of projects. Long chain of command made project implementation process longer than anticipated. Educational difference in committee members was also found to be an hindrance to implementation of projects. Political changes was found to occasionally interfere with project implementation in the county .Intervention of NGO, CBO and other non governmental agencies increases the speed of project implementation. CDF structure was been found to be characterized by centralized procedures that at times stalls or interferes with the process of project implementation. The overall correlation value for formalization and centralization of CDF structure shows that a weak relationship existed as far as organizational structure and implementation of CDF projects were concerned.

Formalization has a Beta coefficient of 0.23 indicating a weak positive relationship while that of centralization was- 0.03 indicating a weak negative correlation. It can therefore be

noted that as the structure becomes formal, the level of project implementation keeps on increasing. On other hand as the structure becomes more and more centralized, project implementation at constituency level becomes is negatively affected.

5.2 Conclusion

The study sought to establish the effect of CDF structure and project implementation at Kiambu County. From the study finding, it can be concluded that the structure of CDF at constituency level has a considerable level of influence as far as project implementation in concerned. CDF structure has some level of formalization although is not well brought out in the questionnaire response. Formalization of the structure is eminent at National level and is characterized by well defined job activities, well laid rules and regulations that control how work is done, formal decision making, well standardized job description, controlled rule and regulation. The level of formalization is however less pronounced at constituency level.

There is a positive weak relationship between formalization of CDF structure and implementation of projects, this possibly implies that though formalization can have high attribution towards project implementation, it is not highly practiced at constituency level and therefore this could be the reason as to why a considerable number of projects have been averagely implemented.

The level of centralization is a critical determinant in implementation of projects at constituency level. A centralized structure is likely to attract less innovativeness within an organization if the organization is not at the top of decision making process. Likewise

a more decentralized structure is likely to increase the level of innovativeness and thus efficiency in organizational operations. Among the deterrent factors in centralized structure and of limiting factor to project implementation at constituency level include, long chains of command that make project implementation process longer than anticipated, high education gap among project committee members that make it hard to implement and manage projects and political changes that occasionally interfere with project implementation at the constituency.

A weak relationship between organizational structure and project implementation at constituency level is probably a strong indicator that organization structure cannot function alone in enhancing overall project implementation. Interplay between several other factors such as government policies and intervention by NGOs and CBOs could be a determining factor in influencing project implementation.

5.3 Recommendations

Various recommendations were made based on the study finding and conclusion drawn from the study as indicated.

5.3.1 Recommendations for policy and practice

The study established that project implementation at constituency level has not been highly achieved. While noting that organizational structure played key role in project implementation, various aspects of organizational structure remained unexploited and thus the much potential for organization structure to influence project implementation was at waste. Administrative structure was particularly found to have weaknesses that

could be addressed through provision of well defined rules and regulations on job allocation, allowing for formal decisions that could enhance objectivity in project implementation process, increasing the level of job standardization, reducing the level of procedural activities. The government should come up with policies that enhance control and ownership of CDF projects at constituency level so as to increase the level of innovative and efficiency within which projects are implemented.

5.3.2 Recommendation for further research

Organizational structure was found to have weak relationship with project implementation raising the likely hood that other factors may have an interactive effect as far as project implementation is concerned. A further study should therefore be undertaken to establish the other factors affecting implementation of CDF projects at constituency level.

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APPENDICES

Appendix I: Introduction letter

Alex Kioko

Nairobi University

P.O Box 10205-00100

Nairobi

2nd May, 2012

Ministry of Planning Department

Kiambu County

Kiambu

Dear Sir / Madam,

RE: PERMISSION TO COLLECT DATA FOR ACADEMIC RESEARCH

I am a master's student in Nairobi University taking a course in Strategic Management. I am undertaking a study as part of requirement for my study, aimed at solving a problem, or adding knowledge in my area of specialization. This study therefore seeks to establish the relationship between the structure of CDF organizations and implementation of CDF projects within Kiambu County. I therefore request your permission to undertake the study within you area of jurisdiction. The information provided will solely be used to accomplish academic goals.

Yours Faithfully,

Alex Kioko

Appendix ii: Questionnaire for CDF committee members

RE: INTRODUCTION

Dear Respondent

This questionnaire is aimed at gathering primary data on the relationship between the structure of CDF organizations and implementation CDF projects in Kiambu County. You are kindly requested to fill in the questions depending on the instructions given. The information you provide will be treated with utmost confidentiality and will be used for the purpose of accomplishing academic goals. Do not include your name anywhere in the questionnaire. Note that there are no wrong or right answers.

PART A: Background information

1. Kindly indicate your gender
 - a. Male
 - b. Female

2. How long have you been a member of CDF committee at your constituency
 - a. Less than 1 years
 - b. 1-2 Years
 - c. Over 2-3 Years
 - d. Over 3 Years

3. Kindly indicate your highest level of educational qualification attained
 - a. O – Level
 - b. A- Level
 - c. Certificate
 - d. Diploma
 - e. Degree
 - f. Post Graduate qualifications

PART B: Relationship between organizational structure and project implementation

1. How you your rate the implementation of CDF projects in your constituency?

- a. Very High
- b. High
- c. Average
- d. Low

2. Kindly explain your rating in question 1 above

- i.
-
- ii.
-
- iii.
-

3. Which among the following features characterize degree of project implementation in your constituency? Kindly tick (√) in the appropriate column.

Degrees of project implementation	(√)
Policies with intention to start projects	
Written project plans whose implementation has not yet started	
High documentation of what is to be done by not yet done	
Training activities in preparation for new projects	
Change management process to transform employees and community towards the new project	
Identified and functional uses of the new projects	
Project products already in use by the target respondents	

4. How rate the ability of CDF Committee at constituency level to management and implement projects in your constituency?

- a. Very High
- b. High

c. Average

d. Low

5. Is your rating above linked to the administrative structure of CDF organizations?

Yes

No

Kindly explain

6. Kindly indicate the extent of your agreement with the following assertions relating to structure of CDF organizations and implementation CDF projects. Use ; 1- Strongly agree (SA), 2- Agree (A) 3- Neutral (N), 4- Disagree (D), 5- Strongly Disagree (SD)

Statement	1-SA	2- A	3- N	4-D	SD
1. CDF structure provided for well defined job activities thus facilitating efficiency in project implementation					
2. There is no well laid down rules and regulations that control how work is done					
3. The structure allows for formal decisions only					
4. Most of the committee members have well standardized job descriptions					
5. The structure enables work to be controlled by rules and regulations					
6. Most decision regarding project implementation are made at National level					
7. The structure does not allow					

innovativeness at constituency level					
8. We are not able to make decisions on project implementation since we have no authority to do that					
9. Our structure propagates high procedural operations					
10. The distance between CDF offices and sites of project implementation is an hindrance to successful project implementation					
11. Long chain of command make project implementation process longer anticipated					
12. Difference in committee members level of education makes it hard for them to management and implement projects					
13. Project implementation is occasionally interfered by changes in political situation in the county					
14. The speed of project implementation is sometimes increased by the intervention of NGO, CBO and other non governmental agencies					
15. We have occasional engagement of project implementation experts and this has influenced the rate of project implementation					

Appendix iii: Questionnaire for project representatives

RE: INTRODUCTION

Dear Respondent

This questionnaire is aimed at gathering primary data on the relationship between the structure of CDF organizations and implementation CDF projects in Kiambu County. You are kindly requested to fill in the questions depending on the instructions given. The information you provide will be treated with utmost confidentiality and will be used for the purpose of accomplishing academic goals. Do not include your name anywhere in the questionnaire. Note that there are no wrong or right answers.

PART A: Background information

1. Kindly indicate your gender
 - c. Male
 - d. Female

2. How long have you been a representative for this project
 - e. Less than 1 years
 - f. 1-2 Years
 - g. Over 2-3 Years
 - h. Over 3 Years

3. Kindly indicate your highest level of educational qualification attained
 - g. O – Level
 - h. A- Level
 - i. Certificate
 - j. Diploma
 - k. Degree
 - l. Post Graduate qualifications

4. How do you rate project implementation in your area based on the following parameters

Use; 1- Very high 2- High 3; Average; 4- Low 5- Very Low

	1- Very high	2- High	3- Average	4- Low	5- Very low
i. Knowledge on project management by managers					
ii. Willingness of CDF officials to partner with the community					
iii. The relationship between project officials					
iv. Ability to meet community needs					

End

Thank you for your corporation.

Appendix iv: Work Plan

ACTIVITY	May – June 2012			July – Aug 2012				Sep – Oct 2012		
Concept and proposal development										
Defense and amendments of proposal										
Testing of research instruments										
Data collection and analysis										
Report writing										
Amendments of the report										
Submission of final report										

Appendix v: Budget

Item	Quantity	Cost (Kshs.)	Total (Kshs.)
Research assistants	2 (5days)	@ 5,000.00	50,000.00
Stationery		@ 4,000.00	4,000.00
Transport & lunch	14 days	@ 1,000.00	14,000.00
Communication & Internet			5,000.00
Primary data gathering Data collection Data coding and			60,000.00
Report Preparation Typing Printing Binding		@ 4,000.00	4,000.00
Total			137,000