

**AN ANALYSIS ON THE ROLE OF PARTICIPATORY
COMMUNICATION IN COMMUNITY PROJECTS
A CASE OF DAGORETTI CONSTITUENCY DEVELOPMENT
PROJECTS IN NAIROBI**

BY:

**PENINAH WAITHIRA NDUNGU
L50/7866/2006**

**Research Project Submitted in Partial Fulfilment for the Award
of Degree of Master of Arts in Project Planning and Management
of the University of Nairobi**

2008

University of NAIROBI Library



0496779 0

DECLARATION

This research project is my original work and has not been presented for any award of any form of certificate, diploma or degree in any other university or institution of higher learning.

Signature:

Wemy

Date:

12 September 08

Name:

Peninah Waithira Ndungu

This research proposal has been presented for examination with my approval as a University of Nairobi supervisor.

Signature:

[Signature]

Date:

12/9/2008

Name:

Prof G. P. Pokhariyal

ABSTRACT

This study was conducted on two community development projects in Dagoretti Constituency in Nairobi. It sought to establish the role of communication in community development projects. In this study, two projects were identified, one as a successful project and the other as an unsuccessful project. Success was measured in terms of implementation within time schedule, budget, scope and sustainability. The unsuccessful project was not a failure but a project facing challenges in the four aspects mentioned. Communication was then analysed in the two projects using data collected from the field.

This report has five chapters. Chapter 1 is the Introduction. This gives the background of the study and the objectives, the main objective of the study being to establish if there is a relationship between participatory communication in a project and the success of that project. The conceptual framework is also discussed here. It shows the communication process as a circuit, where a project is taken through the various stages of implementation and its success evaluated. There is a feedback process where corrective actions are taken and the project is taken through to completion.

Chapter 2 gives a literature review of previous studies. It gives a historical perspective of community development projects citing examples from Buganda Kingdom and the Kikuyu community. This chapter also cites examples of community projects in modern society particularly from India. Other studies carried out on the subject of communication and community development projects are also discussed.

Chapter 3 covers the research methodology, which outlines the research design, scope of study, population and sampling frame, data collection strategy, instrument reliability and validity, and limitations of the study. This study was both qualitative and quantitative. Qualitative data was initially used to select the successful and the unsuccessful project. Quantitative data was used to estimate performance parameters. Quota sampling was used to collect relevant information for analysis. Data regarding opinion was collected from the public using questionnaires. Data regarding factual information was collected through interviews, review of existing literature and the Constituency Development Fund (CDF) website.

Chapter 4 covers results from the analysis of data and discussion of findings. Here, a descriptive and a statistical analysis was carried out. The findings are presented in tables, figures and photographs. The correlation between budget and each of the parameters of schedule, contractual information and scope were computed. These findings are then discussed.

Chapter 5 gives the summary of findings, conclusions and recommendations. The study concludes that participatory communication has a very important role to play in the success of community development projects. The public involvement in community projects will not be felt unless the public has information to help them monitor the project through, from selection to close down. The study goes further to give feedback (suggestions) on how the unsuccessful project can be fast-tracked by offering suggestions on how to sustain the project in the long term and also how to involve the community. It also gives recommendations on how communication can be improved in community development projects.

DEDICATION

This research project is dedicated to my parents James Ndungu and Ellen Muthoni who have always encouraged me to read.

ACKNOWLEDGEMENTS

I would also like to express my sincere gratitude to the following people for their contribution in making this research project possible:

My supervisor Professor Prof G. P. Pokhariyal for being helpful to me, by guiding, supporting, encouraging and providing his valued comments.

My husband Charles Ogeto and children, Magosa, Muthoni and Simba for their consistent encouragement and moral support and for their patience and understanding during my period of study. I would also like to thank my brother Thimba for his consistent encouragement.

TABLE OF CONTENTS

	<u>Pages</u>
Declaration	i
Abstract	ii
Dedication	iv
Acknowledgment	v
List of Abbreviations	vii
List of Tables	ix
List of Figures	x
List of Photos	x
1.0 CHAPTER 1: INTRODUCTION.....	1
1.1 <i>Background of the Study</i>	1
1.1.1 <i>Community Development Projects under the Constituencies Development Fund, Kenya</i>	1
1.1.2 <i>Background of Dagoretti Constituency</i>	3
1.2 <i>Statement of the Problem</i>	4
1.3 <i>Purpose of Study</i>	4
1.4 <i>Research Objectives</i>	5
1.5 <i>Research Questions</i>	5
1.6 <i>Significance of the Study</i>	5
1.7 <i>Conceptual Frameworks</i>	6
1.7.1 <i>Operational Definitions</i>	6
2.0 CHAPTER 2: LITERATURE REVIEW.....	8
2.1 <i>Project</i>	8
2.2 <i>Communication</i>	8
2.3 <i>Community</i>	9
2.4 <i>Community Development</i>	9
2.4.1 <i>A Historical Perspective of Community Development Projects</i>	9
2.4.2 <i>Community Projects in Modern Society</i>	12
2.5 <i>Community Participation in Development Projects</i>	15
2.6 <i>Communication in Community Development Projects</i>	17
2.7 <i>Managing Community Development Projects</i>	19
2.8 <i>Challenges in Implementing CDF Projects</i>	19
3.0 CHAPTER 3: RESEARCH METHODOLOGY.....	21
3.1 <i>Research Design</i>	21
3.2 <i>Scope of the Study</i>	21
3.3 <i>Population and Sampling Frame</i>	23
3.4 <i>Data collection strategy</i>	23

3.4	<i>Instrument Reliability and Validity</i>	24
3.5	<i>Limitations of the Study</i>	24
3.6	<i>Data Analysis</i>	25
4.0	CHAPTER 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS	26
4.1	<i>Introduction</i>	26
4.2	<i>Questionnaire Analysis</i>	36
5.0	CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	49
5.1	<i>Summary of Findings</i>	49
5.2	<i>Relationship to Research Questions</i>	49
5.4	<i>Relationship with Previous Studies</i>	50
5.5	<i>Conclusions</i>	50
5.6	<i>Recommendations</i>	50
5.7	<i>Suggestions for Further Researcher</i>	52
	REFERENCES	53
	APPENDIX A - RESEARCH QUESTIONNAIRE	55

ABBREVIATIONS

CDF	Constituency Development Fund
CDP	Community Development Programme
CPM	Critical Path Method
ISS	Institute of Social Studies
EC	European Commission
KIPPRA	Kenya Institute for Public Policy, Research and Analysis
MPLADS	Members of Parliament Local Area Development Scheme
MP	Member of Parliament

LIST OF TABLES, FIGURES AND PHOTOGRAPHS

LIST OF TABLES

Table	Description	Page
Table 4.1	Project Budget Versus Actual Cost	28
Table 4.2	Project Schedule – Mutuini Jua Kali Sheds	29
Table 4.3	Mutuini Jua Kali Project – Schedule of Input to TORA	30
Table 4.4	Mutuini Jua Kali Sheds – CPM Schedule	30
Table 4.5	Project Schedule – Multipurpose Hall Riruta	32
Table 4.6	Riruta Multipurpose Hall – Schedule of Input to TORA	32
Table 4.7	Riruta Multipurpose Hall – CPM Schedule	34
Table 4.8	Respondents’ Gender	36
Table 4.9	Respondents’ Age	36
Table 4.10	Respondents’ Education	37
Table 4.11	Respondents’ Residence Period	37
Table 4.12	Respondents’ Voter Registration Status	38
Table 4.13	Difference in Mode of Communication in Sample Projects – Budget	39
Table 4.14	Difference in Mode of Communication in Sample Projects – Schedule	40
Table 4.15	Difference in Mode of Communication in Sample Projects – Contractual Information	41
Table 4.16	Difference in Mode of Communication in Sample Projects – Scope	42
Table 4.17	Correlation – Budget vs Schedule	43

Table 4.18	Correlation – Budget vs Contractual Information	44
Table 4.19	Correlation – Budget vs Scope	44
Table 4.20	Public Opinion on their Involvement in Sample Projects	44
Table 4.21	Language of Communication in Sample Projects	46
Table 4.22	Public Opinion on Appropriateness of Language of Communication in Sample Projects	47
Table 4.23	Public Opinion on Preferred Language of Communication in Community Projects	48

LIST OF FIGURES

Figure	Description	Page
Figure 1.1	Conceptual Framework – Participatory Communication	6
Figure 2.1	Participation Model	16
Figure 3.1	Map of Dagoretti Constituency	22
Figure 4.1	Mutuini Jua Kali Sheds – CPM Diagram	31
Figure 4.2	Riruta Multipurpose Hall – CPM Diagram	34

LIST OF PHOTOGRAPHS

Photo 4.1	Riruta Multipurpose Hall	27
Photo 4.2	Mutuini Jua Kali Sheds	27

1.0 CHAPTER 1: INTRODUCTION

1.1 Background of the Study

This study was conducted on two community development projects in Dagoretti Constituency in Nairobi. It sought to establish the role of communication in community development projects. The study looked at government funded projects through the Constituency Development Fund (CDF).

1.1.1 Community Development Projects under the Constituencies Development Fund, Kenya

The Constituencies Development Fund (CDF) is one of the many community initiatives being undertaken by the government of Kenya to address alleviation of poverty in the country. The main purpose of the fund is to ensure that a specific portion of the Annual Government Ordinary Revenue is devoted to the Constituencies for purposes of development and in particular in the fight against poverty at the constituency level.

The CDF Act (2003), given the presidential assent on 3rd December 2003, provides for the establishment of the Constituencies Development Fund. The Act covers the legal and institutional framework through which the fund operates, the financial and procurement procedures, projects identification, planning and implementation and monitoring and evaluation processes.

The CDF Act has ten parts.

Part I–Preliminary,

Part 2-The Establishment of the Constituencies Development Fund,

Part III-Submission of Constituency Project Proposals,

Part IV-Types of Projects,

Part V–Constituencies Fund Committee,

Part VI–Implementation of Projects,

Part VII - District Projects Committee,

Part VIII-Role of the District Projects Committee,

Part IX-Finance and Administration and

Part X-Miscellaneous Provisions.

According to the CDF Act, Part III (Submission of Constituency Project Proposals), the list of proposed constituency based projects to be covered under this Act shall be submitted by the Member of Parliament (MP) for that constituency.

In Part IV (Types of Projects), projects under this Act shall be community based in order to ensure that the prospective benefits are available to a widespread cross-section of the inhabitants of a particular area. It further states that the elected MP for every constituency shall, within the first year of a new parliament and at least once every two years thereafter, convene locational meetings in the constituency to deliberate on development matters in the location, the constituency and the district.

Each location shall come up with a list of priority projects to be submitted to the Constituency Development Committee which constitutes of the elected MP, two councillors from 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 and one person nominated from among the active non-governmental organisations in the area if any. The Constituency Development Committee shall deliberate on project proposals from all the locations in the constituency and any other projects which the Committee considers beneficial to the constituency, including joint efforts with other constituencies. A priority projects list is then drawn up on a timescale of short, medium and long term, out of which the list of projects to be submitted to Parliament in accordance with section 12 is hence drawn.

Funding allocation per constituency is according to the CDF Act Section 19. (1) which states that budget ceiling for each constituency shall be – (a) three quarters of the amount of money equal to not less than 2.5% (two and a half per centum) of all the

Government ordinary revenue collected in every financial year; divided equally among all constituencies; and (b) an amount equal to quarter the amount of money equal to not less than 2.5% (two and a half per centum) of all the Government ordinary revenue collected in every financial year; divided by the national poverty index multiplied by the constituency poverty index.

1.1.2 Background of Dagoretti Constituency

Dagoretti Constituency is in Nairobi Province. It lies to the west of the Nairobi city centre and covers Dagoretti division (Appendix D: a map of Dagoretti Constituency). The division is made up of six locations which are: Waithaka, Ruthimitu/Uthiru Mutuini, Riruta, Riruta and Kenyatta/Golf Course.

Population growth in Dagoretti has been increasing steadily. In 1969, the population in Dagoretti was 41,409, increasing to 85,791 a decade later in 1979. In 1989, it was 150,000 while currently it is approximately 240,509 making about 11.2% of the total population of Nairobi.

Waithaka, Ruthimitu/Uthiru, and Mutuini maintain a semi rural appearance and subsistence farming is practised in these areas. Kawangware, Riruta and Kenyatta/Golf Course are urbanised, with a large proportion of low-income urban slums. A large number of people in these areas are engaged in the informal sector, commodity and manufacturing services. Some are in formal employment while a number of slum dwellers work as semi-skilled persons, domestic helps, guards or casual labourers. Illegal businesses include illicit brewing, drug peddling, prostitution and other crimes.

Infrastructure is fair in those locations bordering main tarmac road. The semi-rural parts are accessed by earth roads which are impassable during the rainy season. There is a railway line which cuts through the division. Dagoretti is densely populated with increasing squatter population resulting in a number of slums, overcrowding, congestion and inadequate community service.

According to the CDF official website, Dagoretti Constituency was allocated from the CDF KES 6 million in 2003, KES 22,134,510 in 2004, KES 28,626,313 in 2005, KES 39,656,491 in 2006 and KES 39,901,431 in 2007.

According to the constituency newsletter, CDF Dagoretti News (July 2007), open tendering is carried when selecting contractors. The tenders are opened publicly, technically evaluated by the Quantity Surveyor or Engineer who give recommendation to the Constituency Development Committee (CDC). The CDC then decides who should be awarded the contract. This is not necessarily the lowest.

The official language in Kenya is English while Kiswahili is the national and uniting language. In Dagoretti Constituency, Kiswahili is mainly used as the language of communication though the rural part of it mainly inhabited by the kikuyu people, kikuyu language is spoken. The immigrant population also use their own ethnic languages.

1.2 Statement of the Problem

The public has often complained of lack of involvement in their community's projects. Prioritized projects delivered to the communities are often viewed as not priority by the beneficiary communities. Lack of information and poor communication lead to poor project identification, implementation, monitoring and evaluation. It also jeopardises the sustainability of the project.

Typically, project people spend a lot of time planning, organizing, doing and fixing but often pay little heed to communication. As a result, the communication, such as it is, may be inadequate, of poor quality, or unidirectional. In project work there are two essential ingredients: people and the effective exchange of ideas. Without people nothing gets done and without communication nobody knows what to do. After all, the very nature of a project is that it has not been done before. This study aims at finding a relationship between communication about the project and its success.

1.3 Purpose of Study

The Constituency Development Fund in Kenya has seen many projects implemented successfully in many parts of the country. This project seeks to analyse the role of participatory communication in these projects.

1.4 Research Objectives

This study sought to establish if there is a relationship between participatory communication in a project and the success of that project.

This research was guided by the following specific research objectives:

1. To determine the extent to which difference in the mode of communication between a successful project and an unsuccessful project.
2. To determine if there is a significant difference on the language of communication used between a successful project and an unsuccessful project.
3. To determine to what extent participatory communication enhances the success of a community project.

1.5 Research Questions

This research aimed at answering the following research questions:

1. Is there a significant difference in the mode of communication between a successful project and an unsuccessful project?
2. Is there is a significant difference on the language of communication used between a successful project and an unsuccessful project.
3. To what extent does participatory communication enhance the success of a community project?

1.6 Significance of the Study

Constituency Development Fund projects is a novel concept and is expected to have major positive impact on development at grassroots and there is a high probability that other developing countries will try to emulate the Kenya Model.

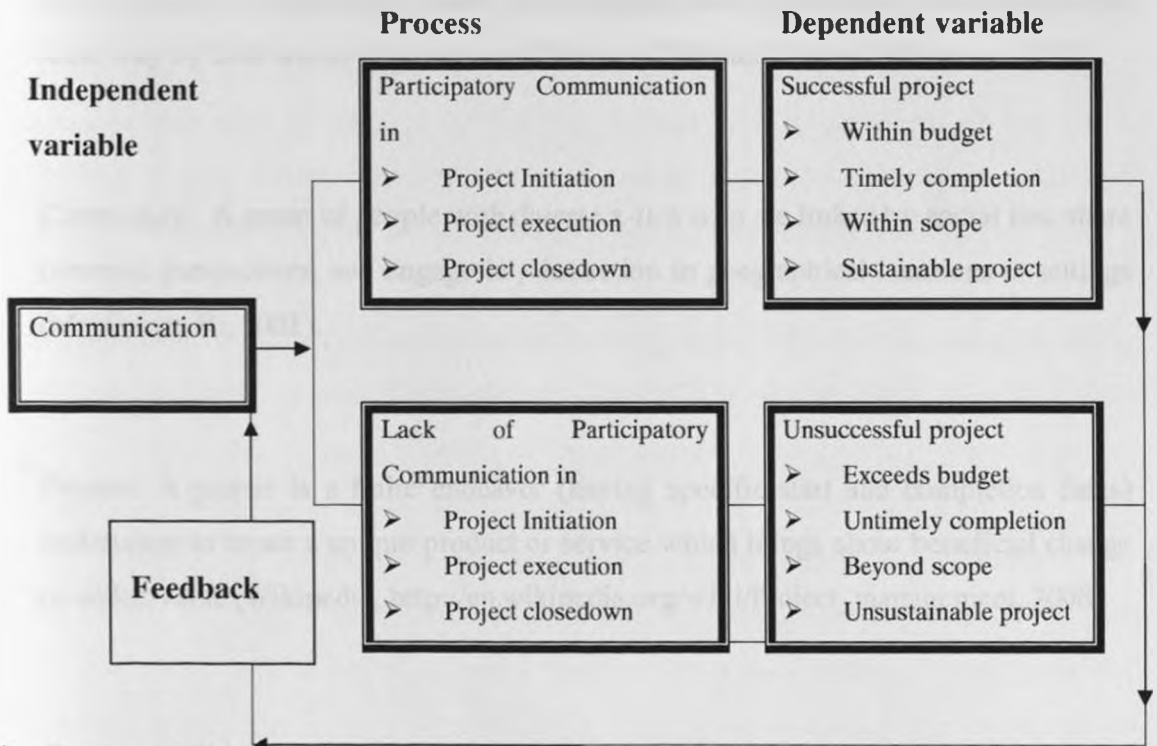
If communication appears to affect project success, project managers should be encouraged share information and communicate effectively to involved parties and use effective mode and language of communication. Language as an aspect of

communication should be studied, especially in non-homogenous communities and information exchange should be encouraged.

The study will also improve knowledge of scholars at the University of Nairobi and at other academic institutions. It will form a basis for future researchers and the results can be used for the expansion of theory.

1.7 Conceptual Frameworks

Figure 1: Participatory Communication Model



Source: Author (2008)

1.7.1 Operational Definitions

The following are the operational definitions of the terms used in this research:

Analysis: This is the process of separating a whole into its parts to discover their function and relationship (Farlex Inc Free Online Dictionary, 2008).

Role: This refers to the function or what something is used for (Farlex Inc Free Online Dictionary, 2008).

Participation: The state of being related to a larger whole (Merriam-Webster Online Dictionary, 2008).

Participatory: Characterised by or involving participation, especially by providing opportunity for individual participation (Merriam-Webster Online Dictionary, 2008).

Communication: The process of conveying information from a sender to a receiver with the use of a medium in which the communicated information is understood the same way by both sender and receiver (Merriam-Webster Online Dictionary, 2008).

Community: A group of people with diverse x-tics who are linked by social ties, share common perspectives, and engage in joint action in geographical locations or settings (MacQueen K., 2001).

Project: A project is a finite endeavor (having specific start and completion dates) undertaken to create a unique product or service which brings about beneficial change or added value (Wikipedia, http://en.wikipedia.org/wiki/Project_management, 2008).

Feedback: The return of a portion of the output of a process or system to the input, especially when used to maintain performance or to control a system or process. (Farlex Inc Free Online Dictionary, 2008).

Successful Project: The research also defines a successful project as a project that has been completed within budget, time, scope and that which is sustainable.

2.0 CHAPTER 2: LITERATURE REVIEW

This literature review seeks to examine whether the problem in question links to any study or written work in the same area of research.

2.1 Project

A project is a finite endeavour (having specific start and completion dates) undertaken to create a unique product or service which brings about beneficial change or added value. This finite characteristic of projects stands in sharp contrast to processes, or operations, which are permanent or semi-permanent functional work to repetitively produce the same product or service. In practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management philosophy.

Project Management is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. The primary challenge of project management is to achieve all of the project goals and objectives while adhering to classic project constraints—usually scope, quality, time and budget. The secondary—and more ambitious—challenge is to optimize the allocation and integration of inputs necessary to meet pre-defined objectives. A project is a carefully defined set of activities that use resources (money, people, materials, energy, space, provisions, communication, motivation) to achieve the project goals and objectives (Wikipedia, http://en.wikipedia.org/wiki/Project_management).

2.2 Communication

According to Kerzner (2001): Communication is an exchange of information, an act or instance of transmitting information; a verbal or written message; a technique for expressing ideas effectively; and, a process by which meanings are exchanged between individuals through a common system of symbols. On the other hand, effective communication involves both sending and receiving a message. Therefore, project communications management includes the process required to ensure timely

and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information (Project Management Institute Standards Committee, 1996).

2.3 Community

Participatory projects are typically implemented in a unit referred to as a community which is a culturally and politically homogeneous social system or one that at least implicitly is internally cohesive and more or less harmonious such as an administratively defined locale or a common interest group. It is stated that an uncritical adoption of the term community is particularly problematic for participatory projects that seek to empower people who are excluded or without a voice. What is labelled a community is often an endogenous construct defined by the parameters of a project, by project facilitators, or by the nature of administrative and identity boundaries rather than an organic form (Mansuri and Rao 2004).

2.4 Community Development

There is a long history of community based forms of development. Clearly significant were the co-operative movement and the Gandhian notions of village self-reliance and small scale development, which Gandhi saw as an antidote to the corrosive effects of modernization and colonial rule. Another important perspective was that of Paulo Freire who argued that the oppressed needed to unite to find a way to improve their destinies (Mansuri and Rao 2004).

2.4.1 A Historical Perspective of Community Development Projects

This study draws examples from the Kikuyu people who are mainly the inhabitants of the constituency under study and also the Buganda kingdom to bring a regional perspective.

a) The Kikuyu People, Kenya

According to Kikuyu mythology (Wikipedia, the online encyclopaedia - <http://en.wikipedia.org/wiki/Kikuyu>), their founder was a man named Gikuyu. One day, Ngai (god) gave him a wife called Mumbi, and commanded them to build a homestead near Murang'a, to the southwest of Kirinyaga (Mount Kenya). Mumbi bore nine daughters, who married and had families, and which eventually became clans.

The clans were named after the nine daughters, an indication that the Kikuyu culture has not always been patriarchal. Two clans, the Acera and Agaciku, are thought to have formed through contact with neighbouring Kamba. The largest clan is the Anjiru; its members were formerly renowned as great warriors and medicine men. The Aithaga clan was known for its ironworks, and its members were also thought to have the power to control rain. Other clans include the Ambui, Angari, Aithiegeni, Aithirandu, and Aithanga. Each clan settled along a ridge, and therefore each ridge formed a clan.

Having settled in an environment ideal for agricultural pursuits, the Kikuyu exploited it to the full, producing food far in excess of what they needed to feed themselves and therefore people prospered greatly. They thus came to believe God favoured them, developing their culture around their religion. The Moral Economy Concept also quickly formed a belief that those who are poor are poor because they are lazy - because the Kikuyu were generally successful.

The Kikuyu governmental system also developed as a result of the ridge settlement pattern. Prior to colonization the Kikuyu were very democratic (Lambert H. E., 1956). If you experienced problems, they were solved within your own place in the hierarchy. If that did not work you would go to those one-step higher, and so on. The hierarchy, from most to least in importance, was as follows: community, ridge, inter-family, family. According to Kenyatta J. (1938), the Kikuyu tribal organisation was based on three most important factors, without which there could be no harmony in tribal activities. Behaviour and status of every individual in the society was determined by principles of the family, clan and the community. The family unit was the most basic political unit. Oral tradition was an important trait that a young child in the Kikuyu society learnt from his birth. The child was guided through the teachings of his parents

so that one day he may be able to carry this tradition to his offspring. The concept of family clan and age grouping gave the child status and he was nothing without this resource. The elders were in charge of justice, religion, and administration. Every group had a spokesperson chosen on merit or performance. In such a system of government no system of prisons or policemen was necessary because, when men were initiated, they were taught to control one another and solve problems at their own level.

b) The Buganda Kingdom

According to the online Encyclopaedia Britannica (<http://www.britannica.com/eb/topic-309182/kabaka>), Buganda was one of several small principalities founded by Bantu-speaking peoples in what is now Uganda. It was founded in the late 14th century, when the Kabaka, or ruler, of the Ganda people came to exercise strong centralized control over his domains, called Buganda. By the 19th century Buganda had become the largest and most powerful kingdom in the region. The principle of generosity and justice ensured that natural resources were equitably used by the people. Unequal access to natural resources was discouraged in Buganda.

By the early 19th century the Ganda had developed a well-organized, efficient administrative hierarchy and a sophisticated political system centred on the institution and person of the Kabaka. The Kabaka was also the high priest and supreme judge of the land. Ruling through a system of governors and district chiefs, the Kabaka maintained absolute control over his ever-expanding kingdom.

According to Wikipedia, the free encyclopaedia, Ganda villages, sometimes as large as fifty homes, were generally located on hill sides. Early Ganda villages surrounded the home of a chief or headman, which provided common meeting ground for members of the village. The chief collected tribute from his subjects, provided tribute to the Kabaka, distributed resources among his subjects, maintained order, and

reinforced social solidarity through his decision-making skills. Social rules required a man to share his wealth by offering hospitality, and this rule applied more stringently to those of higher status. Superiors were expected to behave with impassivity, dignity, self discipline, and self confidence.

2.4.2 Community Projects in Modern Society

In some countries such as India and Solomon Islands, the Constituency Development Fund has an elaborate legal framework, premised on a policy that individual MPs have no direct access to the CDF funds. The MPs only participate with their constituencies to identify the projects to be funded by an amount set for the CDF during a particular Financial Year. Both the MPs and constituents participate in monitoring the implementation of the projects under the CDF. The CDF model is being emulated by other countries for example Uganda.

a) Community Projects - India

In India, (according to the government website: <http://www.mpgovt.nic.in/planning/mplads/insteng.htm>), MPs are often approached by their constituents for taking up small developmental works of capital nature in their respective constituencies. MPs therefore demanded that they should be able to recommend works to be done in their respective constituencies. After considering their suggestions, the Members of Parliament Local Area Development Scheme (MPLADS) was announced in the Parliament on 23rd December, 1993. The normal mechanism of planning is governed by a set of administrative guidelines with regard to cost norms, resource allocation and prioritization of works to be undertaken. Consequently, it is not always possible to take care of some of the felt needs of the people in all circumstances. It was with a view to bridging this gap and providing certain degree of flexibility to the planning process for meeting the felt needs of the people that the scheme was thought of.

Under this Scheme, each MP has a choice to suggest to the Head of the District works to the tune of Rs. 2 crores (20 million rupees) per year, to be taken up in his/her constituency. The salient features of the Scheme include:- the works under the

Scheme shall be developmental in nature, based on the locally felt needs, which may lead to creation of durable assets; office buildings, residential buildings and other buildings, relating to Central or State Governments, Departments, Agencies or Organisations are not permitted; purchase of inventory or stock of any type is not allowed under this Scheme; repair and maintenance works are not permitted; the funds released under the Scheme are non-lapsable; the normal financial and audit procedures would apply to all transactions under the Scheme; ideally, it would be desirable that the MPs suggest individual works costing not more than Rs. 25 lakhs per work; funds can be used for partly meeting the cost of larger works; as far as possible all sanction for works be accorded within 45 days after these are recommended by the MPs; decision making for technical and administrative sanction should be only at district level and for the purpose of implementing the Scheme, full and final powers should be delegated to the district technical and administrative functionaries; implementing agencies may not collect any administrative charges, centage charges, and so on, for their services; allocation of MPLADS funds under the Scheme is for the constituency; whenever there is a change in the Member of Parliament(MP), the works identified by the predecessor MP which are under execution should be completed and; the district heads should furnish monitoring reports to the MPs and the Ministry of Statistics & Programme Implementation.

All the State Governments were requested to issue suitable instructions to all District officials on the following: to quickly process the works recommended by the MPs and accord administrative and financial sanction within 45 days; to issue instructions to all concerned that the amount released under MPLADS, is quickly spent for the purpose for which it was sanctioned; to furnish monthly expenditure reports in the required format for expeditious release of funds by the Ministry and; to have an effective monitoring system at the State level and to ensure that works recommended by MPs are being sanctioned quickly and that amount released, under MPLADS, is being quickly spent for the purpose for which it was sanctioned.

The District Collectors are responsible for the coordination and overall supervision of the works under the Scheme at the district level. The Ministry of Statistics & Programme Implementation, Government of India, has the nodal responsibility for the Scheme at the Centre. For effective implementation of the works, each State

Government Administration is required to designate one nodal department for physical monitoring through field inspection and for coordination with the Ministry of Statistics & Programme Implementation.

The Scheme has made a good impact on the development of various areas all over the country. Works of different varieties have come up for the benefit of general public at large. These works include construction of school buildings, libraries, provisions of drinking water by digging tube wells, installation of hand pumps, construction of village roads, small bridges, sports stadia, community centres, crematoria and boundary walls around them, public toilets, drains, footpaths, bus stops and provision of electricity in rural areas, construction of school buildings in remote areas and making provision of drinking water has fulfilled the basic requirements of the inhabitants of remote areas to some extent. Implementation of electronic schemes at various places, especially the installation of computers in schools has been of great help to the student community.

As law-makers, MPs are expected to spend the tax-payers money judiciously for genuine constituency development and make themselves accountable for disbursements. It is obvious that the MPs must set examples for general public in money matters especially moneys drawn from the public exchequer and there should be no scope for any corrupt practice. Through their exemplary conduct the MPs by rendering details of development and the expenditure thereon, will show themselves as exemplars by their righteous conduct. Proper utilization of funds for genuine development and their accountability are sine qua non for establishing their bonafides and generate goodwill for their re-election in the future. If this is not complied with, there is absolutely no justification for increasing the quantum of fund as recommended by the parliamentary committee.

b) Uganda

According to the Uganda Debt Network (May 2007), the Constituency Development Fund (CDF) in Uganda arose out of meetings between the Presidency and Members of

the 7th Parliament (MPs) and the subsequent Presidential pledge to MPs that was intended to relieve them of the pressures of their constituents in regard to the promised and other development projects. The CDF was a sum of money intended for the MPs on annual basis in regard to those development projects. The Parliamentary Commission decided to call this fund Constituency Development Fund (CDF) during the budget proposals for the Financial Year 2005/ 2006. After a presentation of a Ministerial Statement before the Legal and Parliamentary Affairs Committee, a plenary session of Parliament on 9th September 2005 adopted the proposal for a CDF. Parliament then recommended that a CDF sum of 2.95 billion shillings be earmarked for MPs and released expeditiously, according the Parliamentary *Hansard*. However it's important to note that Uganda has no comprehensive law governing the management of CDF.

c) Tanzania

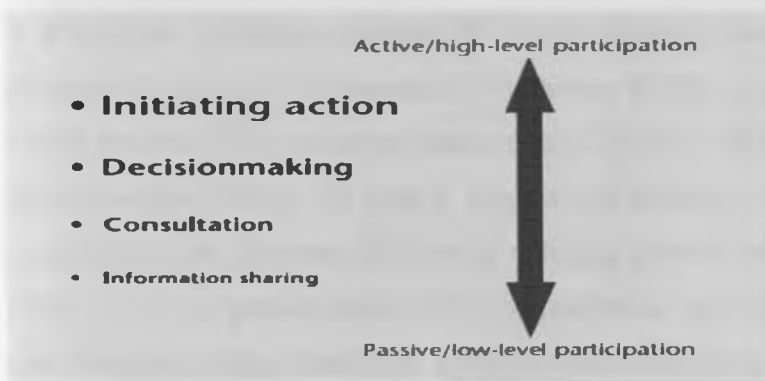
According to a newspaper article in The Standard, Tanzania was set to introduce a Constituency Development Fund in August 2008 (Joseph Masha, The Standard, National News, 21 July 2008). MPs from Tanzania toured Kenya to see CDF projects on the ground.

2.5 Community Participation in Development Projects

Community development is today viewed as the key to boost the development efforts of developing countries. Recent developments are the emphasis of community participation in the community projects.

According to the European Commission (EC) Project Cycle Management Guidelines (2004), participation is in four levels: information sharing, consultation, decision making and initiating action.

Figure 2.1: Participation Model



Source: EC Project Cycle Management Guidelines (2004)

In the above model, information sharing is the minimal level of participation and often consists of little more than keeping people informed – a one way flow of information. Consultation means that there is a two-way flow of information – a dialogue. However, this dialogue may not necessarily impact on decision making. Participation reaches a higher level when it involves individuals or groups (particularly those who are usually excluded) in actually making decisions. They have the authority and responsibility to take action. The highest level of participation is achieved when people take it on themselves to initiate new actions. To do so indicates a significant level of self-confidence and empowerment and the establishment of organisational and management capacity.

According to Mansuri and Rao (2004), the cornerstone of community based initiatives is the active involvement of members of a defined community in a least some aspects of project design and implementation. Although participation occurs at many levels, a key objective is the incorporation of local knowledge into the project's decision making process. When potential beneficiaries also make key project decisions, participation becomes self initiated action. Participation is expected to lead to better designed projects, better targeted benefits, more cost effective and timely delivery of project inputs, and more equitably distributed project benefits with less corruption and other rent seeking activity. According to the same report, this idealized transformation capacity of participation has been criticised that the exercise of choice and voice can be costly under certain conditions. At the most basic level, it may involve real or imputed financial losses due to the time commitments required for adequate participation.

A three-year evaluation research of United Nations Centre for Human Settlement (Habitat) Community Development Programme (CDP), conducted by the Institute of Social Studies (ISS), documents the work of CDP from 1986 to 1996 in Bolivia, Costa Rica, Ecuador, Ghana, Sri Lanka, Uganda and Zambia. The study documents that communities are far more effective in reducing poverty when they add management skills to those of participation. Data obtained from surveys indicates that households can strengthen their capacity to participate by identifying and mobilizing resources and by assessing the cost-effectiveness of technical options to improve shelter and services in their settlement. Additional community management skills helpful to households and their organizations include mechanisms to finance, implement and maintain improvements, as well as to monitor and evaluate such developments", (Ludeking G and Williams C, 1999).

According to Mansuri and Rao (2004), there is some evidence that community-based and driven development projects create effective community infrastructure, but not a single study establishes a causal relationship between any outcome and participatory elements of a community-based project

It is important to note that community projects will fail unless the community is motivated to achieve its success. Without some coercion or some other special device to make individuals act in their common interest, "rational self-interested individuals will not act to achieve their common or group interests" (Oslon, 1973, quoted in Omondi Oketch, 2006). In the paper, Oslon is concerned with exploitation of the "great by the small" since those with smaller interests in a public good tend to free-ride on the efforts of those with greater interests.

2.6 Communication in Community Development Projects

According to Guy Bessete (2004) in his 'Guide to Participatory Development Communication', participatory development communication is about involving communities in development projects and development research. It is a tool, not a recipe. Communication is essential, but by itself, it is insufficient if the material, human and financial resources needed to carry out the development initiative itself, do

not accompany it. Likewise, those resources are insufficient if there is no communication to facilitate community participation and appropriation of their own development.

This guide is just a starting point to the practice of participatory development communication. It has to be adapted to each context, by the main actors involved in the research or development activities. It also has to be nourished by the lessons of experience and of learning from poor communities who, through communication, take ownership by themselves for the leadership of development initiatives.

Communication is an essential part of participatory research and development. The way the researchers or practitioners will approach a local community, the attitude she will adopt in interacting with community members, the way they will understand and discuss issues, collect and share information involve ways of establishing communication with people. The way this communication will be established and nurtured will affect the way in which people will feel involved in the issues raised and the way in which they will participate – or not participate – in a research or a development initiative (Ludeking G. and Williams C, 1999).

In a study of language use and mode of communication in community development projects in Nyanza Province, Kenya, Omondi Oketch (2006) concludes that language and effective communication are integral to community development projects. He found that "there is a clear indication that the discourse practices (community projects execution) in development are fraught with so many disorders of discourse arising from factors such as linguistic choices, mode of communication, order of discourse, power imbalance and hegemony, and contradictory ideological positions. The major causes of communication breakdown are "imported ideas", differences in levels of education and elitism.

Clearly, communication plays an important role in community projects. Use of a non-prevalent language means few members of the community receive the information, and in some circumstances must depend on local translators and interpreters. Further,

the lack of an educated pool of members of the community means that that reviewers must be brought in from outside, most commonly in the name of consultants.

The end product of all this is that the community remains ignorant of the projects going on within it, and in some cases end up with projects they didn't need while in others projects remain unfinished due to poor adaptation to the local environment. Most interesting and disturbing is that successful projects end up benefiting only a few people.

2.7 Managing Community Development Projects

Community projects are classical examples of non-repetitive or once-through processes. Here, experience counts for little since this project has never been done before and will not be done again. Hence management cannot be guided by experience. This calls for special techniques. Levine R. I. and Kirkpatrick C A (1966) describe PERT as a method of minimizing production delays, interruptions and conflict; of coordinating and synchronizing the various parts of the overall job; and of expediting the completion of projects. A useful visual aid in project management is the Gantt chart, developed by H. L. Gantt. This milestone chart collapses under complicated projects and schedules and must be replaced with PERT.

Kimenyi (2005), in his paper entitled Efficiency and Efficacy of Kenya's CDF, sees the drawback of CDF in terms of allocative efficiency, constituency characteristics and political economy aspects. He recommends that there needs a rigorous study to identify the main sources of concern that are emerging to avert major failures in the future.

2.8 Challenges in Implementing CDF Projects

According to the Kenya Institute for Public Policy, Research and Analysis (KIPPRA) (<http://www.kippra.org/Challenges.asp>), there are several challenges in Implementing Decentralised Funds, CDF being one of the funds. First, the Acts of Parliament that have created some of the funds give immense power to the local Member of Parliament (MP). Corruption cases have been witnessed in the use of the funds, such

as some councillors/MPs demanding that beneficiaries make advance contributions before receiving a fraction of the benefits due. CDF is seen as the most abused in this aspect. Political loyalties have led to unfair sharing of resources across constituencies/wards. In addition, there is a general lack of transparency and accountability probably due to the blending of supervisory and implementing roles.

KIPPRA further sites poor awareness by community members and fund managers of their roles and responsibilities in the governance of funds which has contributed to poor performance and in some cases a complete failure of the funds. Poor participation, particularly for marginalized groups, results in poor prioritization of projects and exclusion. In addition, there is a lack of professional and technical supervision, which has led to poor project quality. There is also low community participation in monitoring and evaluation due to the inadequacy of data and general information about the funds. There is general misconception by community members that funds are 'free' or are the personal gifts from the political leaders. Poor monitoring and evaluation has led to abuse of funds and fostered a sense of impunity amongst the perpetrators.

3.0 CHAPTER 3: RESEARCH METHODOLOGY

This project sought to establish whether there is a significant relationship between project success and effective communication. Two projects were considered to be the opposites (successful and unsuccessful), and compared them in the light of progress, time schedules, desirability and communication levels.

3.1 Research Design

This study was both qualitative and quantitative and utilized questionnaires and in some cases interviews. Quota sampling was employed where gender was used as main criteria for determination of respondents. Qualitative data was initially be used to select the successful and unsuccessful project. This information was received from the CDF office in Dagoretti and the National CDF Central Co-ordination Office.

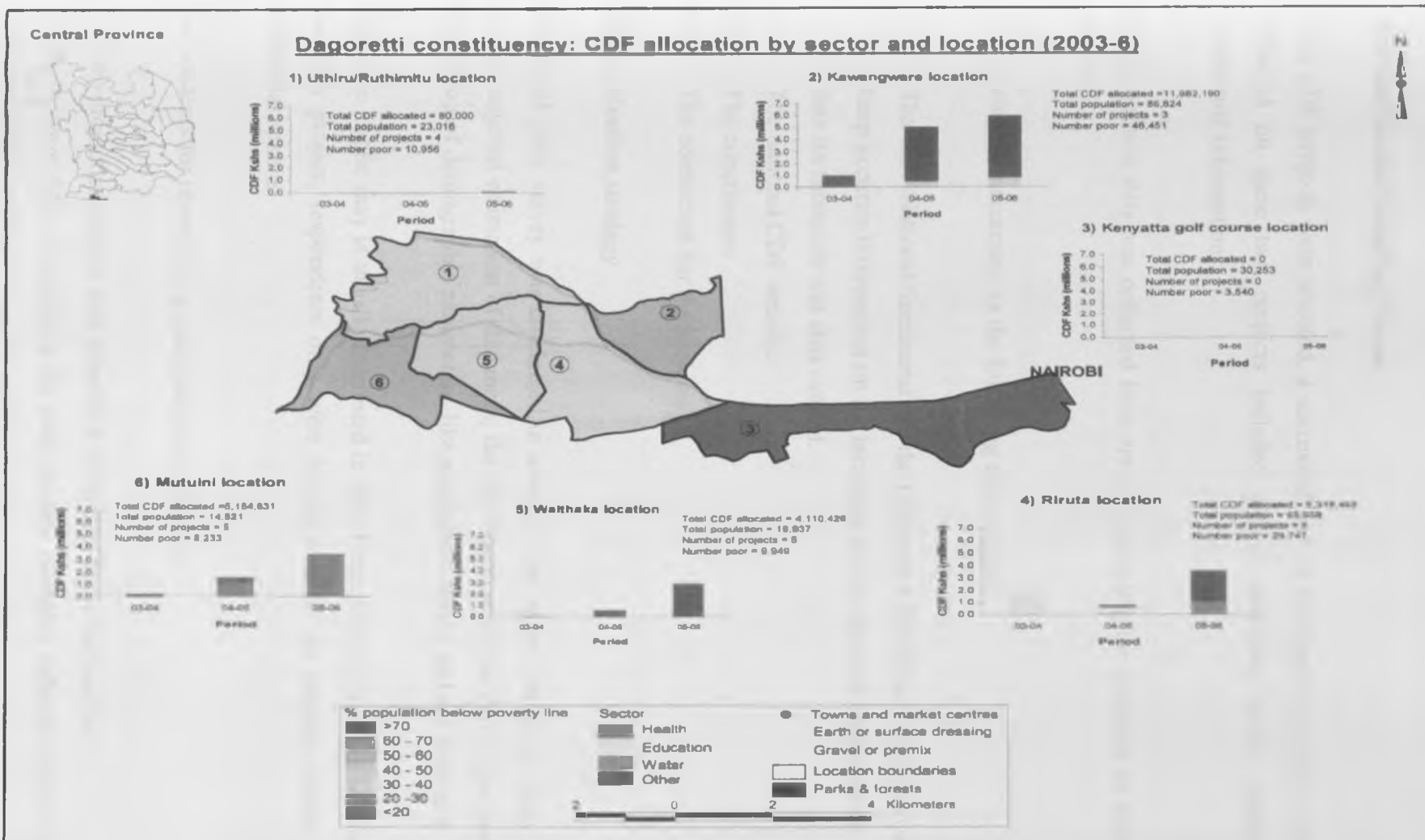
3.2 Scope of the Study

This study targeted one constituency in Kenya. Due to efficiency of the collection of information, Dagoretti, a constituency close to Nairobi was selected.

The reasons for this choice were as follows: accessibility as the constituency is within the Nairobi metropolis. This eased transport around due to its proximity to the university, as well as itself being a small constituency with respect to the average size in Kenya.

Dagoretti is the most rural constituency in the city, thereby providing the largest indigenous settled population and a mixture of projects relevant to both rural and urban communities.

Figure 3.1: Map of Dagoretti Constituency



Source: http://en.wikipedia.org/wiki/Dagoretti_Constituency (2008)

3.3 Population and Sampling Frame

Two CDF projects were selected, a successful and an unsuccessful project. The data collected on these two projects included project schedules, scope, budget and contractual information.

Public opinion data was collected from areas surrounding the locations of these two projects.

The research concentrated on the following data sources:

- i) The CDF National Secretariat and the Dagoretti CDF office – these two offices keep accurate information on the inception and progress of each project. Some data on financials was also availed.
- ii) The national CDF website.
- iii) The constituents
- iv) The contractors for the projects

3.4 Data collection strategy

An initial pilot survey was conducted to assist in the proper design of study. This survey targeted estimation of distances, the identification of the two target projects, estimation of demographic parameters, like population density and age structure.

Since the public may be usually interested in their local projects, it was essential that for each project, respondents only were interviewed on the projects within their residential sphere.

Respondents for interviewing were selected as follows:

- Two project categories were identified, successful and unsuccessful
- There were fifty respondents for each project (within a relevant sphere). This number was essential to qualify assumptions of normality.

- Only adult permanent residents were targeted as they were believed to have long-term interests in constituency development, and often made maximum use of the participation opportunities.
- The fifty respondents were identified through quota sampling. Equal number of males and females respondents was targeted.

Questionnaires were used for collecting data from the public, whereas interviews were more suitable for the CDF office.

3.4 Instrument Reliability and Validity

The questionnaire (instrument) was tested during the pilot study for validity. The questionnaire was administered to some respondents to test whether the questions actually tested what they were meant to test. To improve reliability of the measuring instrument, the measurement error was reduced by writing items clearly, making the instructions easily understood and adhering to proper questionnaire administration. Attention was given to the questionnaire legibility and layout with typeface being "Times New Roman" in minimum font of 12. Answers required a number to be circled on a likert type scale or a box to be ticked. Respondents in some cases were required to answer open ended questions where more information was required. Each questionnaire had a short introductory note with concise instruction on how it should be completed. Respondents who were not able to read and write were assisted in filling out the questionnaire.

3.5 Limitations of the Study

This study was not able to capture all the factors that affect community development projects, and only limited itself to communication in as far as communication can be quantified. This quantification is strictly an estimation and must be interpreted as so.

Secondly it was not easy to isolate politics from the CDF projects. The CDF office, the contractors and some members of the public initially thought the information sought for was to be used to defame the ruling member of parliament. Some respondents already had bias depending on their political stand especially after the controversial general election at the beginning of the year which saw the public

divided into two camps. However, during data collection, the research explained to the respondents that the information was academic and was not for any political reasons. The university had also provided the researcher with an introductory letter which was of great assistance. The questionnaire also tried to avoid emotional questions regarding the project. A visit to the national CDF co-ordination office also helped with the introduction to the Constituency CDF office.

CDF has a matrix of stakeholders which include the public, current, past and aspiring politicians; business people, who include contractors and professional; and the government among others. This study only looked at the public opinion and did not include the other stakeholders.

Data on financial figures was not openly given. Most of the figures were downloaded from the website which was not very upto date. No documentation including figures was provided by the CDF Office or the Contractor. The figures were verbal and therefore are assumed to be estimations.

3.6 Data Analysis

In this study, both descriptive and analytical approach was used. The scientific approach as presented by Kerlinger F. (2000) was particularly helpful in this study. TORA software was used for data analysis. TORA software offers modules for project planning with Critical Path Method (CPM) and Program Evaluation and Review Techniques (PERT). The findings were presented in tables, figures and photographs. The correlation between budget and each of the parameters of schedule, contractual information and scope are computed. These findings are then discussed.

4.0 CHAPTER 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

In this chapter, data is presented, analysed and discussed under different sub-headings. The introduction covers the selection of the two projects under subheading 4.1 while the Questionnaire analysis is covered under subheading 4.2.

4.1 Introduction

Two Projects from Dagoretti were identified with information received from the Central Co-ordination Office and the CDF office in the area. The two projects identified were the Multipurpose Hall in Riruta Ward (successful) and the Jua Kali Sheds in Mutuini ward (unsuccessful). The two projects were evaluated in terms of schedule, cost, scope and sustainability in order to define them either a success or unsuccessful.

This information was mainly obtained from the CDF website, a quarterly bulletin, which the CDF office in Dagoretti stated was only printed once (in July 2007), and interviews. There was a bill board at the Multipurpose Hall during the construction period and the completed work is well marked that it is a CDF project. However, the only information on the project board was the project name, the Client (CDF) and the Contractor (Riara Engineering). On the other hand, there was no project bill board erected at the Jua Kali Sheds which were incomplete. Indeed there was no indication at the site to show that the project was a CDF project.

4.1.1 Scope

a) Multipurpose Hall

This project scope was the construction of a one storey multi-purpose hall as shown in Photo 4.1 below. The project scope did not change or have very significant variations since what was planned is what was realised

Photo 4.1: Riruta Multipurpose Hall



Source: Taken by Author (July 2008)

b) Jua Kali Sheds

The initial plan was a building holding stalls for jua kali businesses like hairdressers, tailors and so on. It was budgeted to cost KES 1.5 million. The project started in July 2005 with the contractor digging trenches and delivering building materials. However, the land on which the project was to be implemented was contested in court and the project was stopped (status quo) by a court order. All the materials like sand, and building stones that had been brought to site were lost through pilferage.

Photo 4.2: Mutuini Jua Kali Sheds



Source: Taken by Author (July 2008)

A new site was later identified but the scope of the project changed to sheds. The new scope was to build a roofed structure to house 11 automotive engineering sheds with graded parking. The plot that houses these measures 120 feet by 150 feet. See Photo 4.2 above.

It is clear that the project scope had changed significantly from what was initially planned, perhaps even not what the community had proposed. This change of scope meant new architectural designs, consultants and related services, hence, a significant increase in pre-contract cost.

4.1.2 Budget

The budget versus the actual amount spent on the two projects was as per the Table 4.1.

Table 4.1: Sample Project Budget versus Actual Cost

Project Name	Location	Estimated Cost	Amount Spent To Date	Activity To Be Done	Implementation Status
Jua Kali sheds	Mutuini	3,188,016	5 million	Construction Jua Kali sheds	On going
Multipurpose Social Hall	Riruta	14,495,101	17 million	building	Complete

Source: CDF Web site, http://www.cdf.go.ke/projects/dagoreti_project_status_2006_2007.htm (June 2008)

Both projects were not within budget. However, it is important to note that the cost of building materials has significantly changed over the years and it was expected that the project budget would change. On the other hand, the delays on the Jua Kali Sheds project was clearly causing significant cost increments and therefore challenging the success rate of the project.

4.1.3 Time/Schedule

The project schedule for the Multipurpose Hall was received from the CDF Office whereas the schedule for the Jua Kali Project was obtained from the Contractor, Wanjoro Construction.

a) Jua Kali Sheds

The project was scheduled to take 8 weeks (2 months) to complete. Site works started in October 2006. This project, as per the scheduled, should have been completed in December 2006. However, according to the contractor, funds were not forthcoming consistently and by December 2006, only the foundation, the pillars, perimeter wall and hardcore fill had been done. It was until April 2007 that the contractor got more funding from K-REP Bank through a guarantee by CDF of KES 800,000 and these funds were used to buy iron sheets and to complete roofing works. The project then stalled and was scheduled to restart when more funds were disbursed by CDF. At the time of data collection, there were signs of a stalled project as the incomplete foundations had overgrown grass and a manhole had dumped refuse. The initial schedule of works is shown in Table 4.2.

Table 4.2: Project Schedule – Mutuini Jua Kali Sheds

No	Activity	Weeks	1	2	3	4	5	6	7	8
1	Foundation	2	■	■						
2	Perimeter wall	2			■	■				
3	Poles	2				■	■			
4	Hardcore Fill	1						■		
5	Roofing	1							■	
6	Finishes	2							■	■
7	Chain Link Fence	1							■	
8	Toilets	2							■	■

Source: Project Contractor – Wanjoro Construction (July 2008)

Table 4.2 above shows the planned schedule for the Jua Kali Sheds project, which according to information from the contractor is likely to be revived.

To analyse the schedule, input into TORA software was as per Table 4.3 below:

Table 4.3: Mutuini Jua Kali Sheds – Input to TORA

From node	To node	Activity	Duration (Weeks)
1	2	Foundation	2
2	3	Perimeter Wall	2
2	4	Poles	2
3	5	Hardcore	1
4	5	Roof	1
5	6	Toilets	2
5	7	Chain link Fence	1
6	8	Toilet Finishing	0
7	8	Finish	2

Source: Author (July 2008)

From Table 4.3 above, float was calculated as shown in Table 4.4 below. Float is the longest possible delay in the completion of an activity that does not cause a delay in the completion of the entire project (Lucey T, 2002).

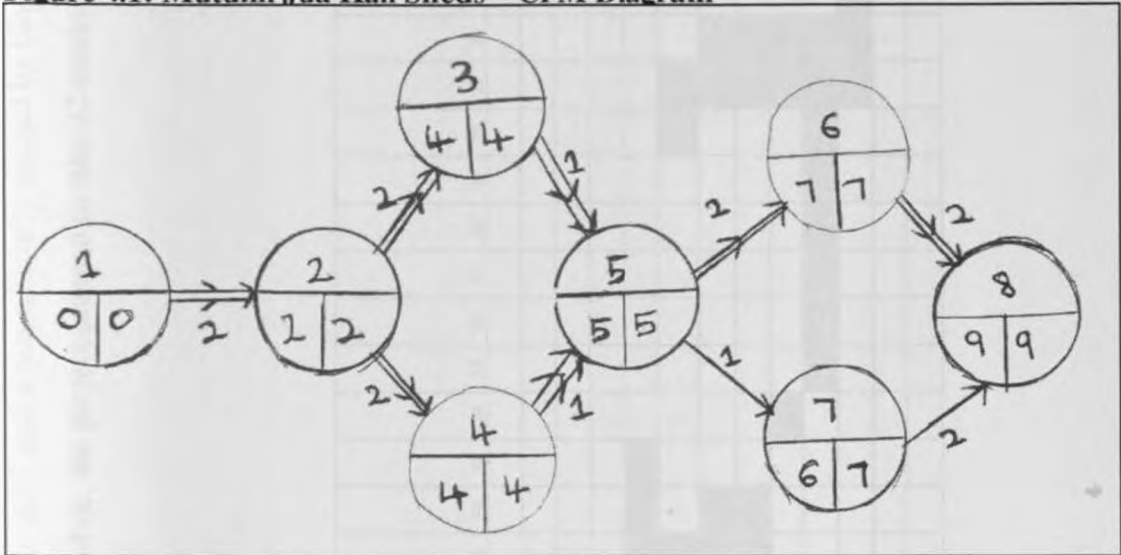
Table 4.4: Mutuini Jua Kali Sheds – CPM Schedule

PROJECT PLANNING - CPM SCHEDULE						
Title:						
Activity	Symbol	Duration	Earliest Start	Latest Finish	Total Float	Free Float
c 1-2	Foundation	2.00	0.00	2.00	0.00	0.00
c 2-3	Perimeter	2.00	2.00	4.00	0.00	0.00
c 2-4	poles	2.00	2.00	4.00	0.00	0.00
c 3-5	hardcore	1.00	4.00	5.00	0.00	0.00
c 4-5	roof	1.00	4.00	5.00	0.00	0.00
5-6	toilets	2.00	5.00	8.00	1.00	0.00
c 5-7	chain link fence	1.00	5.00	6.00	0.00	0.00
6-8	toilets finishing	0.00	7.00	8.00	1.00	1.00
c 7-8	finish	2.00	6.00	8.00	0.00	0.00

Source: Author (August 2008)

Figure 4.1 is the CPM diagram generated with the information in the CPM Schedule.

Figure 4.1: Mutuini Jua Kali Sheds – CPM Diagram



Source: Author (August 2008)

In Figure 4.1 above, there are two critical paths

Path 1-2-3-5-6-8 = 9 weeks

Path 1-2-4-5-6-8 = 9 weeks

The critical path refers to those activities whose total float is equal to zero. A delay in one activity in the critical path causes a delay in the entire project.

There are also two non-critical paths

Path 1-2-3-5-7-8 = 8 weeks

Path 1-2-4-5-7-8 = 8 weeks

The total float in both paths is 1 week. Therefore a delay of 1 week in Activity 7 (which does not fall in the critical path) would not have caused a delay in the entire period.

Note: the schedule was taken from the contractor's work schedule. However, using the network project planning technique, and with the help of experts, the contractor's schedule can be modified for improved results.

b) Multipurpose Hall

The construction of this project started in June 2006. The project was completed in 2007 and it was officially opened by His Excellency the President of the Republic of Kenya on 13 November 2007. According to the schedule, the project planned to take 32 weeks equivalent to 8 months. Therefore this project should have been complete by February 2007.

Table 4.5: Project Schedule – Multipurpose Hall - Riruta

No	Activity	Duration (Weeks)																																		
			0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	
1	Foundation meeting	0	█																																	
2	Foundation/Ground slab	4		█	█	█	█																													
3	Ground floor columns	4						█	█	█	█																									
4	First Floor Slab	5									█	█	█	█	█																					
5	First Floor Columns	4														█	█	█	█																	
6	Walling	4			█																							█	█	█	█					
7	Doors/Windows	4															█	█																		
8	Electrical/Plumbing	4																█	█																	
9	Plaster/Floor Finish	3																																		
10	Roofing	8																																		
11	Fittings and Finishes	6																																		
12	External Finishes/Slabs	2																																		
13	Contingency/Handover	3																																		

Source: Dagoretti Constituency CDF Office (July 2008)

To analyse the schedule, input into TORA software was as follows:

Table 4.6: Riruta Multipurpose Hall – Input to TORA

From node	To node	Activity	Duration
1	2	Foundation meeting	0
2	3	Foundation and Ground Slab	4
3	4	Ground floor walls	1
4	5	Ground Floor columns	4
5	6	First floor slab	5
6	7	First floor walls	1
7	8	First floor columns	4
8	9	Roofing	8
8	10	Doors / Windows	4
8	11	Electrical / plumbing	4
11	12	Plaster / floor finish	3
11	13	Fittings & Finishes	6
9	14	External finishes / slabs	2
10	15	finish	0
12	15	finish	0
13	15	finish	0
14	15	Contingency / Handover	3

Source: Author (2008)

From Table 4.6 above, float was calculated as shown in Table 4.7. Float is the longest possible delay in the completion of an activity that does not cause a delay in the completion of the entire project.

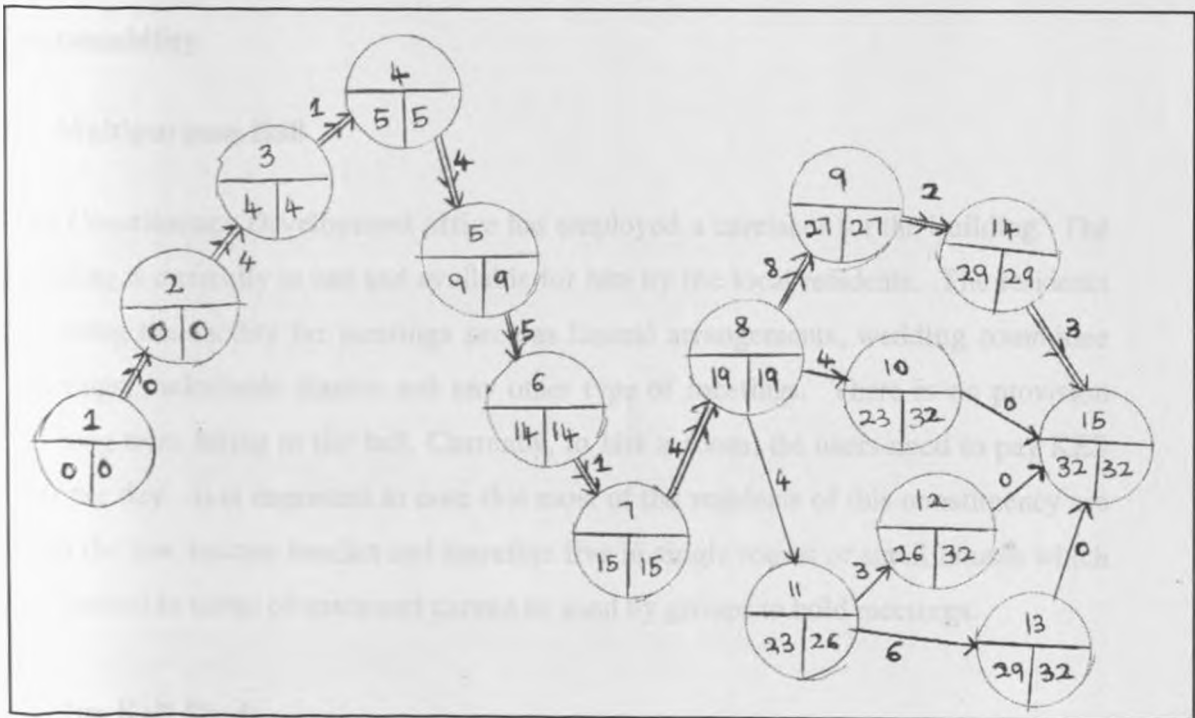
Table 4.7: Riruta Multipurpose Hall – CPM Schedule

PROJECT PLANNING - CPM SCHEDULE						
Title: Community Hall						
Activity	Symbol	Duration	Earliest Start	Latest Finish	Total Float	Free Float
c 1-2	Foundation meeting	0 00	0 00	0 00	0 00	0 00
c 2-3	foundation and ground slab	1 00	0 00	4 00	0 00	0 00
c 3-4	ground floor walls	1 00	4 00	5 00	0 00	0 00
c 4-5	ground floor columns	4 00	5 00	9 00	0 00	0 00
c 5-6	first floor slab	5 00	9 00	14 00	0 00	0 00
c 6-7	first floor walls	1 00	14 00	15 00	0 00	0 00
c 7-8	first floor columns	4 00	15 00	19 00	0 00	0 00
c 8-9	roofing	8 00	19 00	27 00	0 00	0 00
8-10	doors / windows	4 00	19 00	32 00	9 00	0 00
8-11	electricals / plumbing	4 00	19 00	26 00	3 00	0 00
11-12	plaster / floor finish	3 00	23 00	32 00	6 00	0 00
11-13	fittings / finishes	6 00	23 00	32 00	3 00	0 00
c 9-14	external finishes	2 00	27 00	29 00	0 00	0 00
10-15	finish	0 00	23 00	32 00	9 00	9 00
12-15	finish	0 00	26 00	32 00	6 00	6 00
13-15	finish	0 00	29 00	32 00	3 00	3 00
c 14-15	contingency / handover	3 00	29 00	32 00	0 00	0 00

Source: Author (July 2008)

Figure 4.2 is the CPM diagram generated with the information in the CPM Schedule

Figure 4.2: Riruta Multipurpose Hall– CPM Diagram



Source: Author (July 2008)

In Figure 4.2 above, there are two critical paths

Path 1-2-3-4-5-6-7-8-9-14-15 = 32 weeks

The critical path are those activities whose total float is equal to zero. A delay in one activity in the critical path causes a delay in the entire project.

There are also three non-critical paths

Path 1-2-3-4-5-6-7-8-10-15 = 23 weeks

Path 1-2-3-4-5-6-7-8-11-12-15 = 26weeks

Path 1-2-3-4-5-6-7-8-11-13-15 = 29 weeks

The critical path is 32 weeks. Therefore, the activity with 23 completion weeks has 9 weeks float, the one with 26 weeks completion has 6 weeks float and the one with 29 weeks has 3 weeks float.

Note: the schedule was taken from the contractor's work schedule. However, using the network project planning technique, and with the help of experts, the contractor's schedule can be modified for improved results.

1.4 Sustainability

a) Multipurpose Hall

The Constituency Development office has employed a caretaker for the building. The building is currently in use and available for hire by the local residents. The residents are using the facility for meetings such as funeral arrangements, wedding committee meetings, taekwondo classes and any other type of meetings. There is no provision for long term hiring of the hall. Currently, to hire a room, the users need to pay KES 200 per day. It is important to note that most of the residents of this constituency are from the low income bracket and therefore live in single rooms or small houses which are limited in terms of space and cannot be used by groups to hold meetings.

b) Jua Kali Sheds

Three hundred people had registered as jua kali artisans who were meant to benefit from the project. Of these, 11 were automotive mechanics. It is likely that these

registered mechanics will be allocated the sheds. For long term objectives to be met, the allocation of the sheds should be done on rotational basis for a limited period, say two years, in this manner, a large number of mechanics may benefit. This can work as an incubation period for entrepreneurs. Thereafter, they can move their businesses to other commercial premises.

4.2 Questionnaire Analysis

The questionnaire was divided into Parts A, B, C, D and E that sought varied information from the respondents.

4.2.1 Part A

Findings from Part A of the questionnaire are presented and discussed here. This part sought to obtain general information about the respondents. This information included the respondents’ gender, age, level of education, length of residency in Dagoretti Constituency and their voter registration status.

4.2.1.1 Gender Turn-Out

Table 4.8: Respondent’s Gender

Gender	No of respondents	
	Jua Kali Sheds	Multipurpose Hall
Female	25	27
Male	24	24

Source: Author (August 2008)

There was equal gender response to the questionnaire. This is attributed to the initial design of the study, where equal responses were targeted.

4.2.1.2 Age of Respondent

Table 4.9: Respondents’ Age

Age	No. of Respondents	
	Jua Kali Sheds	Multipurpose Hall
> 40 years	20	24
18 – 40 years	29	27

Source: Author (August 2008)

The initial design targeted respondents to spread respondents to all adult age groups as evenly as is practical. More respondents are in the 18-40 age group as opposed to over 40 years. This may be a natural response to demography patterns of age distribution.

There is slightly better age balance in the multipurpose hall project compared to Jua Kali sheds. The usefulness of a community hall extends to all age groups, while sheds are only of interest to active traders, most of who are younger people.

4.2.1.3 Level of Education

Table 4.10: Respondents' Education Level

Level of Education	No. of Respondents	
	Jua Kali Sheds	Multipurpose Hall
College	8	9
Secondary	27	25
Primary	13	12
No formal schooling	1	5

Source: Author (August 2008)

From the above table, there is no obvious difference in level of education between respondents to the two questionnaires.

4.2.1.4 Length of Residency

In the initial design of the study, only adult residents were to be targeted. This means that people who had resided in the area for less than one year were disqualified prior to issuing of questionnaires. The table below gives distribution of residency for each of the projects.

Table 4.11: Respondents' Residency Period

Period of Residency	No of Respondents	
	Jua Kali Sheds	Multipurpose Hall
1 - 5 Years	18	3
> 5 Years	31	48

Source: Author (August 2008)

From the table above, the multipurpose hall was most appealing to long-term residents, with 95% of residents having resided in the area for more than 5 years. On the other hand, only 63% of the respondents for the sheds had resided for more than 5 years.

4.2.1.5 Respondent's Voter Registration

The table below gives the voter registration status (July 2008) of respondents to the two projects:

Table 4.12: Respondents' Voter Registration Status

Voters Registration Status	No of Respondents	
	Jua Kali Sheds	Multipurpose Hall
No	11	3
Yes	38	47

Source: Author (August 2008)

The multi-purpose hall has a better turn-out or registered voters as compared to the sheds. Voter registration is highly correlated to residency, and the patterns turn out to be similar.

4.2.2 Part B

This section presents findings from Part B of the questionnaire. This section of the questionnaire sought information aimed at answering the question: Is there a significant difference in the mode of communication between a successful project and an unsuccessful project? Four questions covering budget, contractual information, schedule and scope respectively were asked.

4.2.2.1 Information on projects budget

The research question on knowledge of the budget was posed as follows:

Do you know how much money was allocated by CDF for this project? If yes, what was your source of this information?

The responses received are as in the following table.

Table 4.13: Difference in Mode of Communication in the Sample Projects - Budget

Responses	Jua Kali Sheds	Multipurpose Hall		Total	Appreciable Difference
No	46	21		67	
Yes	3	30		33	
Billboard	0%	1	2%	1	No
Bulletin	0%	11	22%	11	Yes
Friends	1 2%	6	12%	7	Yes
Meeting	0%	8	16%	8	Yes
Radio	1 2%	4	8%	5	No
Missing	1 -			1	
Total	49	51		100	

Source: Author (August 2008)

From the table, most of the respondents on the sheds were unaware of the budget for the project with only 3 acknowledging the budget. On the other hand, 30 of the 51 respondents to the community hall project were aware of the budget.

Most of the people who knew of the budget learned it from bulletins. Other popular communication channels are meetings, radio and through friends.

The only modes of communication with an appreciable difference between the successful project and the unsuccessful project were the use of the bulletin, word of mouth (friends) and meetings.

4.2.2.2 Information on project schedules and completion time

The research also sought to establish if constituents were aware of the project schedules and completion time. The question was asked as follows:

Do you know how long the project will take to be complete? If yes, what was your source of this information?

Responses were as below:

Table 4.14: Difference in Mode of Communication in the Sample Projects: Schedule

Responses	Jua Kali Sheds	Multipurpose Hall		Total	Appreciable Difference
No	49	28		77	
Yes	0	23		23	
Billboard	0%	2	4%	2	No
Bulletin	0%	2	4%	2	No
Friends	0%	9	18%	8	Yes
Meeting	0%	8	16%	8	Yes
Radio	0%	2	4%	2	No
Total	49	51		100	

Source: Author (August 2008)

From the Table 4.14 above the respondents to the sheds project were ignorant of the project schedule. On the other hand, 23 respondents (45%) to the hall project were aware of the project schedule for the community hall.

Many of them learnt of the schedule through friends and meetings, while fewer of them learnt through billboards bulletins and radio.

The only modes of communication with an appreciable difference between the successful project and the unsuccessful project were word of mouth (friends) and meetings.

4.2.2.3 Contractual information

To compare transparency of contractual details of the two project, the following question was asked:

Do you know who the contractor(s)/supplier(s) for this project is? If yes, what was your source of this information?

Responses were obtained as follows:

Table 4.15: Difference in Mode of Communication in the Sample Projects – Contractual Information

Responses	Jua Kali Sheds		Multipurpose Hall		Total	Appreciable Difference
No	43		40		83	
Yes	6		11		17	
Bill Board	0%		0%			No
Bulletin	0%		2	4%	2	No
Friends	4	8%	5	10%	9	No
Meeting	1	2%	2	4%	3	No
Radio	1	2%	2	4%	2	No
Total	49		51		100	

Source: Author (August 2008)

From the table above, only 17 of the respondents had information about the contractors. There is a slightly better level of information in the community hall project compared to the sheds project. Most of these respondents knew of the contractors and suppliers through friends, while some learnt through bulletins, meetings and radio.

None of the modes of communication had an appreciable difference between the successful and the unsuccessful project.

4.2.2.4 Scope information

To analyse the community's understanding of the project scope, the following question was posed:

Do you know the extent of work to be covered under this project? If yes, what was your source of this information?

Responses were received as per the table below:

Table 4.16: Mode of Communication in the Sample Projects - Scope

Responses	Jua Kali Sheds	Multipurpose Hall		Total	Appreciable Difference
No	48	13		61	
Yes	0	37		61	
Bill Board	0%	0%			No
Bulletin	0%	5	10%	5	Yes
Friends	0%	24	48%	24	Yes (very high)
Meeting	0%	8	16%	8	Yes
Radio/TV	0%	0%			No
Total	48	50		98	

Source: Author (August 2008)

From the table above, all the respondents in the sheds project did not know the scope of the project. This compares poorly to 37 (74%) in the hall project. Most of the respondents who knew the project scope acquired the information through meetings and bulletins, although 'friends' was the most dominant source of information.

The only modes of communication with an appreciable difference between the successful project and the unsuccessful project was the use of the bulletin, word of mouth (friends) and meetings. Indeed word of mouth (friends) difference was very high for the successful project than for the unsuccessful project.

Part A of the questionnaire was also used to establish if there is a significant difference in the mode of communication between a successful project and an unsuccessful project. Responses to the four questions above were analysed by taking the average of responses for each mode and expressing it as a percentage of the sample and the results were tabulated.

In order to establish if there is a correlation between the modes of communication regarding the four parameters, budget which is the most important parameter was correlated to the other three, that is, schedule, contractual information and scope.

This was computed with the formulae:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x^2 - (\sum x)^2} \times \sqrt{n\sum y^2 - (\sum y)^2}}$$

where,

r is the correlation co-efficient, n is the number of items, x and y are the variables.

Table 4.17: Correlation: Budget vs Schedule

x (Budget)	y Schedule	x^2	y^2	xy
2	4	4	16	8
22	4	484	16	88
12	18	144	324	216
16	16	256	256	256
8	4	64	16	32
60	46	952	628	600
Σx	Σy	Σx^2	Σy^2	Σxy

Source: Author (August 2008)

The correlation co-efficient of budget versus schedule is 0.220. This is a weak positive correlation. Therefore, the correlation on the mode of communication between budget and schedule in the successful project is positive and weak. Perhaps people are not interested to know how long a project will take. They are more concerned with the cost unless there are obvious delays.

Table 4.18: Budget vs Contractual Information (CI)

x (Budget)	y Schedule	x^2	y^2	xy
2	0	4	0	0
22	4	484	16	88
12	10	144	100	120
16	4	256	16	64
8	4	64	16	32
60	22	952	148	304
Σx	Σy	Σx^2	Σy^2	Σxy

Source: Author (August 2008)

The correlation co-efficient of budget versus contractual information is 0.367. this is a weak positive correlation. Therefore, the correlation on the mode of communication between budget and contractual information in the successful project is positive and weak.

However, this appears to have a slightly stronger relationship with the budget than the other two variables, schedule and scope whose correlation co-efficients are 0.22 and 0.272 respectively. The reason could be that contractual information is most of the times related to financial issues.

Table 4.19: Correlation: Budget vs Scope

x (Budget)	y Schedule	x^2	y^2	xy
2	0	4	0	0
22	10	484	100	220
12	48	144	2304	576
16	16	256	256	256
8	0	64	0	0
60	74	952	2660	1052
Σx	Σy	Σx^2	Σy^2	Σxy

Source: Author (August 2008)

The correlation co-efficient of budget versus scope is 0.272. This is a positive weak correlation. Therefore, the correlation on the mode of communication between budget and scope in the successful project is positive and weak. Perhaps people are not interested to know the scope of a project will take. They are more concerned with the cost element.

4.2.3 Part C

This section presents findings from Part C of the questionnaire. This section of the questionnaire sought information aimed at answering the question: To what extent does participatory communication enhance the success of a community project?

Ten questions were posed in the questionnaires to assess the public opinion on their involvement in community projects, especially with regards to the two projects being compared. Responses have been coded from 1 to 5, with 1 representing strong disagreement with a statement and 5 being strong agreement with the statement.

To assess the responses, the number of responses matching each level of agreement is shown (following table).

Table 4.20: Public Opinion on their Involvement in Sample Projects

Jua Kali Sheds	No of Respondents										Total	
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	No	0%
Strongly disagree	2	1	32	30	38	34	38	38	27	34	274	57%
Disagree	2	3	8	8	4	8	3	1	12	4	53	11%
Unsure	1	5	8	8	4	6	5	5	6	9	57	12%
Agree	5	16	1	2	1		2	4	3	1	35	7%
Strongly agree	39	24			1						64	13%
Total	49	49	49	48	48	48	48	48	48	48	483	100%
Community Hall	No of Respondents										Total	
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	No	No
Strongly disagree	4	5	4	3	4	6	5	5	4	5	45	9%
Disagree	2	1	1	3	3	2	1	3	2	4	22	4%
Unsure		1	2	2	13	18	13	13	9	6	77	15%
Agree	10	17	15	24	19	14	17	18	23	21	178	35%
Strongly agree	35	27	29	19	12	11	15	12	13	15	188	37%
Total	51	51	51	51	51	51	51	51	51	51	510	100%

Source: Author (August 2008)

From the table above, it appears that the community was well involved at the beginning of both projects. However, in the Jua Kali sheds project, the communication to the community on the project seems to have reduced, with respondents being in strong disagreement about their involvement in the project.

In the community hall project, the respondents feel they were well involved in the project and communication given on various aspects of the project.

2.4 Part D

This section presents findings from Part D of the questionnaire. This section of the questionnaire sought information aimed at answering the: Is there a significant difference on the language of communication used between a successful project and an unsuccessful project?

The research sought to establish the predominant language of communication for each of the projects under consideration.

Responses are as below:

Table 4.21: Difference in Language of Communication in Sample Projects

Responses	Jua Kali Sheds		Multipurpose Hall		Total	Appreciable Difference
English	42	86%	47	92%	89	No
Kiswahili	5	10%	4	8%	9	No
Other languages	1				1	
Missing	1				1	
Total	49		51		100	

Source: Author (August 2008)

From the table, most respondents believe communication was mainly in English, while only a handful was in Kiswahili. Since most of written communication is in English, alternative languages feature due to use of radios as a communication channel, as well as verbal communication. From the table, there is no appreciable

difference in the language used in communication between the successful and unsuccessful project.

Next, one would want to know whether the community is comfortable in the language used for project communication. The questionnaire posed the question whether the language used in communication was well understood by most members of the community. Responses are as below:

Table 4.22: Public Opinion on Appropriateness of Language of Communication in Sample Projects

Language	No of respondents				
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
English	16	49	23		
Kiswahili	2		1	2	4
Others	1				

Source: Author (August 2008)

From the table above, most people, especially those who obtained information in English feel strongly that the communication language was not well understood. Those who obtained information in Kiswahili are in favour of the language. The language of national unity is Kiswahili. This is the language used in metropolitan areas. This is because people have different levels of education. English is not the language used in interaction. It is only used for official purposes and therefore the public is more comfortable with Kiswahili as compared to English.

The next question is the language that the community would prefer to have project communication in.

The table below shows responses.

Table 4.23: Public Opinion on Preferred Language of Communication in Community Projects

Language	No of Respondents	
	Jua Kali Sheds	Multipurpose Hall
Both English/Kiswahili	2	5
Kiswahili	45	46
Other	1	

Source: Author (August 2008)

From the table above, most respondents would prefer communications to be done in Kiswahili, while only a handful were in support of both English and Kiswahili. No one supported English outright.

Many respondents are computer literate, but only 5 respondents have ever visited the CDF website. These few web users felt the information on the website is not useful.

5.0 CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This study summarises the findings by relating them to the research questions stated in the introduction of this paper.

5.2 Relationship to Research Questions

a) Is there a significant difference in the mode of communication between a successful project and an unsuccessful project?

There is an appreciable difference in the mode of communication between the successful project and the unsuccessful project. The mode of communication that was found to have an appreciable difference was the word of mouth (friends), meetings and the bulletin. Word of mouth was found to have a very high appreciable difference.

b) Is there is a significant difference on the language of communication used between a successful project and an unsuccessful project.

From the study, there was no appreciable difference on the language of communication used between the successful project and the unsuccessful project. However, most respondents, especially those who obtained information in English felt strongly that the communication language was not well understood. Those who obtained information in Kiswahili were in favour of the language. The respondents also feel that most communication in community development projects should be carried out in Kiswahili which is the language understood by the majority.

c) To what extent does participatory communication enhance the success of a community project?

This study established that participatory communication enhances the success of a community development project. The public had more information on the successful

project than the unsuccessful project. they felt that they had been involved in the various stages of the project from identification to implementation and even the sustainability of the project. On the other hand, the public only had little information regarding the unsuccessful project and felt that they were only involved during the selection of the project but left out during the implementation stage.

5.4 Relationship with Previous Studies

From the literature review, communication has been found to be essential, but by itself, it is insufficient if the material, human and financial resources needed to carry out the development initiative itself, do not accompany it. Likewise, those resources are insufficient if there is no communication to facilitate community participation and appropriation of their own development. In the case of the two CDF projects studied, the human, material and financial resources were available. However, the unsuccessful project still encountered many challenges. The results of the study showed that communication in the unsuccessful project was not as effective as it was in the project identified as successful. Therefore, the findings of this study are consistent with the results of previous studies.

5.5 Conclusions

This study concludes that participatory communication has a very important role to play in the success of community development projects.

5.6 Recommendations

This study gives recommendations that are specific to the Jua Kali Project in order to make it a successful project and also goes further to give recommendations that are general to CDF and community projects.

5.6.1 Recommendations Specific to the Jua Kali Project

For the Jua Kali project to become successful, this study proposes that first the public needs to be made aware of the new developments. A bill board with the following

information would help – the name of the contractor, the name of the client, the contractor, scope and project cost and expected completion time.

From the study, the bulletin, meetings and word of mouth (friends) modes of communication were found to have an impact on the success rate of the project. Word of mouth was the mode highly used and therefore, it is very important to let the public have easy access to information so that what goes round is factual information. The public should also be involved through meetings and the quarterly bulletin should be revived.

For long term objectives to be met in the Jua Kali Sheds project, the allocation of the sheds should be done on a rotational basis. In this manner, a larger number of mechanics may benefit. This can work as an incubation period for entrepreneurs. Thereafter, they can move their businesses to other commercial premises.

5.6.2 General Recommendations for CDF and Community Projects

Borrowing from India, CDF legal framework should be premised on a policy that individual MPs have no direct access to CDF funds. The MPs should only participate with the constituents to identify the projects to be funded by an amount set for the CDF during a particular Financial Year. Both the MPs and constituents will then participate in monitoring and implementation of the projects under the CDF. This helps in the separation of politics and development. Communication will then improve and therefore there will be more accountability and transparency in the management of the funds.

CDF projects should be managed in an open manner and all information must be availed to the public. To ensure that the wider public receives this information, this study proposes the following measures.

All projects should have a billboard erected in clear bold writing indicating the following information: the name of project, scope, time schedule, budgeted cost and the contractors and suppliers. This brings out transparency as the public is armed with the facts. Like in India, then the constituents can be able to judge the performance of

their Member of Parliament's performance in the development projects and therefore can vote wisely during parliamentary elections.

Information about tendering for the works should be displayed at the Chiefs' offices. This ensures that anyone interested is aware and can bid and therefore it brings out transparency in selection of suppliers and contractors. Bids should be opened in public and all those who have bid should be present.

Finally, this study shows that communication is the life blood of a project. Therefore, Communication should be included as a unit of study for students taking project management courses.

5.7 Suggestions for Further Researcher

This study proposes a comprehensive study in the link between politics and communication in CDF projects. It appears that there is unwillingness by the CDF office to disclose information to the public for fear that the opponents of the serving MP will use it to get a political edge. The matrix of stakeholders in community development projects and their role in the success of the projects should also be studied.

Project planning is likely to improve if the activity schedule is drawn by the experts rather than being taken from the contractors.

Finally, for further study, multiple correlation and regression can be done for such projects.

REFERENCES

- Dagoretti CDF News (2007). *Quarterly Bulletin*, July 2007.
- Encyclopaedia Britannica. (2008). *African Kingship: Kabaka*. Retrieved 30 April 2008 from <http://www.britannica.com/eb/topic-309182/kabaka>.
- European Commission. (2004). *Aid Delivery Methods, Project Cycle Management Guidelines Vol I*.
- Farlex Inc. (2008). *The Free Dictionary*. Retrieved August 30, 2008 from <http://www.thefreedictionary.com>.
- Government of Kenya. (2003). *The Constituencies Development Fund Act*. Government Press.
- Guy B. (2004). *Involving the Community: A Guide to Participatory Development Communication*. Southbound: International Development Research Centre, 2004 ISBN 1-55250-066-7.
- Kenyatta J (1938). *Facing Mount Kenya*, NY, USA: Random House Inc.
- Kerlinger F. (Reedited by Lee Howard N.) (2000). *Foundations of Behavioural Research* (4th Ed.). New York: Harcourt College Publishers.
- Kerzner, H. (2001). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. (7th ed). New York: John Wiley & Sons, Inc.
- Kimenyi M. (2005). *Efficiency and Efficacy of Kenya's Constituency Development Fund: Theory and Evidence*. Working Paper, University of Connecticut, Department of Economics.
- KIPPRA. (2008). *The Kenyan Economy: Constituency Development Fund*. Retrieved July 15 from <http://www.kippra.org/challenges.asp>.
- Lambert H. E. (1956). *Kikuyu Social and Political Institutions*. Oxford University Press. Retrieved on May 1, 2008 from www.nationmaster.com/encyclopedia/kikuyu.
- Levin R. I. (1966). *Planning and Control with PERT/CPM*. New York: McGraw-Hill.
- Lucey T. (2002). *Quantitative Techniques*. London, UK: T J International.
- Ludeking G. & Williams C. (1999). *Poverty, Participation and Government Enablement*. United Nations Center for Human Settlements, Nairobi.
- MacQueen K. (2001). Community Based Participation Research. *American Journal of Public Health* 1929-1938. Retrieved on June 30, 2008 from <http://www.ajph.org>.
- Mansuri G & Rao V. (2004). *Community-Based and -Driven Development: A Critical Review*. The World Bank Research Observer, Vol 19 No. 1, 19:1-39

Masha J. (2008 July 21). National News - Tanzania Set to Start CDF. *The Standard Newspaper*.

Merriam-Webster. (2008). *Online Dictionary*. Retrieved on August 30, 2008 from <http://merriam-webster.com/dictionary>.

National Portal of India – Official Government of India Website. (2008). *Profile, Culture, Tourism, Statistics, Government*. Retrieved 2 June 2008 from <http://www.mpgovt.nic.in/planning/mplads/insteng.htm>.

Oketch O. (2006). *Language Use and Mode of Communication in Community Development Projects in Nyanza Province, Kenya*. Unpublished doctoral dissertation, University of Western Cape. Retrieved on May 1, 2008 from <http://etd.uwc.ac.za>.

Project Management Institute Standards Committee. (1996). *A Guide to the Project Management Body of Knowledge* (1996 Ed.). North Carolina: PMI Publishing Division.

Uganda Debt Network. (2007). *Briefing Paper on the Constituency Development Fund in Uganda*. Retrieved on 30 July 2008 from <http://www.udn.or.ug/pub/CDFbriefingpaper.pdf>

Wikipedia. (2008). *Dagoretti Constituency*. Retrieved August 10, 2008 from http://en.wikipedia.org/wiki/Dagoretti_Constituency.

Wikipedia. (2008). *Project Management*. Retrieved June 2 2008 from <http://en.wikipedia.org/wiki/Kikuyu>.

Wikipedia. (2008). *Kikuyu*. Retrieved 2 June 2008, from <http://en.wikipedia.org/wiki/Kikuyu>.

APPENDIX A - RESEARCH QUESTIONNAIRE

Dear Respondent,

The aim of this questionnaire is to enable the researcher who is a finalist student at the University of Nairobi to fulfil a research project for the award of Master Arts Degree in Project Planning and Management.

The results and data gathered in the questionnaire shall be treated in strict confidence for the purpose of academic fulfilment and shall not be used for another purpose than the subject specified.

Part A

1. Gender (please tick appropriately on applicable box)

Male

Female

2. Age (please tick appropriately on applicable box)

18 – 40 Years Above 40 Years

3. Education – highest level attempted (please tick appropriately on applicable box)

No level attended Primary level Secondary level College/university

4. Length of residency in Dagoretti Constituency (please tick appropriately on applicable box)

Less than 1 Year 1 – 5 Years Over 5 Years

5. Are you a registered voter (please tick appropriately on applicable box)

Yes

No

PART B

1. Do you know how much money was allocated by CDF for this project? – YES/NO

If yes, what was your source of this information? (Tick appropriately)

Community meeting	<input type="checkbox"/>	Project bill board	<input type="checkbox"/>	Internet	<input type="checkbox"/>	Others (specify in box below)
Constituency bulletin	<input type="checkbox"/>	Radio/TV	<input type="checkbox"/>	Friends	<input type="checkbox"/>	

2. Do you know how long the project will take to be complete? – YES/NO

If yes, what was your source of this information? (tick appropriately)

Community meeting	<input type="checkbox"/>	Project bill board	<input type="checkbox"/>	Internet	<input type="checkbox"/>	Others (specify in box below)
Constituency bulletin	<input type="checkbox"/>	Radio/TV	<input type="checkbox"/>	Friends	<input type="checkbox"/>	

3. Do you know who the contractor(s)/supplier(s) for this project is? – YES/NO

If yes, what was your source of this information? (tick appropriately)

Community meeting	<input type="checkbox"/>	Project bill board	<input type="checkbox"/>	Internet	<input type="checkbox"/>	Others (specify in box below)
Constituency bulletin	<input type="checkbox"/>	Radio/TV	<input type="checkbox"/>	Friends	<input type="checkbox"/>	

4. Do you know the extent of work to be covered under this project? – YES/NO

If yes, what was your source of this information? (tick appropriately)

Community meeting	<input type="checkbox"/>	Project bill board	<input type="checkbox"/>	Internet	<input type="checkbox"/>	Others (specify in box below)
Constituency bulletin	<input type="checkbox"/>	Radio/TV	<input type="checkbox"/>	Friends	<input type="checkbox"/>	

PART C

Please circle how strongly you agree or disagree with the following statements according to the above scale: (if you disagree strongly with a statement, circle 1; if you disagree mildly, circle 2; if you are unsure of an answer, or if unfamiliar to the project, circle 3; if you agree mildly circle 4; if you strongly agree, circle 5)

	<u>Strongly disagree</u>	<u>Disagree</u>	<u>Unsure</u>	<u>Agree</u>	<u>Strongly agree</u>
1. This project was identified and selected by the community.	1	2	3	4	5
2. Information about this project is/was readily available.	1	2	3	4	5
3. The community is aware of the budget for this project.	1	2	3	4	5
4. The community knows the scope of this project.	1	2	3	4	5
5. The community knows the project schedule for the project.	1	2	3	4	5
6. The community is aware how the suppliers/contractors for this project were selected.	1	2	3	4	5
7. The community was consulted/informed about the project progress adequately.	1	2	3	4	5
8. The community was informed of significant changes in the project.	1	2	3	4	5

	<u>Strongly disagree</u>	<u>Disagree</u>	<u>Unsure</u>	<u>Agree</u>	<u>Strongly agree</u>
9. The community was consulted on their role towards sustainability of this project.	1	2	3	4	5
10. Overall, the community feels that they were involved in the selection and implementation of the project.	1	2	3	4	5

PART D:

1. Most information regarding this project was mainly in:

English Kiswahili Others (specify)

	<u>Strongly disagree</u>	<u>Disagree</u>	<u>Unsure</u>	<u>Agree</u>	<u>Strongly agree</u>
2. The language of communication used in this project was well understood by most members of the community	1	2	3	4	5

PART E

1. In which language do you think communication on CDF projects should be in?

2. Are you computer literate?

If yes, have you ever visited the CDF website?

If yes, was the information that you found there on Dagoretti CDF project adequate?

If not, which information should have been included?

3. What is your suggestion on how the CDF management should handle communication on projects.

.....

.....

.....

.....

INTERVIEW QUESTIONS – TO BE ANSWERED BY THE CDF OFFICE

Who mooted the idea of this project?

How was the community involved in the selection of the project/implementation/monitoring and evaluation?

What is the mode of communication used on this project?

What was the language of communication when managing the CDF projects?

Documentary evidence – minutes of meeting, notice boards, letters, bill boards.