

**CHALLENGES INFLUENCING IMPLEMENTATION OF
CONSTITUENCY DEVELOPMENT FUNDED PROJECTS: A
CASE OF NYERI TOWN CONSTITUENCY, KENYA**

BY

WANDERI SAMUEL



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DECLARATION

This research project is my original work and has not been submitted for a degree or any other award to any university or other institution of learning.



WANDERI SAMUEL

LS0/72700/08

24/8/2010

DATE

This research project has been submitted for examination with my approval as supervisor of University of Nairobi.



DR. WOKABI MWANGI

SENIOR LECTURER

DEPARTMENT OF PEACE, SECURITY AND SOCIAL STUDIES

EGERTON UNIVERSITY

24/8/2010

DATE

DEDICATION

This research project is dedicated to my wife Mary Wambui, for her continued support and constant encouragement in my study, and to my uncle Harrison Maina who instilled in me the discipline to study while I was still at a tender age.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
BOQs	Bills of Quantities
CDC	Constituency Development Committee
CDFC	Constituency Development Fund Committee
DCs	Developed Countries
DDO	District Development Office
DGSP	Democratic Governance Support Programme
DIDC	District Information and Documentation Centre
FY	Financial Year
Gok	Government of Kenya
HTV	Human Immunodeficiency Virus
KIPPRA	Kenya Institute for Public Policy Research and Analysis
LDCs	Less Developed Countries
MPs	Members of Parliament
NTA	National Taxpayers Association
NCCK	National Christian Council of Kenya
PMCs	Project Management Committees
SPSS	Statistical Package for Social Scientists

ABSTRACT

This study investigated challenges influencing implementation of Constituency Development Funded projects a case of Nyeri Town Constituency, Kenya. This study has been founded on sequential theory of decentralization as advocated by Tullia G Falleti which is proposed to have three main characteristics: (1) It defines decentralization as a process; (2) It takes into account the territorial interests of bargaining actors; and (3) by incorporating policy feedback effects, it provides a dynamic account of institutional evolution. Kenya has had a number of decentralized programmes most of which have been geared towards fighting rampant poverty, diseases and illiteracy among its citizens. Of all the decentralized programmes initiated in Kenya, Constituency Development Fund is amongst the recent most popular with the largest participation of the citizens at the grassroots. Since its inception in 2003/04 many development projects have been initiated through the programme and are at various levels of completion and utilization. The objectives that guided this study were: to examine the extent to which funding of Constituency Development Funded projects influence the implementation of Constituency Development Fund projects in Nyeri Town Constituency, to assess the extent to which skills of Project Management Committees influence implementation of Constituency Development Fund projects in Nyeri Town Constituency, to explore the extent to which consultation with technical personnel influence the implementation of Constituency Development Fund projects in Nyeri Town Constituency. The justification of this study is based on the premise that, decentralized programmes initiated in Kenya have had short comings in their implementation and therefore there exists a need to study the challenges faced in implementation of projects in decentralized programmes. Descriptive survey design has been used for the study with the target population being all CDF funded projects in Nyeri Town Constituency. Secondary as well as primary sources of data were used for the study and summarized using descriptive statistics. The analysis of the data was done using the Statistical Package for Social Scientists (SPSS). The findings of the study were that, there are challenges in the implementation of CDI programme which are associated with project funding, project management skills as well as availability of technical personnel required to guide in the implementation of the CDF programme. It is therefore recommended that, CDIs should embrace funding projects fully and adequately, ensure that those appointed to implement CDF projects have adequate training by appointment of people already trained in project management as well as conducting specific tailor made training on CDI project implementation. Experience in project management should also be a key consideration prior to being appointed to implement a project. On the policy front, the government should ensure that, there is employment of adequate technical staff with the right skills in each constituency, and the CDF Act should be reviewed to specifically state the level of experience allowable for one to be appointed to implement a CDF project. It would also be important for the CDI board to vet allocations of funds by CDFCs to projects so as to ensure that projects are adequately funded to completion. These recommendations if enforced would ensure that the CDI programme bears maximum results towards improving the lives of the intended beneficiaries hence positively contributing towards the well being of the whole nation. Areas of further research suggested from the study are: a study on "The levels of participation of beneficiaries in the implementation of Constituency Development Funded Projects in the constituency" and, a study on "Factors Affecting the Involvement of Women in the Implementation of Constituency Development Funded Projects in the Constituency".

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study investigated challenges influencing implementation of Constituency Development Funded projects a case of Nyeri Town Constituency, Kenya. The motivation of this study was that, decentralized programmes initiated in Kenya have had short comings in their implementation and therefore there exists a need to study the challenges faced in implementation of projects in decentralized programmes

Countries have pursued decentralization policies both for political and developmental reasons. Beginning in the late 1950s and early 1960s, the first wave of decentralization was inspired by newly independent states desiring indigenous local governments as replacements for the colonial structures in place. Decentralization was seen as a political means for the state to increase popular support and a way by which individual politicians and ministers could establish themselves and their ministries. The second wave of decentralization, from the mid 1970s into the 1980s, was based more on the premise that, decentralized planning and participation is a more effective and efficient way to implement development programs that focus on meeting basic needs, such as health and education programs. The decentralization rationale currently in vogue is based on notions of economic (allocative) efficiency criteria (Lindaman and Thurmaier, 2002).

Interest in fiscal decentralization has grown greatly all over the world in recent years. The public finances of many developed economies have to varying degrees become more decentralized as one way of attempting to accommodate the fiscal realities of the "post-welfare state" era. Throughout eastern and central Europe new systems of local and intergovernmental finances are being established as a part of the evolution away from the old central planning system (Bird and Vaillancourt, 1998). Decentralization as a means for fostering development has been a focus of intense academic, policy and even popular debate in Africa in general and Kenya in particular. According to World Bank Development Committee in 2006, more than 19%, or 4.5 billion dollar of the World Bank budget was spent on projects involving decentralization (Lessmann and Markwardt, 2009).

Since independence, Kenya has had a number of decentralized programmes most of which have been geared towards fighting rampant poverty, diseases and illiteracy. Of all the decentralized programmes initiated in Kenya, Constituency Development Fund (CDF) is amongst the recent most popular with the largest participation of the citizens at the grassroots. Constituency Development Fund is a decentralized fund administered at the constituency level and which came about as a result of the CDI bill which was passed in parliament in 2003. The bill was aimed at combating poverty and promoting equitable growth and development around the country. Therefore, CDF was designed to ensure that a specific portion of the annual government revenue is devoted to the constituencies for purpose of development and in particular the creation of wealth at the grass roots. Currently, the implementation of the CDF programme is guided by the CDF Amendment Act of 2007 as well as regulations and circulars released by the ministry of planning and vision 2030 as well as from the CDF Board.

Money for the Constituencies Development Fund is collected as a percent of annual ordinary government revenue. The CDF Amendment Act of 2007 stipulates that, at least 2.5% of the ordinary revenue collected by the government is allocated to CDF. Each of the Kenya's two hundred and ten (210) constituencies receive Constituencies Development Fund with 75% of the money allocated to CDF in any year being divided equally among the two hundred and ten (210) constituencies; the other 25% is allocated to constituencies based on poverty index levels and constituency population. The CDF Act provides that, only projects that benefit the community at large should benefit from CDI funding. Since the inception of CDF in 2003/2004, many development projects have been initiated through the programme with the largest beneficiary being the education sector, followed by Health sector. Other sectors that have benefitted from CDI are in water and sanitation, roads, Markets and agriculture. According to Chweyn (2006), implementation of the government formulated decentralization programmes have in all cases fallen far short of expectation. Many of CDI initiated projects since 2003/04 have been successfully completed and are in use, others have stalled or still ongoing several years after being initiated; others are underutilized or not utilized at all which is an indication that there are hurdles in the way of successful implementation of CDF programme.

According to a study conducted in Nyeri Town Constituency by National Taxpayers Association (NTA) (2008), 38% of the total CDF funds allocated in FY 2006-07 were on badly implemented

projects while 16% were missing and unaccounted for. Studies conducted on implementation of decentralized programme suggest that: inadequate funding, lack of technically qualified personnel to guide the implementation of projects and lack of appropriate skills in management have been among the major setbacks (Wasike, 2001, Obuya, 2008, Tanzi & Davoodi, 1998, Gikonyo, 2008; Lock, 2003; Linder, 2004; Barret et al, 2009) and so this study narrowed down to investigating the challenges influencing the implementation of Constituency Development Funded projects in Nyeri Town Constituency.

1.2 Statement of the Problem

This study investigated the challenges influencing implementation of Constituency Development Funded projects; a case of Nyeri Town Constituency. This was motivated by the fact that, since independence Kenya has had an array of decentralized programmes whose implementation has been marred with shortcomings. Since 2003, the Government of Kenya has increased its effort towards decentralization with a number of decentralized programmes being initiated. The channeling of funds for the Economic Stimulus Programme through the CDF framework in 2009 reinforces the fact that the government still has faith in decentralization programmes. Though the CDF programme has had a magnificent and significant impact across all constituencies, it has had a share of its challenges. The implementation of CDF projects has been marred with lots of controversies. This is evident as there has been a public outcry particularly by the civil societies concerning poor management of the fund. Though a significant number of CDF initiated projects since 2003/04 have been successfully completed and are in use, many more have stalled or still ongoing several years after being initiated; others are underutilized or not utilized at all which is an indication that there are hurdles in the way of successful implementation of CDF programme.

Studies conducted on implementation of decentralized programmes suggest that: inadequate funding, lack of technically qualified personnel to guide the implementation of projects and lack of appropriate skills in management have been among the major setbacks (Wasike, 2001; Obuya, 2008; Tanzi & Davoodi, 1998; Gikonyo, 2008; Lock, 2003; Linder, 2004; Barret et al, 2009). A report on Nyeri Town CDF by National Taxpayers Association (2008) indicated that, 38% of the total CDF funds allocated in FY 2006-07 were spent on badly implemented projects while 16% were missing and unaccounted for. Therefore, this study narrowed down to examine the

challenges affecting implementation of projects funded by the Constituency Development Fund in Nyeri Town Constituency.

1.3 Purpose of the Study

The purpose of this study was to investigate the challenges influencing implementation of Constituency Development Funded projects in Nyeri Town Constituency.

1.4 Research Objectives

The study aimed to achieve the following objectives:

1. To examine the extent to which funding of Constituency Development Funded projects influence the implementation of Constituency Development Fund projects in Nyeri Town Constituency.
2. To assess the extent to which skills of Project Management Committees influence implementation of Constituency Development Fund projects in Nyeri Town Constituency.
3. To explore the extent to which consultation with technical personnel influence the implementation of Constituency Development Fund projects in Nyeri Town Constituency.

1.5 Research Questions

The study was guided by the following research questions:

1. What is the extent to which funding of Constituency Development Funded projects influence the implementation of Constituency Development Fund projects in Nyeri Town Constituency?
2. What is the extent to which skills of Project Management Committees influence implementation of Constituency Development Fund projects in Nyeri Town Constituency?
3. What is the extent to which consultation with technical personnel influence the implementation of Constituency Development Fund projects in Nyeri Town Constituency?

1.6 Significance of the Study

The findings of the study are hoped to guide in efficient implementation of projects funded through the Constituency Development Fund and the recommendations of the study are hoped to help the stakeholders to adequately plan prior to implementation of projects so as to ensure that they meet the objectives for which they were initiated.

Being a case of CDF projects in Nyeri Town Constituency, the findings are hoped to be instrumental in informing on implementation of CDF projects in the constituency and be used to rectify problems witnessed in implementation of the projects as well as giving important lessons on how to or not to implement similar projects in future.

The study is hoped that, it will also be important to the Government of Kenya (Gok) in planning for implementation of decentralized programmes particularly since it is in the process of channeling more development funds through the CDF framework with the most immediate programme being the Economic Stimulus Programme. The study report is hoped also to serve as a scholarly reference material for future studies and research work in decentralized programmes as well as other development programmes.

1.7 Limitation of the Study

The limitation of the study was that the respondents tended to hold back some information for fear of being victimized. However, this was overcome by assuring the respondents of strict confidentiality of their responses.

1.8 Delimitations of the Study

The delimitation of this study was all CDF projects in Nyeri Town Constituency in Nyeri Central District of Central Province. The respondents were: members of the Project Management Committees and Key informants being Government officials involved in the implementation of the CDF programme.

1.9 Basic Assumptions of the Study

The assumptions of the study were that: the respondents answered questions correctly and truthfully, the sample taken was representative of the entire population of CDI projects in Nyeri Town Constituency, the objectives stated would be met, and the data collection instruments had validity and measured the desired construct.

1.10 Definitions of Significant Terms Used in the Study

Constituency - is the administrative unit represented by an elected Member of Parliament.

Constituency Development Fund Committee- is the committee appointed by the Member of Parliament in the constituency and has the mandate of overseeing the overall implementation of all CDF projects in the constituency. It can be considered as the CDF policy body in the constituency.

Decentralization -is the redistribution of decision-making responsibility between the centre and lower-levels of an organization.

Project Management Committee- is the committee responsible for implementation of a CDF project.

Project- is one-off piece of work with fixed start and end points and a clear objective and which has a defined beginning and end.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review on decentralization and the decentralization models that have been adopted in Kenya, both in the past and currently. It has also looked into the literature on Constituency Development Fund programme and its implementation in Kenya as a decentralized Fund.

2.2 Decentralization Model of Development

In the 1950s, Less Developed Countries (LDCs) plunged into planning for economic development, and the Developed Countries (DCs), apart from increasing their own growth rates, began making conscious efforts to assist LDCs in their quest for development. The 1960 opened with the United Nations General Assembly Resolution 1710(XVI) announcing the "Development decade". At the time, the quantitative objective, as formulated in the United Nations resolution, was to achieve a minimum annual growth rate of aggregate national income of 5 percent in all, or most, LDCs. With the achievement of the target growth rate, one of the lessons learned from the Development decade is that the poverty of nations is not Mutable. Development can be achieved (Yotopoulos & Nugent, 1976) and in Kenya, comprehensive national planning was recognized as a means to economic development and social change after independence in 1963.

Despite the need for expanding the public enterprise sector, the decades following the 1970s witnessed increasing disillusionment with the performance of public enterprises in general. As in many developing countries, public ownership and provision of infrastructure in Kenya were effective in meeting the needs of the public, at least in urban areas. According to African Development report of 1999 as cited in KIPPRA's Working paper series by Wasike (2001), the explosion of urban populations and subsequent shrinking of resources in the wake of economic crises after the mid-1980s have meant that, public provision of infrastructural services is for the most part characterized by less than adequate performance, especially in respect to resource

allocation and enterprise management. The combination of poor management, inadequate capital structures, bad investment decisions and bureaucratization of the decision making process means that public enterprises have been ill-prepared to address the rapidly changing conditions of African economies.

Decentralization is one of the essential institutional reform efforts pursued in developing countries. Decentralization is intended to bring numerous improvements, and it is considered that decentralization can contribute to further democratization, more efficient public administration, to more effective development, and to good governance (Saito, 2001). Decentralization is seen as the means of bringing government closer to the people which is geared towards greater responsiveness to local needs, improved access to adequate and relevant services efficiently provided by an institution that understands the needs of those to be served and effectively leverages on local knowledge and resources. Not only does decentralization transfer more resources to institutions further from the centre, but also, more people have a role in deciding how those resources are used (Devus, 2005) and so, with decentralization of development initiatives through CDF programme, it is expected that more people are involved in decision making pertaining to their development needs at the local level.

Decentralization can be justified on many grounds. These include the belief that, popular participation is essential if projects are to be realistic and receive local support. There is also the conviction that, centralized making of decisions and over-tight controls are inherently inefficient, especially in conditions where communications and transport facilities are poor, the levels of poverty and illiteracy are high and the people are sharply divided along linguistic, ethnic and cultural lines (Tordoff, 1994). In the recent past, Kenya has been sharply divided along political and ethnic lines and as such, the CDF model of decentralization is expected to ensure equity in distribution of development initiatives across the country through the constituencies. This is particularly so because, there is a clear guide and formulation through which CDI is allocated to the constituencies.

From the economic perspective, the case for decentralized planning rests on four objectives: One, it's difficult for macro-level planning to cover effectively the resources of local-level significance and spatially dispersed economic activities of small scale at household and village levels. Secondly, bringing the peripheral group of poor and disadvantaged within the mainstream

economic processes needs programmes, personnel and organizational structures at the grassroots for identification, delivery, initial support and guidance towards viability. Third, given the likely slow and halting pace of the rehabilitation of these groups and frequent periods of stress and distress through which they pass, stable and dependable arrangements are required for provision of relief and supply of minimum needs to them on an adequate scale. Fourth, it is important to have participatory mechanism in the planning for resources and needs with a view to promoting among the people, motivation habits of self-help, local level leadership and active role in strategic and planning decisions (Rao, 1989). The design of the CDF programme is such that it should rely heavily on: the utilization of locally available resources, participation at the grassroots in project identification, project implementation, planning for resources and needs and local level leadership. Once the CDF projects are put into use, they are to provide easy access of services to the locals.

On the policy front, the government of Kenya has formulated a series of decentralization programmes. The most notable of the decentralization programmes that have been attempted in the past include majimbo system (1963), District Development Grant Programme (1966), the Special Rural Development Programme (1969/70), the Rural Development Fund, District Development Planning (1971), the District Focus for Rural Development (1983/84), and the Rural Trade and Production Center (1988-89). Though ingenious, these programmes suffered the same fate – a lack of funding and excessive bureaucratic capture by the central government (Ogutu, 1989; Khadiagala & Mitullah, 2004) as cited by Obuya (2008). Others that are most recent are the Youth Enterprise Development Fund that came legally into operation on 8th December 2006 through Legal Notice No. 167, Constituencies Development Fund (2003-2010), Constituency Bursary Fund (2003-2010), Local Authority Transfer Fund (1998-2010), The Poverty Eradication Fund (1999-2010), Road Maintenance Levy Fund (Fuel Levy)(1993-2010), Constituency HIV and Aids Funds (2001-2010) (Youth Enterprise Development Fund Board, 2009, NCCK, 2005) and so, the implementation of the current decentralized programmes needs to be well thought of so as to avoid the shortcomings witnessed in implementation of the previous models.

2.3 Constituencies Development Fund (CDF) in Kenya

Unlike other development funds that filter from the central government through larger and more layers of administrative organs and bureaucracies, funds under CDF programme go directly to local levels and thus provide people at the grassroots the opportunity to make expenditure decisions that maximize their welfare consistent with the theoretical predictions of decentralization theory. In essence, the CDF provides individuals at the grassroots the opportunity to make expenditure choices that maximize their welfare in line with their needs and preferences. To the extent that the local population is better informed about their priorities, the choices made can be expected to be more aligned to their problems and circumstances. CDF can therefore be considered a decentralization scheme that provides communities with the opportunity to make spending decisions that maximize social welfare (Kimenyi, 2005). This argument is also supported by Obuya (2008), who has stated that, given the mosaic of expenditure decisions on a myriad of local projects and because of the relaxed rules on how and where expenditure is to be incurred, the CDF can be construed as a delegated form of fiscal decentralization because the programme allows local people to make their own expenditure decisions that reflect their tastes and preferences and maximizes their welfare. By its design, CDF programme is meant to utilize locally available resources including labour to develop community based projects. This provides a source of income to the suppliers of the resources for the projects which in turn give them some purchasing power. The transfer of purchasing power to remote rural areas holds the potential to revitalise local economies (Samson et al, 2007) and for the CDF, it is expected to lead to revitalising the economy at the national level as well.

The legal provision of the establishment and operation of the CDF suggests that, the fund is essentially a model for decentralization of development planning and implementation. In this case, the organization and operation of the fund lies squarely within the domain of administrative decentralization. The establishment of the CDF programme is an expression of continued faith in decentralization and frustration with the poor – indeed fatal – performance of all previous models of decentralization. The case of CDF programme involves redistribution of decision making responsibilities for project planning and implementation from the central government ministries and departments to the constituencies (Chweya, 2006). This is to allow for popular participation in decision making at the local level as is provided for in CDF implementation guidelines.

2.4 Project Management under CDF Programme

A project is a one-off piece of work with fixed start and end points and a clear objective. Projects have a defined beginning and end. Project management is the art of matching a project's goals, tasks, and resources to accomplish a goal as needed. Successful projects "do the right things with the right tools and in the right way". According to Maylor (2005), project management is about systematically incorporating the voice of the customer, creating a disciplinary way of prioritizing effort and resolving trade-offs, working concurrently on all aspects of the project in multi-functional teams and much more. Projects are important for individuals, organizations and nations. For the individual, project management can provide one of the most important career paths. For organizations, there is the opportunity to derive competitive advantage from their projects. For nations, the performance of projects will have an impact on their economies (Maylor, 2005). Likewise, projects under the CDI programme are intended to empower individuals at the grassroots with the expectation that these will contribute to the overall well being of the national economy.

There are two dimensions within the project management: Technical and Sociocultural. The technical dimension consists of the formal, disciplined, pure logic parts of the process. It relies on the formal information system available and includes planning, scheduling, and controlling projects. In contrast to the orderly world of project planning, sociocultural dimension involves much messier, often contradictory, and paradoxical world of implementation. It centres on creating temporary social systems within a larger organizational environment to combine the talents of a divergent set of professionals working to complete the project (Gray & Larson, 2005). These dimensions within project management are manifested in the CDF framework where the government departments are by law required to be involved in provision of the necessary professional and technical input for the implementation of CDF projects.

The person responsible for managing a project is responsible for ensuring that the project meets the objectives set for it (Nickson & Siddons, 1997). Projects under CDF programme are implemented through a Project Management Committee (PMC) which is charged with the responsibility to deliver the project to meet the desired goals. The project committee is recognized in the CDF Amendment Act 2007 as the committee responsible for implementation of a project. In any project, a project manager would require to work with a project team. In the

context of CDF, a PMC is basically the team comprising community members who manage an individual project on behalf of the community. An effective team would comprise a group of people, enthusiastic, motivated and willing to give of their best to each other, the team and the organization. There is a high standard of output, strong performance, with the right mix of strategic thinking, technical knowhow, creativity, and co-ordination and implementation skills. To create synergy, there is need for balance, where individual strengths complement each other and the combined energy of the team out does the sum of individual efforts. Individual weaknesses can be both tolerated and compensated for provided there is someone else in the team with the relevant strength (Bishop, 1997). It is therefore important that the PMC has within it the right mix of skills and abilities to function effectively.

2.5 Influence of Funding on Implementation of CDF Projects

Financial responsibility is a core component of decentralization. If local governments and private organizations are to carry out decentralized functions effectively, they must have an adequate level of revenues – either raised locally or transferred from the central government – as well as the authority to make decisions about expenditures. According to KIPPRA under the DGSP, in Kenya, allocations from the various funds are inadequate. For instance, amongst the challenges of the Youth Enterprise Development Fund is an insufficient fund to cater for high demand and expectations of the youth (Youth Enterprise Development Fund Board, 2009). A look at implementation of CDF in recent years reveals a mismatch between the local nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. Given the discretionary nature of capital spending and the intrinsic value attached to political symbolism, more often, new projects are undertaken while the existing ones are either left to deteriorate or are inadequately funded (Tanzi & Davoodi, 1998). Additionally, when local politicians are voted out and new ones elected, the new leaders may sideline funding for new capital projects or funding for maintenance of projects initiated by their opponents for two reasons. First, they may use their power to make a political statement by starting new projects to showcase their abilities. And second, newly elected leaders may want to use their power to initiate projects that reward their supporters while ignoring projects started by their opponents which they might associate with their opponents' political downfall (Obuya, 2008).

The CDI social audit Guide reveals that, some Constituency Development Fund Committees (CDFCs) try to avoid lengthy procurement regulations by funding smaller projects with smaller amounts over several financial years. As such, the PMC cannot meaningfully make good use of the money and the project cannot be completed within the year of funding (Gikonyo, 2008). A project might have to be abandoned altogether if funds run out before completion, in which case the money and effort already invested become forfeit and must be written off. Any project that continues to use resources beyond its planned finish date can have a knock-on effect and disrupt other projects that are either in progress or waiting to follow. A common risk to projects is failure to start work on time. Long delays can be caused by procrastination, legal or planning difficulties, shortage of information, lack of funds or other resources (Lock, 2003). To achieve its intended objectives, the funding of projects in the CDF programme should be objectively done so as to assure of their continuity and sustainability over time.

Decentralization initiatives recognize the importance of providing financial resources to decentralized institutions to enable or empower them to carry out their functions and responsibilities. Lack of adequate funding for lower level units was the single most important factor that undermined many of the decentralization attempts in 1970's and 80's. Therefore, for decentralized units to perform the responsibilities devolved to them, they will need an appropriate level of fiscal resources. If the financial obstacles can be overcome, there is considerable scope for improving the quality of local service provision through decentralization (Conyers, 2009) and so the success of CDF as a decentralized fund will to a greater extent depend on an adequate allocation of funds to projects as well as prudent financial management practices.

2.6 Influence of Project Management Committee Skills on Implementation of CDF Projects

In many countries, decentralization is ongoing, or just starting. Training is needed to facilitate the re-orientation to community-based approaches. The transfer to communities of means of regulation, such as rule making and enforcement, leads to the engagement of local people, along with their knowledge and skills, in the management and use of resources. It is important to identify the type of people and the combination of skills to achieve the desired changes (Anderson, 2008) and this applies to CDF too. Skills related features include levels of

knowledge, skills and innovation on the employees, mechanism for skill upgrading, information technologies, quality of human capital, and level of investment in education and training in the country (Onsamu, Ngware and Manda, 2007). The CDF regulations, 2004 section 13 (1) (c) stipulates that, in the nomination of CDC the elected Members of Parliament shall have regard to the knowledge and experience of persons nominated.

Implementation of CDI projects is designed such that it should be participatory with the beneficiaries taking part in it. According to Sisk (2001) as cited by Linder (2004), among the main obstacles to overcome for successful participatory processes is lack of incentives and skills among project staff to encourage them to adopt participatory approaches. Social-economic characteristics of a constituency have a bearing on community participation. A key factor is those factors that impact on social capital. The average level of education in a constituency is expected to influence the involvement of the community and also the extent to which they are able to monitor the utilization of funds. We expect that, CDI projects will be more in line with priorities in areas where the average level of education is higher (Kimenyi, 2005).

Amongst the major obstacles limiting the success of decentralization is the dearth of well trained, knowledgeable, open-minded managers capable of running successful institutions in rural Kenya (Barrett et al, 2007). Low knowledge of CDI regulations among the community as well as the committee members may explain the cases of mismanagement and disregard for the district projects committees in project submission and the non-compliance with the CDI Act. Scanty knowledge on the CDF regulations has led to re-allocation of funds from one project to another, as there are cases where the projects on the ground are different from those submitted to the headquarters. This has led to poor coordination or lack of consultation between the projects committee and the technical arm of the government hence poor quality work or rejection by district line ministry departmental heads. Inadequate knowledge of project planning among community and committee members and the general lack of training and capacity building, has constrained the project planning. Illiteracy among CDC members also has limited their capacity to implement projects and ability to prepare work plans hence causing project delays (Institute of Economic Affairs, 2006).

KIPPRA under the Democratic Governance Support Programme (DGSP) contends that, Poor awareness by community members and fund managers of their roles and responsibilities in the

governance of funds has contributed to poor performance and in some cases a complete failure of the funds. Just as important as the project manager's own training is the creation of an enlightened and informed attitude to modern project management methods among all those in the project organization. Training and instructions should be given in the use of the various forms and other documents to be used. If participating staff understand the procedures and the reasons for them, their cooperation is far more likely to be forthcoming and effective (Lock, 2003). This being the case there is need for radical training of Constituency Development Fund Committees as well as the Project Management Committees in project planning and management for enhanced implementation of CDF projects.

2.7 Influence of Consultation with Technical Personnel on Implementation of CDF Projects

Planning is wide spread in both the DCs and LDCs. The scope of planning however varies from one country to another. Planning represents an attempt to bring factors other than market prices into the economic calculus by which scarce resources are allocated among competing uses. The free market has been shown to provide for an optimal allocation of resources at a particular time under the conditions that technical and price efficiency prevails among others. Proper planning requires heavy doses of the very inputs that are generally scarce in LDCs- such as information and skilled practitioners who are able to process and analyze it (Yotopoulos & Nugent, 1976). When a project is being examined and formulated an analysis of technical and engineering aspects is done continually. Other types of analysis are closely intertwined with technical analysis. The broad purpose of technical analysis is; to ensure that the project is technically possible in the sense that all the inputs required to set up the project are available, to facilitate the most optimal formulation of the project in terms of technology, size, location and so on. This is basically a preserve of the technical expert. The financial analyst participating in the project appraisal exercise should be able to raise basic issue relating to technical analysis using common sense and logic (Chandra, 2005).

The corollary of decentralization, whether political or administrative or a combination of both is that, as functions are transferred to provinces and districts, the number of tasks to be performed at the centre will be reduced, they will relate to policy-making and overall supervision and control. It follows that, qualified personnel will then need to be redeployed to provincial and

district levels, together with sufficient financial resources to enable the functions transferred to be properly discharged (Tordoff, 1994). Lack of professional and technical supervision, has led to poor project quality. Inappropriate professional and/or technical support, especially from Government ministries, has in the past prevented funds from reaching their full potential and so an assessment of the availability of professional and technical personnel is important prior to implementation of CDF projects.

2.8 Theoretical Framework

Sequential Theory of Decentralization

This study has been founded on the sequential theory of decentralization as advocated by Faleti (2004), which is proposed to have three main characteristics: (1) It defines decentralization as a process; (2) It takes into account the territorial interests of bargaining actors; and (3) by incorporating policy feedback effects, it provides a dynamic account of institutional evolution. Faleti argued that, the sequencing of different types of decentralization (fiscal, administrative, and political) is a key determinant of the evolution of intergovernmental balance of power.

As a process, decentralization is a set of policy reforms aimed at transferring responsibilities, resources, or authority from higher to lower levels of government. As such, decentralization does not include transfers of authority to non-state actors (as in the case of privatization reforms). Decentralization reforms may take place in authoritarian as well as democratic contexts. For purposes of developing the sequential theory of decentralization, Faleti (2004), has classified decentralization policies as belonging to one of three categories: administrative, fiscal, and political, depending on the type of authority devolved:

Administrative decentralization comprises the set of policies that transfer the administration and delivery of social services such as education, health, social welfare, or housing to sub national governments. Administrative decentralization may entail the devolution of decision making authority over these policies, but this is not a necessary condition. If revenues are transferred from the center to meet the costs of the administration and delivery of social services, administrative decentralization is funded (and coincides with fiscal decentralization). If sub

national governments bear the costs of the administration and delivery of transferred services with their own pre-existing revenues. administrative decentralization is not funded.

Fiscal decentralization refers to the set of policies designed to increase the revenues or fiscal autonomy of sub national governments. Fiscal decentralization policies can assume different institutional forms. An increase of transfers from the central government, the creation of new sub national taxes, and the delegation of tax authority that was previously national are all examples of fiscal decentralization.

Political decentralization is the set of constitutional amendments and electoral reforms designed to open new or activate existing but dormant or ineffective spaces for the representation of sub national politics. Political decentralization policies are also designed to devolve electoral capacities to sub national actors. Examples of this type of reform are the popular election of mayors and governors (who were previously appointed), the creation of sub national legislative assemblies, or constitutional reforms that strengthen the political autonomy of sub national governments.

The sequential theory of decentralization takes into account the territorial interests of bargaining actors. National and sub national executives have territorial interests, besides their partisan interests thus describing the set of preferences of the national and sub national actors. Territorial interests are defined by the level of government (national, state, or municipal (Constituency)) and the characteristics of the territorial unit (for example, rich or poor province, big city or small town) politicians represent.

The evolution of decentralization process is described to take place in sequences and the level of government whose territorial interests prevail at the outset of the decentralization process will likely dictate the first type of decentralization that is pursued. The first round of decentralization, in turn, produces policy feedback effects that account for the order and characteristics of the reforms that follow.

If sub national interests prevail in the first round of negotiations, political decentralization will most likely happen first, producing a policy ratchet effect which is a group of supporters who in this case will continue to push in the direction of further decentralization. Political

decentralization will enhance the power and capacities of sub national actors for the next rounds of reforms. Governors and mayors (MPs for the case of CDF in Kenya) will find themselves in a better position to advance their preferences because they enjoy greater political autonomy from the national executive. Thus, in the second round of decentralization, governors and mayors (MPs) will most likely demand fiscal decentralization and will influence the terms of such a reform. Administrative decentralization will follow as the last type of reform. As such, its impact on the process as a whole will be mitigated. The final outcome of this trajectory of decentralization that conforms to the preferences of the sub national officials (political decentralization followed by fiscal decentralization, followed by administrative decentralization) is very likely to be a large shift in intergovernmental balance of power or a greater degree of autonomy for sub national officials with respect to the national executive.

If, instead, national interests prevail at the beginning of the process, administrative decentralization will likely occur first. If fiscal resources do not accompany the transfer of responsibilities, the national level will prevail in the negotiations over the second round of decentralization reforms. Fiscal decentralization will follow under the terms set by the central level, as the fiscal strain placed on the sub national actors will have put them in no position to reject those terms. Following this trajectory, political decentralization will be the third type of reform, and therefore will not confer much autonomy to the sub national level nor foster a significant group of supporters. The outcome of this trajectory of reforms that conforms to the preferences of the national executive is likely to be little or no change in the redistribution of power to the sub national authorities.

The sequential theory of decentralization applies in the case of CDF in Kenya as a set of policy reforms aimed at transferring responsibilities, resources and authority from higher to lower levels of government where the sub national actors are the MPs and whose sub national interests prevail. Hence, CDF in Kenya has followed the political decentralization followed by fiscal decentralization and then administrative decentralization sequences and the final outcome of this trajectory of decentralization that conforms to the preferences of the sub national officials (MPs) is a large shift in intergovernmental balance of power or a greater degree of autonomy for sub national officials (MPs) with respect to the national executive.

2.9 Conceptual Framework

A conceptual framework is when a researcher conceptualizes the relationship between the variables in the study and shows the relationship graphically or diagrammatically. It is a hypothesized model identifying the concepts under study and their relationships (Mugenda and Mugenda, 1999).

Independent Variables

Funding of CDF projects:

- Extent of funding
- Mode of allocation of funds
- Adequacy of funds allocated

Skills in project management by Project Management Committees:

- Professional Credentials Achieved in Project Management
- Experience in projects
- CDF Project implementation training

Consultation with Technical personnel in implementation of CDF projects:

- Approved plans and BOQs
- Consultation with technical staff
- Technical personnel Availability
- Technical personnel Staffing

Dependent Variable

Implementation of CDF projects:

- Completion of Projects
- Project Utilization

Moderating Variables

Government policies, Politics

FIG 2.1: Conceptual framework

For the purpose of this study, implementation of CDF projects has been conceptualized as the dependent variable while the funding of CDF projects, skills in project management by Project Management Committees as well as consultation with technical personnel in implementation of CDF projects have been conceptualized as the independent variables. It is assumed that, the identified independent variables for the study influence the implementation of CDI projects in the constituency.

The funding of CDI projects was studied by way of examining extent of funding, mode of allocation of funds and adequacy of funds allocated to projects; Skills in project management by project management Committees was studied by way of assessing professional credentials achieved in project management, experience in project work and training in CDF Project implementation; while Consultation with technical personnel in implementation of CDF projects and its influence on project implementation was studied by assessing the use of approved plans and BOQs, level of consultation with technical staff, technical personnel availability and level of staffing of government technical personnel. With the study of the above mentioned variables, the extent of their influence on the implementation of CDF projects (dependent Variable) was determined.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives a detailed outline of how the study was carried out. It has described the study area, research design, the target population, the sample and sampling design, research instruments, validity and reliability of instruments, operationalization of Variables, data collection and data analysis procedure

3.2 Study Area

This study was conducted in Nyeri Town Constituency in Nyeri Central District of Central Province, Kenya. Nyeri Town constituency is located approximately 180kms North of Kenya's capital city Nairobi and covers an approximate area of 167.9Km². According to Nyeri District Strategic Plan 2005-2010 projections based on Kenya Population and Housing Census of 1999, Nyeri Town Constituency had a population of 101,238 in the year 2001. The main economic activity in Nyeri Town Constituency is agriculture accounting for 53% of economic activity (Nyeri District Strategic Plan 2005-2010, 2005).

3.3 Research Design

The research design that was used for the study was descriptive survey research design. Descriptive survey research design is used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables or conditions in a situation hence allowing observation of life experiences. Therefore, it allowed in obtaining information about and describing the challenges affecting the implementation of CDF projects in the constituency. This allowed generating both qualitative and quantitative data used in measuring the relation between the dependent variable against the independent variables. Descriptive survey was also best suited for this study since data was collected from respondents spread across the constituency.

3.4 Target Population

The target population of the study was all the accessible CDI funded projects in Nyeri Town Constituency between the financial years 2003/04 to 2009/010 which stood at 104 projects. Table 3.1 describes the target population for the study.

Table 3.1: Distribution of CDF projects in Nyeri Town Constituency by Sector

Sector	Frequency	Percentage
Education	57	54.8
Health	8	7.7
Water	5	4.8
Security	13	12.5
Others	21	20.2
Total	104	100

Source: Nyeri Town Constituency Development Fund Office (2010)

3.5 Sample Size and Sampling Design

The sampling design specifies the number, type, and location of sampling units to be selected for measurement. The procedure by which a few subjects are chosen from the universe population to be studied in such a way that, the sample can be used to estimate the same characteristics in the total is referred to as sampling. The advantages of using samples rather than surveying the population are that, it is much less costly, quicker and, if selected properly, gives results with known accuracy that can be calculated mathematically. There are several sectors under which projects are funded by CDI in Nyeri Town Constituency. These sectors formed the strata from which proportionate probability sampling was used to select a sample of 82 projects from the entire constituency.

The formulae below adopted from Mugenda & Mugenda (1999), was used in determining the sample size.

$$n_r = \frac{n}{1 + (n/N)}$$

$$n = \frac{Z^2 pq}{d^2}$$

Where

n_r = The desired sample size (when the population is less than 10,000).

n = The desired sample size (if the target population is greater than 10,000).

N = The estimate of the population size.

Z = The standard normal deviate at the required confidence level.

P = The proportion in the target population estimated to have characteristics being measured.

$$q = 1-p$$

d = The Level of statistical significance set.

In determining the sample size, a confidence level of 95% has been considered with p assumed to be 50%.

P = 50%

q = 1 - 50% = 50%

d = 0.05

Z = 1.96

$$n = \frac{(1.96)^2 (0.5) (0.5)}{(0.05)^2} = 384$$

$$n_{ra} = \frac{384}{1 + (384/104)} = 82$$

Proportionate probability sampling as is explained by Table 3.2 was used to ensure that the sample was representative of all the CDF funded projects as well as of all the sectors.

Table 3.2: Sampling Procedure

Sector	Target Population	Percentage	Sample Size
Education	57	54.8	45
Health	8	7.7	6
Water	5	4.8	4
Security	13	12.5	10
Others	21	20.2	17
Total	104	100	82

3.6 Research Instruments

Both primary and secondary sources of data were used. Primary data was collected mainly by administration of a questionnaire to the respondents as well as observation of CDF funded projects. Two sets of questionnaires were used for data collection with one set being administered to PMCs and the second set was for data collection through key informants being

the government officers involved in the administration of the CDF programme. A research assistant was engaged and trained so as to work with the researcher in the administration of the questionnaire. Secondary data was sourced from records from the District Development Office (D.D.O), the CDFC office as well as from CDF board secretariat on CDF funded projects in Nyeri Town Constituency. Informants to the study were the PMCs of CDF funded projects as well as government officers involved in the administration of the CDF programme, namely: District Development Officer, The District Accountant and the Line ministry officials under which funded projects fall.

3.7 Validity of the Research Instruments

Validity and reliability represent how well instruments measure the variables of interest to the researcher. Researchers make inferences from measurement results about how much of the variable being measured is present. Validity refers to the extent to which these inferences are sound. Validity can be defined as the degree to which a test measures what it is supposed to measure (Key, 1997). Validity refers to the appropriateness, meaningfulness and usefulness of the inferences a researcher makes. It is the degree to which evidence supports any inferences a researcher makes based on the data he or she collects using a particular instrument. To ensure validity of the research questionnaires, the questionnaires were designed in a simple easy to understand language and were counter checked by the supervisor for validity.

3.8 Reliability of the Research Instruments

Reliability refers to the consistency of scores or answers from one administration of an instrument to another, and from one set of items to another. The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials. The tendency toward consistency found in repeated measurements is referred to as reliability (Key, 1997). To ascertain reliability of the research questionnaires, a pilot test was carried in the neighbouring Mukurweini Constituency. This enabled in refining the questionnaires prior to being administered to the respondents for the study.

3.9 Operationalization of Variables

Operational definition is a description of a variable, term or object in terms of the specific process or set of validation tests used to determine its presence and quantity. Operation definition of a variable is the description of the operation that will be used in measuring the variable. Table 3.1 shows the operationalization of the independent and dependent variables that was used for the study.

Table 3.3: Operationalization of Variables

Research Questions	Independent Variables	Indicators	Measures	Scale
What is the extent of funding of CDF projects and what is its influence on implementation of CDF projects?	Funding of CDF projects	<ul style="list-style-type: none"> • Extent of funding • Mode of allocation of funds • Adequacy of funds Allocated 	<ul style="list-style-type: none"> • Magnitude • Frequency • Magnitude 	<ul style="list-style-type: none"> • Nominal • Ordinal • Ordinal
What is the level of Project Management Committees skills in project management and what is its influence on implementation of CDF projects is?	Skills in project management	<ul style="list-style-type: none"> • Credentials Achieved • Experience in projects • CDF Projects implementation training 	<ul style="list-style-type: none"> • Credentials • Experience • Trainings attended 	<ul style="list-style-type: none"> • Ordinal • Nominal • Ordinal
What is the extent of consultation with technical personnel and what is its influence on the implementation of CDF projects?	Consultation with Technical personnel in implementation of CDF projects.	<ul style="list-style-type: none"> • Approved BOQs • Technical consultation • Technical staffing • Technical personnel Availability 	<ul style="list-style-type: none"> • Availability • Availability • Staffing adequacy • Availability 	<ul style="list-style-type: none"> • Nominal • Nominal • Nominal • Ordinal

Research Questions	Dependent Variable	Indicators	Measure	Scale
What is the implementation status of CDF projects in the Constituency?	1. Project Implementation status	<ul style="list-style-type: none"> • Completeness of Projects • Project Utilization 	<ul style="list-style-type: none"> • Completeness • Usage 	<ul style="list-style-type: none"> • Ordinal • Ordinal

3.10 Data Analysis Techniques

Data was analysed using a number of methods. Data collected by way of close ended questions was coded so as to allow for analysis using a computer programme. In the analysis of data, Statistical Package for Social Scientists (SPSS) was used. Descriptive statistics was used to summarize the coded data to enable in describing and making comparisons of the findings from the units of analysis of the study. The analysed data was then presented in percentage and frequency distribution tables. This indicated the distribution of the variables of interest amongst the units of analysis for this study which is the CDF funded projects in Nyeri Town Constituency.

3.11 Ethical Considerations

The researcher and the research assistant had to introduce themselves and explain the purpose of the study prior to administering the data collection instrument to the respondents. The data collected from the respondents was for academic purposes only and is not be used for any other purpose. The information pertaining to the respondents has been used in a way that guarantees their confidentiality.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents the study findings which have been analysed, discussed and interpreted under the following thematic areas: Questionnaire return rate, Demographic characteristics of the respondents, Funding of CDF Projects, Project Management Committees skills in project management, Availability of and Consultation with technical personnel, and Project implementation status.

4.2 Questionnaire Return Rate

The respondents sampled were selected such that they were well spread across the entire Nyeri Town Constituency so that the findings of the study can be generalized to all CDF projects in the constituency. Out of the 82 targeted project committee respondents, 52 responded which represents 67.5% of the targeted sample size. This was because some members of Project Management Committees who had been appointed to implement projects in the first years of CDF programme could not be traced. Out of the 6 targeted Key informants, 5 responded which represents 83% response. The questionnaire return rate is as shown in table 4.1.

Table 4.1 Questionnaire Return Rate for Project Management Committees

Sector	Target Population	Percentage	Target Sample Size	Achieved Respondents
Education	57	54.8	45	32
Health	8	7.7	6	6
Water	5	4.8	4	3
Security	13	12.5	10	9
Others	21	20.2	17	2
Total	104	100	82	52

4.3 Demographic Characteristics of the Respondents

The Demographic information comprised of respondents gender, their age bracket, their education level, and the sector in which the respondent's project is in as is shown in table 4.2.

Table 4.2 Demographic Characteristics of the PMCs Respondents

Age	Frequency	Percentage
26-35	2	3.9
36-45	31	59.6
45 Years and above	19	36.5
Total	52	100

Gender	Frequency	Percentage
Male	37	71
Female	15	29
Total	52	100

Education Level	Frequency	Percentage
Primary	1	1.9
Secondary	10	19.2
College/University	40	76.9
Non response	1	1.9
Total	52	100

Project Sector	Frequency	Percentage
Education	32	61.5
Water	3	5.8
Health	6	11.5
Security	9	17.3
Others	2	3.8
Total	52	100

Out of the 5 key informant respondents, 4 were male representing 80% and 1 was female representing 20%. Table 4.3 shows the Key informant respondents gender distribution.

Table 4.3 Key Informant Respondents Gender Distribution

Gender	Frequency	Percentage
Male	4	80
Female	1	20
Total	5	100

The age distribution of the PMCs respondents was in three age brackets with 2 respondents being in the age bracket of 26-35 years representing 3.9%, 31 were in the age bracket of 36-45 years representing 59.6% while 19 respondents were in the age bracket 45 years and above representing 36.5%. This was an indication that many of the people involved in the implementation of CDF projects are in the age bracket of 36-45 years which is the group at its peak productive capacity. This is in line with expectation as this is the group that is most active in the society. The gender distribution was such that, out of the 52 respondents from the Project Management Committee members, 37 were male representing 71% while 15 were female representing 29%.

The study findings indicated that, 40 of the PMCs respondents had attained college/University education representing 76.9%, 10 respondents had secondary school education representing 19.2%, 1 Respondent indicated had attained primary level representing 1.9% while 1 respondent did not respond to the question on education level representing 1.9%. With about 96% of respondents having attained secondary level education and above, it is indicative that those appointed to implement CDI projects have adequate basic education and that there is a likelihood of appointment of well educated individuals to the implementation of CDI projects. This concurs with CDF regulations, 2004 section 13 (1) (c) which stipulates that, in the nomination of CDC the elected Members of Parliament shall have regard to the knowledge and experience of persons nominated.

The distribution of respondents projects was in five sectors with 32 being in education representing 61.5%, 3 in water representing 5.8%, 6 in health representing 11.5%, 9 in security

representing 17.3% and 2 projects in others (A market project and CDF office project) representing 3.8%. This is in line with expectation since the larger share of Constituency Development Fund in Nyeri Town Constituency as is the case nationally has been allocated to the Education sector, followed by the Security sector, Health sector, and Water sector.

4.4 Funding of CDF Projects

The data collected relating to funding was to examine the extent of funding with respect to full project budget presented for funding, to examine the mode of allocation of funds to projects as well as its rating by respondents, and to examine the adequacy of funding to projects with respect to completing a project phase. This was done with the aim of establishing whether there were funding challenges influencing implementation of Constituency Development Fund projects.

4.4.1 Extent of Funding of CDF Projects with Respect to the Full Project Budget

The findings of the study indicate that out of 52 projects sampled, 32 were partly funded representing 61.5% and 20 were fully funded representing 38.5% as depicted in Table 4.4. This is an indication that, a significant number of projects in the constituency are partly funded. All the 5 key informants indicated the extent of funding to projects with respect to full project budget was partly.

Table 4.4 Extent of Funding of CDF projects

Funding Extent	Frequency	Percentage
Fully Funded	20	38.5
Partly Funded	32	61.5
Total	52	100

A further analysis of funding extent against level of project implementation indicated that, full project implementation was likely in a scenario where a project is fully funded as is indicated by 60% of full project implementation against 18.8% where a project is partly funded as shown in Table 4.5. This concurs with Tanzi & Davoodi (1998), who found out that, given the discretionary nature of capital spending and the intrinsic value attached to political symbolism,

more often, new projects are undertaken while the existing ones are either left to deteriorate or are inadequately funded. This implies that, part funding is a challenge to implementation of CDF projects.

Table 4.5 Funding Extent against Level of Project Implementation

Project Implementation	Funding Extent			
	Fully Funded		Partly Funded	
	Frequency	Percentage	Frequency	Percentage
Full implementation	12	60	6	18.8
Part Implementation	7	35	25	78.1
Stalled	1	5	1	3.1
Total	20	100	32	100

4.4.2 Mode of Allocation of Funds to Projects

The mode of funding was categorized into fully at once, in two phases, and in three phases and above for the purposes of the study. The findings of the study indicated that out of 52 projects, 8 projects had been funded fully at once representing 15.4%, 15 projects had been funded in two phases representing 28.8%, while 29 projects had been funded in over two phases representing 55.8% as is shown in Table 4.6.

Table 4.6 Mode of Allocation of Funds to Projects

Mode of Allocation of Funds	Frequency	Percentage
Fully at once	8	15.4
In two phases	15	28.8
Three phases and above	29	55.8
Total	52	100

The study also revealed that, projects that had been funded fully at once exhibited 62.5% full project implementation, the once funded in two phases had 40% full project implementation and those that had been funded in three phases and above had 24.1% full project implementation as is shown in Table 4.7. According to Gikonyo (2008), funding projects with smaller amounts over

several financial years has the effect that, PMCs cannot meaningfully make good use of the money and the project cannot be completed within the year of funding. Therefore, projects funded fully at once have a higher likelihood of being fully implemented unlike those funded in phases suggesting that phased funding of projects is a challenge in the implementation of CDF projects in the constituency.

Table 4.7 Mode of Allocation of Funds to Projects Against Level of Project Implementation

Project Implementation	Mode of Allocation of Funds to Projects					
	Fully at once		In two phases		Three Phases and above	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Full implementation	5	62.5	6	40	7	24.1
Part Implementation	3	37.5	8	53.3	21	72
Stalled	0	0	1	6.7	1	3.4
Total	8	100	15	100	29	100

4.4.3 Rating of the Mode of Allocation of Funds to Projects

Out of the 52 respondents for the study, 16 representing 30.8% indicated satisfaction with the mode of funding for their project while 36 which represented 69.2% indicated that they were not satisfied with the mode of funding for their project as is indicated by Table 4.8.

Table 4.8 Respondents Rating of the Mode of Allocation of Funds to Projects

Rating of Mode of Allocation	Frequency	Percentage
Satisfactory	16	30.8
Not Satisfactory	36	69.2
Total	52	100

The respondents who were satisfied with the mode of funding had recorded 62.5% of the projects with full project implementation while those who were not satisfied with the mode of funding indicated 22.2% of the projects having full project implementation as shown in Table 4.9.

Table 4.9 Respondents Rating of the Mode of Allocation of Funds to Projects against Level of Project Implementation

Project Implementation	Rating of Mode of Allocation of Funds to Projects			
	Satisfactory		Not Satisfactory	
	Frequency	Percentage	Frequency	Percentage
Full implementation	10	62.5	8	22.2
Part Implementation	6	37.5	26	72.2
Stalled		0	2	5.6
Total	16	100	36	100

Most of those dissatisfied with the mode of funding are those whose projects were funded in phases especially in above two phases as is indicated in Table 4.10.

Table 4.10 Cross Tabulation of Respondents Rating of the Mode of Allocation of Funds to Projects against Mode of Allocation of Funding to Projects

Mode of Funding	Rating of Mode of Allocation of Funds to Projects			
	Satisfactory		Not Satisfactory	
	Frequency	Percentage	Frequency	Percentage
Fully at Once	5	31.3	3	8.3
In Two phases	5	31.3	10	27.8
Three Phases and Above	6	37.5	23	63.9
Total	16	100	36	100

A cross analysis of mode of allocation of funds to project on the effect it has in project implementation indicated that, where a project was funded in phases, there was a higher likely

hood that the project would experience delayed completion and cost overruns unlike where the project was funded fully at once as is shown in Table 4.11. This reinforces the finding that, phased funding to projects is a challenge in the implementation of CDF projects.

Table 4.11 Mode of Allocation of Funds to Projects against Effect on Project Implementation

Effect on project Implementation	Mode of Allocation of Funds to Projects					
	Fully at Once		In two phases		Three Phases and above	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Delayed project Completion	4	50	13	86.7	16	55.2
Cost Over Runs	1	12.5	2	13.3	11	37.9
Both Delayed project Completion and Cost overruns	0	0	0	0	2	6.9
No effect	3	37.5	0	0	0	0
Total	8	100	15	100	29	100

4.4.4 Rating of Funding to Projects with Respect to Completing a Project Phase

From a total of 52 respondents, 11 respondents representing 21.2% indicated that the funding to projects per phase was adequate, 38 respondents representing 72.2% indicated that the funding per phase was inadequate while 3 respondents representing 5.8% indicated that the funding to projects per phase was very inadequate as is indicated in Table 4.12.

Table 4.12 Rating of Funding to Projects with Respect to Complete a Project Phase

Rating of Funding	Frequency	Percentage
Adequate	11	21.2
Inadequate	38	73.1
Very Inadequate	3	5.8
Total	52	100

A further analysis indicated that, 63.6% of projects that had adequate funding per phase had full project implementation while only 28.9% of projects that had inadequate funding had full project implementation as is shown in Table 4.13. The findings of the study indicated that all the 5 Key Informants had rated the funding to CDF projects with respect to completing a project phase as inadequate.

Table 4.13 Rating of the funding for the project with respect to completing a phase against Level of project Implementation

Project Implementation	Rate of funding for the project with respect to completing a phase					
	Adequate		Inadequate		Very Inadequate	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Full Implementation	7	63.6	11	28.9	0	0
Part Implementation	4	36.4	25	65.8	3	100
Stalled	0	0	2	5.3	0	0
Total	11	100	38	100	3	100

From the analysis of the findings, inadequate funding of projects is a big challenge to the implementation of CDI projects in the constituency. Accordingly, if the financial obstacles can be overcome, there is considerable scope for improving the quality of local service provision through decentralization (Conyers, 2009).

4.5 Project Management Committees Skills in Project Management

Data collected on Project Management Committee skills in project management was to examine the extent of Project Management Committee skills in project management and its influence on implementation of CDF projects. Data collected for this purposes related to examining training on project management prior to being appointed to implement a CDI project, the respondents experience in project management other than in CDI, and training on CDF projects implementation.

4.5.1 Training on Project Management Prior to Being Appointed to Implement a CDF Project

Out of the 52 respondents, only 8 representing 15.4% had undergone training in project management prior to being appointed to implement a project while 42 respondents representing 80.8% had no such training as is exhibited in Table 4.14

Table 4.14 Training on Project Management Prior to Being Appointed to Implement a CDF Project

Prior Training in Project Implementation	Frequency	Percentage
Non response	2	3.8
Yes	8	15.4
No	42	80.8
Total	52	100

A cross analysis of training in project management prior to appointment to implement a CDF project against project implementation indicated that 50% of the projects being implemented by the respondents who had undergone prior training on project management had achieved full implementation as compared to 31% of projects by those who had no such prior training as is shown in Table 4.15. Out of 5 key respondents, 4 against 1 indicated that the Project Management Committees did not have adequate managerial capacity to implement CDF projects. Training is needed to facilitate the re-orientation to community-based approaches and so it is important to identify the type of people and the combination of skills to achieve the desired changes (Anderson, 2008).

Table 4.15 Training on Project Management Prior to Being Appointed to Implement a CDF Project against Project Implementation

Project implementation	Training on Project Management Prior to Being Appointed to Implement a CDF Project			
	Yes		No	
	Frequency	Percentage	Frequency	Percentage
Full implementation	4	50	13	31
Part Implementation	3	37.5	28	66.7
Stalled	1	12.5	1	2.4
Total	8	100	42	100

4.5.2 Experience in Project Management Other than in CDF

Majority 28 respondents representing 54% had no experience in project management other than in CDF against 24 respondents representing 46 % who indicated to have had experience in project implementation other than in CDF. This is exhibited in Table 4.16. The findings indicate that, there is a likelihood that no consideration is made to one's experience in project management during appointment to implement a CDF project. This is a challenge as far as CDF projects implementation is concerned since as has been found out by Barrett et al (2007), amongst the major obstacles limiting the success of decentralization is the dearth of well trained, knowledgeable, open-minded managers capable of running successful institutions.

Table 4.16 Experience in Project Management Other than in CDF

Experience in Project Management Other than in CDF	Frequency	Percentage
Yes	24	46
No	28	54
Total	52	100

4.5.3 Training on CDF Project Implementation

Data collected on respondents' training on CDF project implementation indicated that majority 47 respondents representing 90.4% had not undergone such training while 4 respondents representing only 7.7% had training on CDF project implementation. This information is represented in Table 4.17. Out of 5 key respondents, 4 against 1 indicated that the Project Management Committees do not undergo training on project implementation after appointment.

Table 4.17 Training on CDF Project Implementation

Training on CDF project implementation	Frequency	Percentage
Non response	1	1.9
Yes	4	7.7
No	47	90.4
Total	52	100

Inadequate knowledge of project planning among community and committee members and the general lack of training and capacity building, has constrained the project planning. Illiteracy among CDC members also has limited their capacity to implement projects and ability to prepare work plans hence causing project delays (Institute of Economic Affairs, 2006). This therefore implies that, training on project implementation on appointment to implement a CDF project is a challenge in Nyeri Town Constituency.

4.6 Consultation with Technical Personnel

Data collected on consultation with technical personnel was intended to explore the extent of consultation with technical personnel and its influence on implementation of CDF projects. It specifically concentrated on determining the extent of consultation in actual project implementation other than in preparation of bills of quantities, the availability of technical personnel, Use of bills of quantities and plans in implementation of projects, and Project inspection during implementation.

4.6.1 Consultation with Technical Personnel in Actual Project Implementation Other Than in Preparation of Bills of Quantities

The findings on consultation with technical personnel in actual project implementation other than in preparation of bills of quantities indicated that, out of 52 respondents, 42 representing 80.8% were consulting the technical personnel in actual project implementation while 10 representing 19.2% were not consulting as is shown in Table 4.19.

Table 4.19 Consultation with Technical Personnel in Actual Project Implementation Other than in Preparation of Bills of Quantities

Consultation with Technical Personnel in Actual Project Implementation Other Than in Preparation of Bills of Quantities	Frequency	Percentage
Yes	42	80.8
No	10	19.2
Total	52	100

A cross analysis of consultation with technical personnel in actual project implementation other than in preparation of bills of quantities against project implementation indicated that, 35.7% of projects where there was consultation with technical personnel exhibited full project implementation against 30% of projects where there was no consultation with technical personnel exhibiting full project implementation as is shown in Table 4.20.

Table 4.20 Consultation with Technical Personnel in Actual Project Implementation Other than in Preparation of Bills of Quantities against Project Implementation

Project Implementation	Consultation with Technical Personnel in Actual Project Implementation Other Than in Preparation of Bills of Quantities			
	Yes		No	
	Frequency	Percentage	Frequency	Percentage
Full implementation	15	35.7	3	30
Part Implementation	26	61.9	6	60
Stalled	1	2.4	1	10
Total	42	100	10	100

4.6.2 Availability of Technical Personnel

The respondents were requested to give the rating of technical personnel availability for their project implementation. The findings were that, 6 respondents representing 11.5% indicated that the technical personnel were always available when they required them, 41 respondents representing 78.8% indicated that the technical personnel were scarcely available while 5 respondents representing 9.6% indicated that the technical personnel were not available at all as shown in Table 4.21.

Table 4.21 Availability of Technical Personnel

Availability of Technical Personnel	Frequency	Percentage
Always available	6	11.5
Scarce	41	78.8
Not available	5	9.6
Total	52	100

A cross analysis of availability of technical personnel against level of project implementation showed that, respondents who indicated that the technical personnel were always available had 50% full project implementation, those who indicated scarcity of the technical personnel had 34.1% full project implementation and those who indicated that the technical personnel were not available had 20% full project implementation as is shown in Table 4.22. All the 5 Key

respondents indicated that, the level of staffing of government technical departments was inadequate to meet the need for implementation of CDF projects.

Table 4.22 Availability of Technical Personnel against Level of Project Implementation

Project Implementation	Availability of Technical Personnel					
	Always available		Scarce		Not available	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Full implementation	3	50	14	34	1	20
Part Implementation	2	33.3	26	63.4	4	80
Stalled	1	16.7	1	2.4	0	0
Total	6	100	41	100	5	100

From the study findings, it can be concluded that, availability and stalling of government technical personnel to guide in the implementation of CDI projects is a big challenge in Nyeri Town Constituency since CDF Act (2007) requires that, the government technical department be involved in guiding and offering professional consultation during project implementation.

4.6.3 Use of Project Bills of Quantities and Plans in Project Implementation

The findings of the study indicated that, 50 respondents representing 96.2% were using project bills of quantities and plan in their project implementation while only 2 respondents representing 3.8% indicated that, they were not using project bills of quantities and plan in their project implementation as shown in Table 4.23.

Table 4.23 Use of Project Bills of Quantities and Plans in Project Implementation

Use of project bills of quantities and plans in project implementation	Frequency	Percentage
Yes	50	96.2
No	2	3.8
Total	52	100

A cross analysis of use of project bills of quantities and plans in project implementation against level of project implementation indicated that, where there was use of project bills of quantities and plans in project implementation there was 36% full project implementation as compared to where there was no use of project bills of quantities and plans in project implementation which recorded 0% full project implementation as shown in Table 4.24.

Table 4.24 Use of Project Bills of Quantities and Plans in Project Implementation Against Level of Project Implementation

Project implementation	Use of project bills of quantities and plans in project implementation			
	Yes		No	
	Frequency	Percentage	Frequency	Percentage
Full implementation	18	36	0	0
Part Implementation	30	60	2	100
Stalled	2	4	0	0
Total	50	100	2	100

4.6.4 Project Inspection during Implementation

The findings of the study showed that, 42 respondents representing 80.8% had their projects being inspected during implementation. 9 respondents representing 17.3% indicated that, their projects were not being inspected during implementation as is shown in Table 4.25.

Table 4.25 Project Inspection during Implementation

Project inspection during implementation	Frequency	Percentage
Yes	42	19
No	9	80.8
Non Response	1	17.3
Total	52	100

A cross analysis of Project inspection during implementation against level of project implementation indicated that, both where there was project inspection and where there was not had recorded 33.3 % full project implementation. However, stalled projects accounted to 11.1% where there was no project inspection against 2.4% where there was project inspection as is shown in Table 4.26.

Table 4.26 Project Inspection during Implementation against Level of Project Implementation

Project Implementation	Project Inspection during Implementation			
	Yes		No	
	Frequency	Percentage	Frequency	Percentage
Full implementation	14	33.3	3	33.3
Part Implementation	27	64.3	5	55.6
Stalled	1	2.4	1	11.1
Total	42	100	9	100

Pertaining to unavailability and scarcity of technical personnel, it follows that, qualified personnel will then need to be redeployed to constituency levels, together with sufficient financial resources to enable the functions transferred to be properly discharged (Tordoff, 1994).

4.7 Project Implementation Status

To establish the status of the projects implemented in the constituency, data was collected on the implementation status as well as the extent to which the projects were being used. The study findings indicated that, out of 52 projects implemented by the respondents, 14 projects representing 26.9% were complete, 34 representing 65.4% were ongoing/partly complete while 4 projects representing 7.7% were stalled as is shown in Table 4.27.

Table 4.27 Project Implementation Status

Project implementation Status	Frequency	Percentage
Complete	14	26.9
Ongoing/Partly Complete	34	65.4
Stalled	4	7.7
Total	52	100

4.8 Extent of Project Use

The study findings indicated that out of 52 projects implemented by the respondents, 16 projects representing 30.8 % were fully in use, 21 projects representing 40.4% were partly in use while 15 projects representing 28.8 % were not in use as is shown in Table 4.28.

Table 4.28 Extent of Project Use

Extent of project use	Frequency	Percentage
Fully in use	16	30.8
Partly in use	21	40.4
Not in use	15	28.8
Total	52	100

Therefore, utility level of CDF projects is high in the constituency which is an indication that, projects initiated in the constituency are in line with the constituents' needs and preferences.

The chapter following presents; Summary of findings, conclusions and recommendations of the study as well as contribution of the study to the Body of Knowledge and Suggestions for Further Research.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, conclusions as well as recommendations and suggestion for further study.

5.2 Summary of Findings

The summary of findings is based on the study's objectives as well as the research questions. The study findings indicated that, full project implementation was likely in a scenario where a project was fully funded. However, there was a tendency to fund majority of the projects partly and therefore part funding of projects is a challenge to implementation of CDF projects in the constituency. The findings of the study on the allocation of funds to projects indicated that, projects funded fully at once had a high likely hood of being fully implemented unlike those funded in phases. However, majority of the projects were being allocated funds in phases and the respondents expressed dissatisfaction with allocation of funds to projects in phases suggesting that, phased allocation of funds to projects is a challenge in the implementation of CDF projects in the constituency. The study also revealed that, projects that had adequate funding had a high likely hood of full implementation. However many of the projects had been inadequately funded with respect to completing a project phase hence inadequate funding to projects per phase with respect to completing a project phase is a big challenge to the implementation of CDF projects in the constituency.

The study findings indicated that, training in project management prior to being appointed to implement a project was likely to contribute towards better project implementation. Since majority of the PMCs did not have training in project management prior to being appointed to implement a project, it posed a challenge in project implementation. PMCs managerial capacity is also a challenge as is indicated by 80% of Key informants who stated that, the PMCs did not have adequate managerial capacity to implement CDF projects.

The study's finding on respondents' training on CDF project implementation was that, there is a high likelihood that the respondents had not undergone such training. This was reinforced by key informants who indicated that, the Project Management Committees do not undergo training on project implementation after appointment. Given the large amount of funds involved in CDF project implementation, training of the implementers of the projects is important so that they may work in harmony with the funding objectives. This implies that, training on project implementation on appointment to implement a project poses as a PMC challenge in Nyeri Town Constituency.

The study findings indicated that the PMCs were consulting with the government personnel in actual project implementation and project progress inspection. However, the technical personnel were scarcely available and even their staffing in the constituency was inadequate. Hence the few officers available are loaded with a lot of work hence not able to frequently inspect project progress as is required.

5.3 Conclusion

A lot of effort has been put into the Constituencies Development Fund by the Government. However, there are numerous challenges that have hindered the achievement of the full potential of the Constituency Development Fund. The study has revealed that, partly funding of CDF projects with respect to full project budget, phased project funding over a number of years, inadequate funding with respect to completing a project phase are the challenges related to funding in Nyeri Town constituency.

There has also been lack of appointment of individuals with training on project management and those appointed to implement the CDF projects don't undergo pre-implementation training to prepare them in implementing the projects. This is made worse since a significant number of Project Management Committees have no prior experience in project implementation other than in CDF.

Though the study indicated that, there was consultation between the Project Management Committees and government technical departments, it was evident that, the level of consultation

was inadequate and that the technical personnel were scarcely available. The study findings also indicated that, staffing of technical personnel at the constituency level was inadequate

The sequential theory of decentralization applies in the case of CDF in Kenya as a set of policy reforms aimed at transferring responsibilities, resources and authority from higher to lower levels of government where the sub national actors are the MPs and whose sub national interests prevail. Hence, CDF in Kenya has followed the political decentralization followed by fiscal decentralization and then administrative decentralization sequences and the final outcome of this trajectory of decentralization that conforms to the preferences of the sub national officials (MPs) is a large shift in intergovernmental balance of power or a greater degree of autonomy for sub national officials (MPs) with respect to the national executive.

5.4 Recommendations

Based on the study findings, there is need for the CDFC to embrace funding projects fully and adequately so as to ensure that they are completed to the satisfaction of both the PMCs and the beneficiaries. This will also ensure that the objectives for which the projects were initiated for are met within a short period of time. It will also be economical to fund a project once in full to completion so as to take advantage of lower project costs. This is so because, phased funding of projects is often coupled with delayed disbursement of funds. This is in turn affected by inflation hence a project ends up costing more than was initially budgeted for. Towards this end, the CDFCs should rather initiate a few projects per year but ensure they are allocated enough funds to complete their implementation. This will in turn ensure that, more projects are completed and put in use.

The CDFC should ensure that, those appointed to implement CDF projects have adequate training. These can be achieved by appointment of people already trained in project management as well as conducting specific project tailor made training on CDF project implementation. Experience in project management should also be a key consideration prior to being appointed to implement a project.

A major challenge is the scarcity and inadequate staffing of government technical personnel who should guide in the implementation of CDF projects. As such, the government should ensure

that, there is employment of adequate technical staff with the right skills in each constituency. This will aid in ensuring that, adequate planning of the projects is done which in turn would guarantee proper implementation of projects as well as their completeness.

5.5 Policy Recommendations

The Constituency Development Fund Act as it is currently is quite ambiguous as far as funding, and a Project Management Committee skills requirement is concerned. As such, it needs to be reviewed to specifically state the level of experience allowable for one to be appointed to implement a CDI project. It would also be important for the CDF board to vet allocations of funds by CDFCs to projects so as to ensure that projects are adequately funded to completion.

5.6 Contribution of the Study to the Body of Knowledge

The findings of this study contributes to new knowledge in that, it has been able to investigate the challenges influencing implementation of Constituency Development Fund projects in Nyeri Town Constituency. This has enabled in identifying part funding of CDF projects, allocation of fund to projects in phases, lack of managerial capacity amongst Project Management Committees, as well as scarcity and inadequate staffing of government technical personnel required to guide in the implementation of CDI projects as the challenges faced in the implementation of CDF projects in Nyeri Town Constituency. There is an indication that, the utility of CDI projects is high in the constituency with projects being put into use despite their level of incompleteness.

5.7 Suggestions for Further Research

1. The study concentrated on the Project Management Committees as the respondents and little contact was made with the larger masses of beneficiaries of the projects implemented through CDF. As such, "The level of participation of beneficiaries in the implementation of Constituency Development Fund Projects in the constituency" can be considered for further research.
2. Majority of respondents in this study were male and therefore a study on "Factors Affecting the Involvement of Women in the Implementation of Constituency Development Fund Projects in the Constituency" presents an area of further research in the constituency.

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APPENDICES

Appendix I: Questionnaire for Project Management Committees

Dear respondent

This questionnaire is strictly for academic purposes only. Your response to this questionnaire will be treated with strict confidence.

Instructions

1. Read the questions carefully and give an objective answer.
2. Tick where appropriate.

Part A: Background Information

1. Gender: Male Female

2. Age Bracket

Below 25 years

26-35 years

36-45 years

45 years and above

3. Education level

Primary level

Secondary level

College/University

4. a) What sector is your project in?

Education

Water

Health

Security

Bridges

Any other (Specify).....

b) Project Name (Optional).....

B. Funding

5. To what extent has your project been funded by CDF with respect to the full project budget presented for funding?

Partly Fully Funded

6. What has been the mode of Allocation of funds by CDF to your project?

Fully at once In Two phases Three Phases and above

7. How would you rate the Mode of funding identified in (6) above?

Satisfactory Not satisfactory

8. How would you rate the funding from CDF to projects per phase with respect to completing the phase?

Adequate Inadequate Very inadequate

9. How has the mode of funding identified in (6) above affected your project implementation?

-Delayed project completion

-Cost overruns

-Has not affected implementation in any way

-Any other (Specify)

.....
.....

C. Skills in Project Management

10. Had you attended training in project Management prior to being appointed to implement a CDF project?

Yes No

11. If yes to what level?

Certificate Diploma Degree

12. Do you have any experience in project implementation other than in CDF?

Yes No

13. a) Have you had trainings on CDF projects implementation?

Yes No

b) If yes how many?

Once Twice Any other (Specify).....

D. Consultation with Technical Personnel

14. a) Do you engage the Technical personnel from the Government in actual project implementation other than in preparation of Bills of quantities?

Yes No

b) How would you rate the availability of Technical personnel from the Government for your project implementation?

Always available when we require them Scarce Not Available at all

15. Do you use project Bills of Quantities and plans during implementation?

No yes

16. If No why?

.....
17. a) Does your project get inspected during implementation?

Yes No

b) If yes, who inspects your project during Implementation?

Technical personnel from G.O.K CDFC Private Consultants

c) If not, or not by Technical personnel from G.O.K why?

.....
E. Implementation Status of CDF Projects

18. What is the status of your project?

Complete Ongoing/Partly complete Stalled

19. a) To what extent is the project being used?

Fully in Use Partly in Use Not in Use

b) If partly in use or not in use why?

.....
Thank you.

Appendix II: Questionnaire for Key informants

Dear respondent

This questionnaire is strictly for academic purposes only. Your response to this questionnaire will be treated with strict confidence.

Instructions

1. Read the questions carefully and give an objective answer.
2. Tick where appropriate.

Part A: Background Information

1. Gender: Male Female

B. Funding

2. To what extent does the CDPC allocate funds to individual projects in a FY?

Partially Fully

3. How would you rate the allocation of funds to projects in a financial year with respect to the funded phase?

Sufficient to complete a phase Not Sufficient to complete a phase

C. Project Management Committees Capacity to Implement projects

4. Do the PMCs have managerial capacity to implement CDF projects? Yes No

5. Do the PMCs get trained on CDF project implementation on appointment to implement CDF projects? Yes No

D. Consultation with Technical Personnel

6. How would you rate the level of consultation between the PMCs and the Government Technical Personnel in the Implementation of CDF projects?

Adequate Not adequate No Consultation at all

7. How would you rate the level of staffing by Government technical department available for the implementation of CDF projects?

Adequate Inadequate

Thank you.



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA - MURAL STUDIES

Tel 051 - 2210863

P. O Box 1120, Nakuru
 19TH, JULY, 2010

Our Ref: UoN/CEES/SCDE/DEMS/NKUEMC/001 Vol 2

To Whom It May Concern:

RE: SAMUEL WANDERI - L50/72700 2008

The above named is a student of the University of Nairobi at Nakuru Extra-Mural Centre Pursuing a masters degree in Project Planning and Management.

Part of the course requirement is that students must undertake a research project during their course of study. He has now been released to undertake the same and has identified your institution for the purpose of data collection on "Challenges Influencing Implementation of Constituency Development Funded Projects A case of Nyeri Town Constituency- Kenya".

The information obtained will strictly be used for the purpose of the study.

I am for that reason writing to request that you please assist him.

Yours Faithfully,

RESIDENT LECTURER
 P.O. Box 1120
 NAKURU
 UNIVERSITY OF NAIROBI
 Nakuru Extra-Mural Centre

Resident Lecturer, University of Nairobi
 Nakuru Extra-Mural Centre