

**INFLUENCE OF STAKEHOLDERS ROLE ON PERFORMANCE OF  
CONSTITUENCIES DEVELOPMENT FUND PROJECTS  
A CASE OF ISIOLO NORTH CONSTITUENCY, KENYA**

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## **DEDICATION**

I wish to dedicate this work to my Mum, Khadija, my wife Safia and my two children Idris and Umulkheir. They all inspired me to work hard.

Allah bless them all.

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## **ACRONYMS AND ABBREVIATIONS**

BF	Bursary Fund
CDF	Constituencies development fund
CDFC	Constituency Development Fund Committee
CFC	Constituency Fund Committee
DAO	District Agricultural Officer
DDO	District Development Officer
DEO	District Education Officer
HIV/AIDs	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
KIPPRA	Kenya Institute of Public Policy Research and Analysis
LA's	Local Authorities
LASDAP	Local Authorities Service Delivery Action Plan
LATF	Local Authorities Transfer Fund
NARC	National Rainbow Coalition
NGO	Non Governmental Organization
PAYE	Pay As You Earn
PEF	Poverty Eradication Fund
PIP	Project Implementation Plan
PIR	Project implementation review
PMC's	Project Management Committees
SPSS	Statistical Package for Social Scientists
VAT	Value Added tax

## ABSTRACT

Since its introduction CDF has made a great impact, with numerous CDF projects coming up in the country. However, it is evident that CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete, low quality and irrelevant project across the constituencies in the country. Some constituencies have performed well, while some poorly. Despite the many studies done on CDF, none has ever been done on the effect of stakeholder involvement in project performance. Of the 155 CDF projects so far carried out in Isiolo North Constituency, some schools have CDF projects that have stalled due to lack of funds, three dispensaries are not operational, and many roads are still impassable especially during rainy seasons. The purpose of the study was to assess the role of various stakeholders such as CDFC, PMC and government officials in the performance of CDF funded projects and use the findings to come up with recommendations/measures to strengthen use of CDF funds. The research study adopted a descriptive survey design. The target population for this study was representatives from all one hundred and fifty five CDF projects (155) in Isiolo North Constituency. Data was also collected from fifteen (15) CDF committee members and five (5) government representatives (departmental Heads). Stratified proportionate random sampling technique was used to select 140 respondents from the project representatives. The study further used a census approach in picking all the fifteen (15) CDF committee members and five (5) government representatives (departmental Heads) making a total population of 160 respondents. Semi structured questionnaire and interview schedules were used to collect data. Descriptive and inferential analysis was applied to measure and determine the relationship that exists among the collected data by using the statistical package for social sciences (SPSS V 17.0). This study found that CDFC, PMC and government officials' role in project implementation contributed most to project performance followed by CDFC, PMC and government officials' role in monitoring and evaluation, then CDFC, PMC and government officials role in project planning while CDFC, PMC and government officials role in projects identification had the least influence on project performance. The study recommends that enough funds and skills should be allocated to projects. The study also recommends that the constituents' should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

A project is a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established time frame and within an established budget to produce identifiable deliverables (Filicetti, 2009). Project success has been defined by the criteria of time, budget and deliverables, (Flaman and Gallagher, 2001). Antill (2004) reported that a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended.

Eliminating poverty, reducing inequity, and improving opportunity for people in low- and middle-income countries are the World Bank Group's central objectives. The Comprehensive Development Framework is an approach by which countries can achieve these objectives. It emphasizes the interdependence of all elements of development—social, structural, human, governance, environmental, economic, and financial. The CDF is the foundation for the new partnership between developed and developing countries to achieve improvements in sustainable growth and poverty reduction that will help countries achieve the MDGs (Harvey 2003).

Project success depends on time, budget and deliverables (Rao, 2001.) Definitions on project management are flooded with various scholarly contributions. One of the vital torrents is by association of project manager which defines project management as planning, organizing, monitoring and controlling of all involved to achieve project objective safely and within well defined time, cost and performance (Fleming, 2005).

The governance process is defined, stake holders identified and reporting frequency and channels agreed. The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews. The third stage is implementation stage which ensures projects' activities are properly executed and controlled. The planned solution is implemented to solve the problem specified in the project's requirements. The most common tools or methodologies used in the

implementation phase are an update of Risk Analysis and Score Cards, in addition to project Plan and Milestones Reviews. The final stage (commissioning), project manager ensures that the project is brought to its proper completion (Graham, 1997).

Stakeholder management is critical to the success of every project in every organization. Stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organization's objectives, (Freeman 1984). In a project environment, these stakeholders are usually numerous, and can vary significantly in the degree of influence in both directions. Mitchell, Agle and Wood (1997) suggest that power, legitimacy and urgency are key stakeholder characteristics.

As such, a project manager is required to develop sufficient understanding of such characteristics, which are in fact changing variables within the various stakeholders in a project environment.

The number and nature of stakeholders will vary with the life of the project, it would therefore make sense to carry out the review of identification throughout the project (Moodley 2002).

Participation can take place in different places of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs to predetermined projects and programmes, to information sharing, consultation, decision-making, partnership and empowerment. Participation is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programmes. As an end, participation is a process that empowers people and communities through acquiring skills, knowledge and experience, leading to greater self-reliance and self-management.

### **1.1.1 Project Performance**

Project performance can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety (Cheung *et al.* 2004). Time, cost and quality are, however, the 3 predominant performance evaluation dimensions. Another

interesting way of evaluating project performance is through 2 common sets of indicators (Pheng & Chuan 2006). The first set is related to the owner, users, stakeholders, and the general public; the groups of people, who will look at project performance from the macro viewpoint. The second set comprises the developer and the contractor; the groups of people who will look at project performance from the micro viewpoint.

The CDF social audit project entitled, “Towards Improved Accountability and Transparency in Constituency Development Fund through Social audit” sought to entrench a democratic culture in the management of Kenya’s Constituency Development Fund (CDF) so as to improve its efficacy. It sought to enhance community participation in the management of the fund and to build their capacity to play their watchdog role. This was premised upon the reality that there was insufficient community participation in CDF processes and that efforts to monitor CDF were haphazard and uncoordinated.

The Kenya Vision 2030 recommends that to contain costs, the education ministry can seek to collaborate more effectively with the different devolved funding mechanisms (SEBF, Constituencies Development Fund [CDF] and Local Authorities Transfer Fund [LATF]) to address this issue by working out a disbursement strategy that is informed by existing gender disparities in different regions, i.e., differences in enrolment, retention, performance, transition and available infrastructure.

### **1.1.2 Constituency Development Fund**

The Constituency Development Fund (CDF) was established in 2003 through an Act of Parliament as contained in The Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January 2004. The Act was amended through the CDF (Amendment) Act, 2007 in the Kenya Gazette Supplement No. 112 (Act No. 16) of 22nd October 2007. The fund aims to control imbalances in regional development brought about by partisan and sectarian politics.

The Constituency Development Fund (CDF) was an initiative to combat poverty and promote equitable growth and development around the country leading to achievement of Vision 2030. It

targets all constituency-level development projects, particularly aimed at combating poverty at the grassroots.

The fund comprises an annual budgetary allocation equivalent to 2.5% of the government's ordinary revenue. A motion seeking to increase this allocation to 7.5% of government's revenue was recently passed in parliament. 75% of the fund is allocated equally amongst all the current 210 constituencies. The remaining 25% is allocated as per constituency poverty level. A maximum per centum of each constituency's annual allocation may be used for other projects as follows: 5% emergency funds, 15% education bursaries, 2% monitoring and evaluation of projects, 3% recurrent expenses, 2% sports, 2% environment and 3% administration. The CDF core values include: Transparency, Accountability, Equity in resource distribution and Participatory approaches by all stakeholders. According to the CDF Act, expenses for running constituency project offices should not exceed 3% of annual constituency allocations.

Each constituency is required to keep aside 5% as an emergency reserve. All CDF project proposals are submitted to MPs who in turn forward them to the Clerk of the National Assembly for approval. The approved projects list is reviewed by the National CDF committee, which presents final recommendation to the Finance Minister (Kippra, 2007). There are other funds channelled to grass root level development that include: The Local Authorities Transfer Fund (LATF), Bursary Fund (BF), Poverty Eradication Fund (PEF), Constituency HIV/AIDS Fund and Road Maintenance Levy Fund. All these funds are aimed at poverty alleviation, narrow regional imbalances in resource distribution; improve the quality of life and the general level of economic development.

CDF comes from ordinary government revenue is generated by collecting Value Added Tax (VAT) on food items, clothes, books, etc; from statutory deductions such as Pay As You Earn (PAYE); withholding tax; from taxation on manufactured goods, export and import items through the customs and excise taxes, and among others. In this way, each and every Kenyan contributes towards CDF and it is, therefore, the responsibility of every Kenyan to make sure CDF is well spent.



**Table 0.1: National CDF Allocation 2003-2010**

Year	Total Annual CDF allocations
2003/4	1.26 billion
2004/5	5.6 billion
2005/6	7.2 billion
2006/7	9.7 billion
2007/8	10.1 billion
2008/9	10.1 billion
2009/10	12 billion

Source : [www.cdf.co.ke](http://www.cdf.co.ke)

### **1.1.3 Isiolo North Constituency**

Isiolo is a town in the Eastern Province, Kenya, in the Upper Eastern sub-region and lying 285 kilometres north of Nairobi, the Capital City of Kenya. It grew around the local military camps, much of the population being descended from former Somali soldiers who had fought in World War I and the other Cushitic pastoral communities.

The predominant population of Isiolo is the Oromo-speaking Boran and Sakuye and other Cushitic communities. There is also a steady migration from the neighbouring communities such as Tigania, Igembe and Imenti who belong to the former Meru County. The most populous Division is Central in the Southern flank of the constituency.

Isiolo North Constituency is in Isiolo County in Eastern Province of Kenya. Its population is 100,439 (2009 census), and its capital is Isiolo town. Isiolo North Constituency is to be the first county to be developed as part of the Kenya Vision 2030 program. Isiolo town is the Headquarter of the constituency and the gateway to the northern half of the country. The town has an estimated population of 80,000 people, most of them living in the rural out backs of the Constituency. There is an increasing urban population in the recent years, especially from as far as Moyale, Marsabit and Mandera.

The local topography is arid or semi-arid low plains. Ewaso Nyiro River flows through the county and partly bounds it.

The implementation of the fund is marked by uncoordinated and haphazard initiation of local projects without regard for constituency development projections. Indeed, very few constituencies have developed strategic plans and Isiolo North did not have a ready Strategic Plan (KHRC and SPAN, 2010). Also, the DDO's involvement in the management of all devolved funds is wanting. The main weakness is that the district line ministry officials are not directly answerable to the CDF Board. The synchronization of activities being undertaken by various funds is not done and hence the problem of duplication is pronounced.

**Table 0.2: CDF Disbursement to Isiolo North Constituency**

Year	Total Annual CDF allocations
2003/4	6,000,000
2004/5	23,098,805
2005/6	29,873,550
2006/7	41,384,308
2007/8	41,639,920
2008/9	41,639,920
2009/10	50,830,798
Total	234,467,301

*Source:* www.cdf.co.ke

## **1.2 Statement of the Problem**

Since its introduction CDF has made a great impact, with numerous CDF projects coming up in the country. However, it is evident that CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete, low quality and irrelevant project across the constituencies in the country (CEDGG, 2011). Some constituencies have performed well, while some poorly. This is attributed to lack of stakeholders participation, poor procurement, poor governance and low capacity of implementers.

Majority of MPs lack administrative competence, planning skills and practical purposes as they appoint their cronies as they believe that this constituency fund is their money given to them by the government to use as they see fit. This has been evident where members of the public complain that there are no developments in parts of their constituencies, while others complain of projects taking ages before they are completed, others completed but of low quality or are never completed despite of costing huge sums of money hence stalled projects. Other projects cannot sustain themselves hence collapse in few years after completion.

The 2003 Act that established the CDF created structures through which citizens could participate in project identification, management, monitoring and evaluation, it also stipulates the procedures for prioritization and selection of projects, funds disbursement and accounting, participation of government ministries and departments, roles of various committees and auditing and monitoring activities. Kimenyi (2005) looked at the efficiency and efficacy of Kenya's CDF, he noted that unlike other development funds that filter from the central government through longer and more layers of administration organs and bureaucracies, this fund goes directly to the local people. He highlighted some characteristics that determine efficiency and efficacy of CDF among them, citizen demand and constituency characteristics, size and population density and dispersion of a constituency and strategic choice of projects among others. The fund in the constituency is bogged with numerous challenges including lack of stakeholders' involvement, lack of capacity of CDFC, poor succession planning/ transition, and poor monitoring and evaluation.

On other hand, Wamae (2009) in his study on contribution of CDF in employment creation recommended that there should be constant awareness creation for the community members and training for personnel involved in implementation of CDF projects and community participation should be increased as well as stronger links with line government ministries. Further, Ntuala (2010) conducted a study on factors affecting the implementation of CDF funded projects in Tigania East constituency and recommended that a regulation to be enforced to block the involvement of the politicians in the activities of CDF implementation. He said that their role should be limited to legislative and oversight. Kanua (2009) also did a study on the role of community participation in successful completion of CDF projects in Imenti constituency and

found that their involvement goes a long way in making sure that the project objectives are achieved and recommended that the community should be involved in project identification to enhance ownership. Kinyoda (2009) did a study on the level of participation in project identification and selection by constituents a case of Makadara CDF, Ondieki (2008) did influence of constituency development funded projects in selected indicators of poverty reduction in Kitutu Masaba Constituency, Mochiemo (2007) did a study on the contribution of the community in successful completion of CDF projects in Kitutu Chache constituency Kisii central District while Kairu (2010) did an analysis of the factors that influence successful management of the CDF the case of Gatanga constituency, Kenya.

Despite the many studies done on CDF, none has ever been done on the effect of CDFC, PMC and government officials involvement in project performance. The CDF Projects so far carried out in Isiolo North Constituency include: Bursary Fund Awards projects; Education Projects; Health Projects, News Feeds Roads projects, Security and Water Projects. Among which some schools have CDF projects that have stalled due to lack of funds, three dispensaries are not operational, and many roads are still impassable especially during rainy seasons (see Appendix VI). It is in the light of what is discussed above that the researcher endeavours to fill the knowledge gap by assessing the role of CDFC, PMC and government officials in performance of CDF projects with special focus on Isiolo North Constituency.

### **1.3 Purpose of the Study**

To assess the role of various stakeholders in the performance of CDF funded projects and use the findings to come up with recommendations/measures to strengthen use of CDF funds

### **1.4 Objectives of the Study**

- i. To establish whether CDFC, PMC and government officials role in projects identification contributes to CDF project performance in Isiolo North Constituency.
- ii. To determine the contribution of CDFC, PMC and government officials role in project planning on CDF project performance in Isiolo North Constituency.
- iii. To investigate the influence of CDFC, PMC and government officials role in project implementation towards CDF project performance in Isiolo North Constituency.

- iv. To assess the contribution of CDFC, PMC and government officials role in monitoring and evaluation to CDF project performance in Isiolo North Constituency.

### **1.5 Research Questions**

The study sought to answer the following research questions:

- i. How does CDFC, PMC and government officials role in projects identification contribute to CDF project performance in Isiolo North Constituency?
- ii. What is the contribution of CDFC, PMC and government officials role in project planning on project performance in Isiolo North Constituency?
- iii. What is the influence of CDFC, PMC and government officials role in project implementation towards CDF project performance in Isiolo North Constituency?
- iv. To what extent does CDFC, PMC and government officials' role in monitoring and evaluation affect CDF project performance in Isiolo North Constituency?

### **1.6 Significance of the Study**

The findings of the study would be of significance to the following:-

**CDF board:** the study will be invaluable to the national CDF board in that it will provide an insight on how various stakeholders' involvement can affect the performance of the fund and also provide them with recommendations on the way forward.

**CDFC Isiolo north:** The information collected through this project will enhance capacity and response by some PMCs leading to improvement in their performance. The consequent awareness and information among the PMCs will lead to positive engagements and follow up with CDFCs for resources as well as improvement in management.

This will be manifested by their enhanced capacity to timely account for allocated funds and present subsequent work plans for further funding.

**Government:-**The government channels the funds through the Treasury with a purpose of empowering the lives of its citizens. The study will provide documentary evidence to enable the government to put in place strategies that facilitate effective performance of CDF projects hence

amendment of CDF Act to more efficiently and effectively alleviate poverty ensure that the taxpayers' funds are well utilized.

**Isiolo constituents:** - The investigation of the role of stakeholders in CDF projects within the constituency will enhance performance of CDF projects within the county. They are the most important parties in that they are the tax payers and as such their sacrifices should be converted into sustainable development projects in the areas in which they inhabit.

**Change agents:** this project will provide an insight on the **area that need to be addressed to make a** break from the past trend when several projects were initiated and awarded funds but took many years before completion.

**Researchers:-**They will gain theoretical and practical experience on role of stakeholders' on performance of CDF projects hence enable the researcher to make recommendations on enhanced performance of CDF projects and also to indicate various areas in CDF that needs to be addressed and studied further by future researchers.

### **1.7 Delimitation of the Study**

The research study was undertaken within Isiolo North Constituency. The purpose of the study was to investigate role of stakeholders in performance of CDF projects. The stakeholders are many but for the purpose of this study, the study was limited to the role of CDFC, PMC and government officials in the CDF project performance. The CDF Projects so far carried out in the constituency includes: Bursary Fund Awards projects; Education Projects; Health Projects, News Feeds Roads projects, Security and Water Projects for the study. The respondents included CDFC/PMC members and government departmental heads.

### **1.8 Limitations of the Study**

Information disclosed was not complete due to conflict of interest. Some PMCs were hostile to the data collection process which they viewed as witch hunt exercise. This was mainly caused by misunderstanding about the whole process. Some PMCs therefore chose not to cooperate with

the data collectors especially where they had serious doubts in their management standards. Lack of proper documentation also hampered secondary data collection

There are other two areas of limitations namely time and finance. Given that this is a research project, there was timeframe meaning the beginning and the end of the project is defined hence was insufficient to comprehensively study the factors to minute details required. Isiolo being one of the largest counties in Kenya in terms of geographical coverage, substantial amount of finance was required to conduct the study. The terrain of the land also made data collection hard. However the researcher trained and employed assistant researchers as well as drew a representative sample that is acceptable and manageable within the time given and finances available.

### **1.9 Assumptions**

The researcher assumed that sampling was not biased and the chosen sample population participated voluntarily. This was possible due to positive perspective of the project by the CDF staff. There was also an assumption that there would be availability of current information/ current data.

The researcher assumed that the respondents understood questions in interview and were willing to answer the research question intended to accomplish the purposes of the study. All factors facilitating the accomplishment of the study would not change and hence the researcher finished the study within stipulated time frame. All the stakeholders are distributing CDF funds among the prioritized projects in the area according to the CDF Act recommendations.

### **1.10 Definition of Significant Terms**

**Critical success factors:** These are those fundamental issues inherent in the project, which must be maintained in order for team working to take place in an efficient and effective manner. They require day-to-day attention and operate throughout the life of the project.

**Evaluation:** Evaluation is the process of examining a project and rating is based on its important features. It is the systematic assessment of the worth or merit of the project

**Fund:** Sum of money set aside and earmarked for a specified purpose.

**Key performance indicator (KPI) or performance indicator:** This is an industry jargon for a type of performance measurement. KPIs are commonly used by an organization to evaluate its success or the success of a particular activity in which it is engaged.

**Monitoring:** Supervising activities in progress to ensure they are on-course and on-schedule in meeting the objectives and performance targets.

**Performance:** The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

**Politics:** The art or science of government or governing, especially the governing of a political entity, such as a nation and the administration and control of its internal and external affairs.

**Project** It is a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established period of time and within an established budget to produce identifiable deliverables.

**Project implementation:** Project implementation involves mobilization, utilization and control of resources and project operation

**Project team:** This is usually a function of an aggressive team or a task force consisting of members drawn from various functional specialist departments of the client led by a mature multidisciplinary generalist



**Stakeholder:** Stakeholders are individuals, groups or organizations who, directly or indirectly, stand to gain or lose from a given development activity or policy. In this case, the stakeholders in the CDF projects are many but the study will focus on CDFC, PMC and government officials since they are the key stakeholders in the projects.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter will critically analyze literature on influence of stakeholders involvement on performance of CDF projects while focusing on theoretical review, summary of the literature review and main gaps to be filled. Literature regarding stakeholder involvement in project identification, project planning, project implementation and project monitoring and evaluation will be the main focus for this chapter.

##### **2.1.1 Stakeholder Theory**

The study will be based on the stakeholder theory. The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It identifies and models the groups which are stakeholders of a project, and both describes and recommends methods by which management can give due regard to the interests of those groups. In short, it attempts to address the "Principle of Who or What Really Counts (Freeman, 1984). The stakeholder view of strategy is an instrumental theory of the CDF projects, integrating both the resource-based view as well as the market-based view, and adding a socio-political level. This view of the firm is used to define the specific stakeholders of a CDF project of stakeholder identification as well as examine the conditions under which these parties should be treated as stakeholders.

The importance of stakeholders from a strategy development and service planning perspective is well acknowledged (Ackermann and Eden, 2001). Still, the role of stakeholders and performance measurement has been little discussed. The issue of who is seen as the end user of the performance measurement information generated has received little attention and yet, particularly in the public sector especially in CDF projects, is of critical importance.

Applying a stakeholder conception of projects as opposed to the more traditional input-output perspective implies adhering to a belief where all actors are involved with CDF projects in order to obtain benefits. This differs from the input-output model that illustrates how certain actors contribute input which the black box of an organization converts to benefits for its customers (Donaldson and Preston, 1995).

Stakeholder theory is primarily a management instrument. The attributes power, urgency and legitimacy of claims define CDF projects stakeholders. Power and urgency must be attended to if managers are to serve the legal and moral interests of legitimate stakeholders. Stakeholder theory thus contains methods for identifying and managing stakeholders. In addition, a substantial amount of work has been done on identifying the relative influence of different stakeholders (Yee-Chin, 2004).

## **2.2 General Project Management Overview**

According to Gary (2007), project management is vital in realization of any project. Experienced companies use project management routinely, however many of these companies do not achieve success in meeting project purposes (John, 2004). Project management is a discipline for planning, leading, organizing, and controlling a well defined collection of work (Harvey, 2003).

According to Harvey, the discipline of project management must be repeated and explainable. It is not an art form invented by each practitioner, nor is it a science with explicit formulas and rules. Despite these restrictions, organizational approach to project management must be consistent so that knowledge and experience may be shared across project boundaries (Charles, 2009).

A typical project management life cycle consists of initiation, planning, executing, and completing phases (Maylor, 1999). In the typical project management life cycle, the phases of initiating and planning may include similar activities conducted in prediction phase in disaster related public project management. Similar to activities conducted in executing phase in the project management, warning, emergency relief, and rehabilitation (short-term) activities as well as reconstruction (long-term) activities are carried out in the disaster related public project

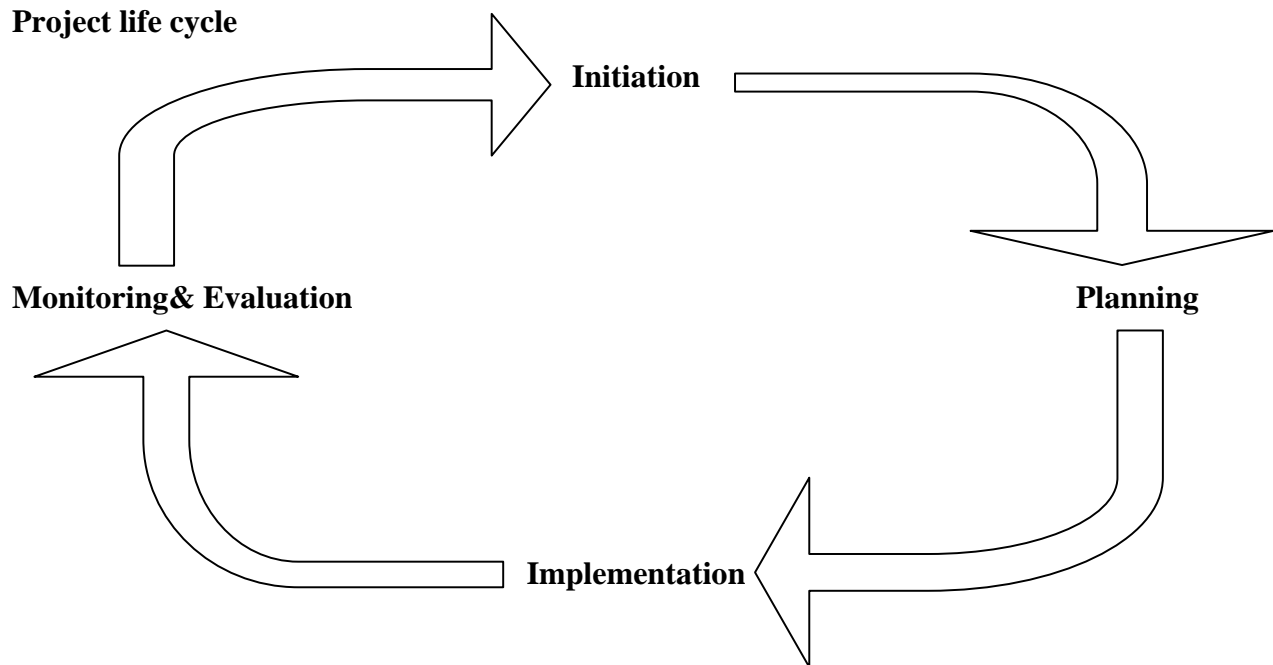
management. Therefore, a private-public project management includes project life cycle phases of prediction, which includes the initiation and planning which are required for the predication phase. After onset of occurrence, executing involves warning, emergency relief, rehabilitation, and reconstruction. Completion tasks are done when completing and transferring reconstruction outputs to stakeholders or clients (Rosario, 2000).

### **2.3 CDF Project Life Cycle**

The project typically has a life cycle; the Project Life Cycle refers to a logical sequence of activities to accomplish the project's goals or objectives. Project goes through a series of stages during its life. Since projects are unique undertakings and involve a degree of uncertainty, organizations performing projects usually divide each project into several project phases in order to provide better management control and appropriate links to the on-going operations of the performing organization. The idea of development projects as the time-bound creation of physical assets led to the recognition of phases within the project process and from there to the concept of the project cycle (Cusworth and Franks, 1993). Each project cycle is marked by completion of one or more deliverables. Duncan (2006) defines deliverables as a tangible, verifiable work product such as feasibility study, a detailed design or a working prototype. Phases are said to be part of a generally sequential logic designed to ensure proper definitions of the product/service from the project (Morsman, 1993).

At the same time, a conclusion of a project phase is marked by a review of both key deliverables and project performance in orders to determine if the project should continue into the next phase and to detect and correct errors cost effectively.

The project life cycle serves to define the beginning and the end of a project. The project cycle definition also determines which transitional actions at the end of the project are included and which are not. Therefore a project life cycle can be used to link the project to the on-going operations of the performing organization.



*(Source: Cusworth and Franks, 1993)*

**Figure 1: Project life cycle**

**2.3.1 Stakeholders in CDF Operations**

Stakeholders are individuals, groups or organizations who, directly or indirectly, stand to gain or lose from a given development activity or policy. The Constituency development fund (CDF), which was established in Kenya through the constituency fund Act of 2003 (The Kenya Gazette supplement no. 107 (Act no. 11) of 9<sup>th</sup> January, 2004, is one of igneous innovations of the National Rainbow Coalition (NARC) Government of Kenya. While there are several rules that govern the utilization of the fund (CDF Act, 2003) to ensure transparency and accountability, decisions over the utilization of the funds are primarily by the constituencies. Unlike other funds from the Central Government (KIPPRA, 2006) through large and more layers administrative organs and bureaucracies, the funds under these programmes go directly to local levels. In essence the CDF provides individuals at the grassroots the opportunity to make expenditure decisions 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 aligned to their problems and circumstances, thus the CDF can be considered a decentralized scheme that provides communities with the opportunities to make spending decisions that maximize social welfare.

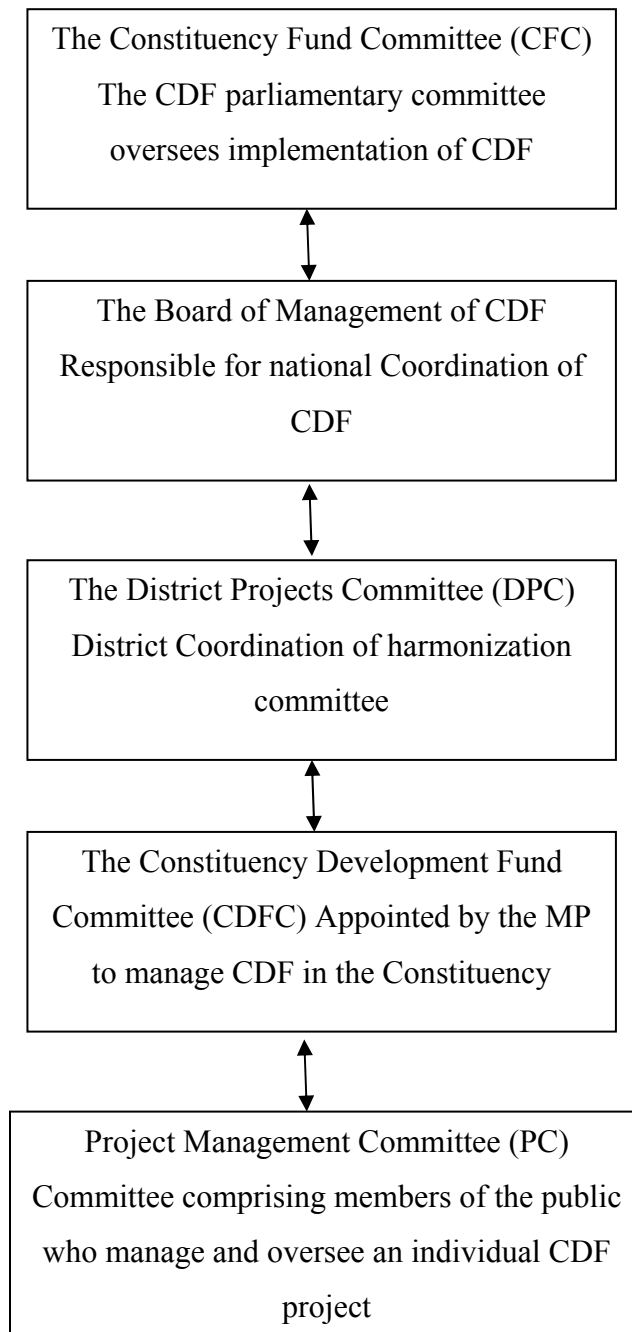
The CDF is not used in support of political bodies/activities or personal award projects. A sitting MP is not a signatory to the CDF bank account but convenes the constituency CDF committees in respective constituency. The penalty for misappropriation of the funds(CDF) is a prison term of five years or Kenya shillings two hundred thousand ( Kshs. 200,000) fine or both.

Although the CDF takes relatively small amount of national resources (2.5% of the Government's ordinary revenue collected every year), its impact can be significant if the funds are efficiently utilized, because the funds benefit the communities directly, it stimulates local involvement in development projects and as a result constituents are expected to have more information about the projects funded under this programme.

Key project stakeholders on CDF project include; Government, project manager, constituents, contractors, PMC, CDFC, NGOs, CDF board, government departmental heads from the relevant departments. The constituents should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them (Flaman and Gallagher, 2001). Those projects should be projects that are beneficial to them hence community based. Thus the constituents should be involved at all stages of the project from initiation through planning, implementation and monitoring and evaluation be done at every of this stages.

Feedback should be on the use of the project. The Constituencies Development Fund Act, 2003 and Constituencies Development Fund (Amendment) Act, 2007 have created several official bodies to carry out specific functions to ensure the smooth running of the CDF, as shown in figure 2.2 below.

Chart 1: Institutions created under CDF Act 2003 and CDF Revised Act 2007



**Figure 2: Institutions manning CDF**

The Constituency Fund Committee (CFC) is a parliamentary select committee in charge of CDF. It comprises 11 MPs, one of whom is the chair. Members cannot be ministers or assistant ministers. The membership must ensure proportionate representation of political parties. Members serve for a three-year renewable duration, or until the dissolution of parliament.

Under the revised CDF Act 2007, the National Management Committee (NMC) was renamed the Board of Management of CDF (Board) and its powers and responsibilities changed slightly. The Board comprises 17 persons in total, one third of whom must be women. It comprises four government officials: *the Permanent Secretaries of the ministries of Planning and National Development, and Ministry of Finance, the Clerk of the National Assembly, and the Attorney General*. It also comprises 8 qualified persons nominated from institutions listed in the First Schedule<sup>12</sup> of *the Constituencies Development Fund Act, 2003*.

The Minister may appoint another four other persons to achieve regional representation. All appointments must be approved by parliament and have relevant expertise. The Board also comprises the Chief Executive Officer (CEO), who is ex officio and secretary to the Board. The CEO is appointed on a competitive basis and must be approved by parliament. The CEO must have a relevant university degree and 10 years relevant work experience.

The Constituency Development Fund Committee will have a maximum of 16 persons. The Member of Parliament, Councilors, 1 District Officer, 2 religious representatives, 2 men representatives, 2 women representatives, 1 youth representative, 1 NGO representative, 3 other persons appointed by the MP, and a Fund Manager.

Under the Revised CDF Act of 2007, the Constituency Development Committee (CDC) was renamed the Constituency Development Fund Committee (CDFC). The CDF Act empowers the MP to appoint members of the Constituency Development Fund Committee. Members shall be appointed on three-year renewable terms for a maximum of two consecutive terms. The Constituency Development Fund Committee must meet at least 12 times but no more than 24 times (including subcommittee meetings). Quorum is one half of the total membership.



The Constituency Development Fund Committee remains in office until elections/by-elections whereby the new MP appoints a new CDFC. The MP shall convene a new Constituency Development Fund Committee within 60 days after taking office. Further, the Fund Manager is seconded to the Constituency Development Fund Committee by the Board. The Fund Manager sits in CDFC meetings but is not allowed to vote.

### **Governmental Bodies Dealing with CDF**

The CDF law states clearly that the district government has an important role to play in the implementation of CDF projects. According to the Act, the departmental head of the relevant ministry should oversee CDF projects under his/her docket and maintain records of disbursements and progress of projects.

The District Development Officer (DDO) is the development officer under the Ministry of Planning and National Development. The DDO issues the Authority to Incur Expenditure (AIE). The District Accountant is a mandatory signatory on all CDF cheques. The District Accountant must maintain separate CDF books of accounts in accordance with government audit regulations. The District Accountant must also ensure compliance with procurement guidelines. He/she must also ensure that all projects have a Project Committee and that they have the capacity to handle procurement and maintain proper records. Under recent regulations, the District Accountant is also a mandatory member of the projects tender committee.

The duplication of roles of the Member of Parliament (MP) in CDF has become one of the most controversial aspect of the fund. The role of the MP, and the composition and lack of clarity on the roles and powers of the CDF institutions raise fundamental challenges in the implementation of the Fund.

### **2.4 CDFC, PMC and Government Officials Involvement and Performance of CDF Projects**

The CDF Project cycle consists of several stages: Identification, planning, implementation and monitoring. It's worth noting that equal representation irrespective of political, gender, tribal, racial affiliations among others is vital for successful implementation of CDF projects.

There is need for gender balance at every stage a project undergoes to ensure the concerns and experiences of women as well as of men are addressed in the design, implementation, monitoring and evaluation of policies and programmes, so that women and men benefit equally, and inequality is not perpetuated.

In Kenya, Kinyoda (2009) did a study on the level of participation in project identification and selection by constituents a case of Makadara CDF. The study recommended that the government & civil society should facilitate public awareness campaigns. Further there should also be guidelines in how public participation should take place. Mochiemo (2007) did a study on the contribution of the community in successful completion of CDF projects in Kitutu Chache constituency Kisii central District and found that the government NGO's, CDF and any other body which would like to start a project in a community should involve and encourage contributions of the community from the initial identification of a project to end and ensure successful completion and sustainability. Further, Kairu (2010) did an analysis of the factors that influence successful management of the CDF. The case of Gatanga constituency and recommended that there should be adequate transportation at the constituency level for effective M & E of the projects. There is need for strict enforcement of the provisions of CDF act in CDC formation to reduce problems in implementation of the CDF projects.

#### **2.4.1 CDFC, PMC and Government Officials Role in Projects Identification**

The CDF Act provides that the elected Member of Parliament for every constituency shall, within the first year of a new parliament and at least once every two years thereafter, convene locational meetings in the constituency to deliberate on development matters in the location, the constituency and the district. Each location shall come up with a list of priority projects to be submitted to the Constituency Development Fund Committee which shall deliberate on project proposals from all the locations in the constituency. Projects shall be community based in order to ensure that the prospective benefits are available to a widespread cross-section of the inhabitants of a particular area. Any funding shall be for a complete project or a defined phase, unit or element of a project and may include the acquisition of land and buildings. PMC's initiate a request for funding based on a felt need.

The PMC can be of several types; an existing institution committee, a registered development group. Or can be formed solely for the purpose of the project. Relevant government departmental heads e.g. D.E.O, D.A.O, District Water Engineer are also involved in project identification in their areas.

The most common tools or methodologies used in the initiation stage are Project Charter, project plan, project framework, project Justification, and project milestones reviews (Lewis, 2000). Project Preparation includes resource planning, various inputs/clearances, resettlement and infrastructure development. It is necessary to develop mechanisms for the selection of projects that ensure fairness and avoid conflicts of interest.

The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the community needs (Nijkamp *et al.*, 2002). The key project controls needed here are an understanding of the project environment and making sure that all necessary controls are incorporated into the project. According to Albert (2004) any deficiencies should be reported and a recommendation should be made to fix them. The initiation stage should include a plan that encompasses the following areas: Analyzing the needs/requirements in measurable goals, Reviewing of the current operations, Financial analysis of the costs and benefits including a budget , Stakeholder analysis, including users, and support personnel for the project, Project charter including costs, tasks, deliverables, and schedule.

#### **2.4.2 CDFC, PMC and Government Officials Role in Project Planning**

After the initiation stage, the project is planned to an appropriate level of detail. The main purpose is to plan time, cost and resources adequately to estimate the work needed and to effectively manage risk during project execution. As with the Initiation process group, a failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals (Nijkamp *et al.*, 2002). It define the mature the project scope, develop the project scope, develop the project management plan, and identify and schedule the project activities that occur within the project.

Rao (2001) defines planning as a common thread that intertwines all the activities from conception to commissioning and handing over the clockwork to client. This shows that planning encompasses the essential activities such as scheduling, break down structures, time estimates and statement of work.

Harold (2003) argues that project management is planning ,directing and controlling of company resources for a relatively short – term project which has been established for the completion of specific goal.

Project planning generally consists of: determining how to plan, developing the scope statement; selecting the planning team; identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities; developing the schedule; developing the budget; risk planning; gaining formal approval to begin work (Rosario, 2000).

In Additional processes, such as planning for communications and for scope management, identifying roles and responsibilities, determining what to purchase for the project and holding a kick-off meeting are also generally advisable.

The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews. The C.D.F.C, P.M.C and government official are involved fully in the planning stage. At this level, the PMC prepare the project budget, work plan and open a bank account for the project funds to be channelled through. The District Works Officer who is a Government official assists in preparation of bill of quantity for the project. The other relevant departmental heads e.g. D.E.O, D.A.O and District Water Engineer will approve the budget and work plan for the projects in their relevant fields.

The objectives of planning include analyzing, anticipating, scheduling, coordinating and controlling and information management. According to Rao (2001) the benefits of systematic planning as being breaking down complex activities into manageable chunks, determining

logical sequences of activities, providing a logical basis for making decisions, showing effects on other systems, providing framework for the assessment of programmes, allowing lessons to be learned from practice and facilitating communication of ideas in a logical form to its use.

In CDF projects, CDFC implement participatory and accountable planning framework similar to the LATF/LASDAP. The CDFC also adopt a clear calendar of public meetings. E.g. Twice annual constituency meetings, quarterly location/ward meetings. These meetings would then be the basis for planning, status updates and monitoring the progress of CDF at constituency and local level.

The CDFC should undertake participatory strategic planning and establish close collaboration with civil society/public. MRF/PIP example. A well prepared strategic plan and close collaboration between council and resident groups resulted in increased council revenues of 100%. This include weekly income and revenue meetings, liaison office, improvement of accounting and reporting process. Strategic planning should identify comparative advantages and resource potential s of the constituency.

### **2.4.3 CDFC, PMC and Government Officials Role in Project Implementation**

Implementation stage is where all the planned activities are put into action. Before the implementation stage of a project, the implementers, spearheaded by the project committee or executive, should identify their strength and weaknesses, which are internal forces, as well as opportunities and threats, which are the external forces (Wee, 2000). The strength and opportunities are positive forces that should be exploited to implement a project efficiently. The weaknesses and threats are hindrances that can hamper project management and implementation. Monitoring is important at this stage to ensure that the project is implemented as per schedule (Rosario, 2000). This continuous process should be put in place before project starts. As such, the monitoring activities should appear on the work plan and should involve all stakeholders. If activities are not going well, arrangements should be made to identify the problem so that they can be corrected.

This is the stage at which the institutions are established and facilities constructed. It is the stage which involves the disbursement of the largest portion of the project funds. For example, the procurement of materials and equipment for constructing a water project and the actual construction works. This phase ensures projects' activities are properly executed and controlled (Rosario, 2000).

The planned solution is implemented to solve the problem specified in the project's requirements. The most common tools or methodologies used in the implementation phase are an update of Risk Analysis and Score Cards, in addition to project Plan and Milestones Reviews. Implementation phase consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. Implementation process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The deliverables are produced as outputs from the processes performed as defined in the project management plan.

Clearer guidance and increased incentives for programme managers are therefore required if these projects are to be mainstreamed' in donor agencies. Country programming could focus more on delivering benefits to the poor and actual results should be monitored. Most project managers, therefore, need a broader range of poverty- relevant skills and relocate them in field offices, with the authority and flexibility to build up pro-poor partnerships through dialogue (Mosley, Hudson and Horrell, 1986). Good project implementation is essential. An individual or group of people should be given responsibility to drive success in project implementation (Rosario, 2000). First, scope should be established (Rosario, 2000; Holland *et al.*, 1999) and controlled. The scope must be clearly defined and be limited. This includes the amount of the systems implemented and amount of projects process reengineering needed. Any proposed changes should be evaluated against projects benefits and, as far as possible, implemented at a later phase (Sumner, 1999; Wee, 2000). Additionally, scope expansion requests need to be assessed in terms of the additional time and cost of proposed changes (Sumner, 1999). According to Holland *et al.*, 1999, the project must be formally defined in terms of its milestones. The critical paths of the project should be determined. Timeliness of project and the forcing of timely decisions should be also be managed (Rosario, 2000).

Deadlines should be met to help stay within the schedule and budget and to maintain credibility (Wee, 2000). Project implementation should be disciplined with coordinated and active human resource involvement (Falkowski *et al.*, 1998). Additionally, there should be planning of well-defined tasks and accurate estimation of required effort.

According to Wee, (2000), delivering early measures of success focus on results and constant tracking of schedules and budgets against targets are important. Project sponsor commitment is critical to drive consensus and to oversee the entire life cycle of management (Rosario, 2000). Someone should be placed in charge and the project leader should "champion" the project throughout the organization (Sumner, 1999). Falkowski *et al.*, 1998, there should be a high-level executive sponsor, who has the power to set goals and legitimize change. Sumner (1999), states that a projects leader should be in charge, so there is the project perspective. The leader must continually strive to resolve conflicts and manage resistance. Project implementation often constitutes the most important stage in project development (Wayne and Wittig, 2002).

Depending on how it is managed, the project thus contributes to the economic development. Project implementation is the principal means through which government and private sector meet in order to focus on developmental needs such as the provision of physical infrastructure and the supply of essential health facilities (Rege, 1999). Because the deployment of the project implementation system to pursue these developmental goals, it therefore entails governmental exercise of enormous discretion. Project implementation is often an extremely controversial subject matter. This is especially the case where "the ability to exercise discretion in the award of government contracts has been a source of valued political patronage" and procurement has been "a means for the illicit transfer of funds from governmental responsibility to private hands", (Rege, 1999).

Another important attribute of project implementation is that the so-called development partners who finance a considerable part of it as part of either bilateral or multilateral development. But a significant proportion of it remains tied to the numerous conditions from the parties concerned, leading many commentators to question whether there are the real beneficiaries of development assistance (Graham, 1997). Carley (2006) argues that the structure of local public private

partnerships encourages stakeholder participation as a primary success factor for project planning. This type of participation reduces “partnership fatigue” by integrating overlapping policy agendas for modernization and social inclusion. The partners require joint vision objectives, performance measures, resource needs and identifications, regular monitoring of objectives and measures and streamlined process improvement.

The CDF law provides that the Project Management Committees (PMCs) will implement projects with support from the CDFC and technical advice from the relevant Government department. For successful implementation of the CDF projects, democratic values and ethos should be entrenched at the local level. These can be realized through creation of efficient channels of participation and information. Community members should be free to voice their comments without fear of intimidation or victimization. Similarly, officials to CDF bodies at the grassroots should follow a free and fair electoral process so that legitimate offices are mandated to run the CDF activities.

#### **2.4.4 CDFC, PMC and Government Officials Role in Project Monitoring & Evaluation**

Monitoring is also important to ensure that activities are implemented as planned. This helps the project managers to measure how well they are achieving their targets. This is based on the understanding that the process through which a project is managed has a lot of effect on its use, operation and maintenance, (Albert, 2004). Based on the reports, the Monitoring and Evaluation team will be able to come up with an evaluation check list which would guide its assessment of each project visited. Evaluation tools include a standard pre-set questionnaire. The methodologies used include direct observation, project files document perusal (where available), photographic recordings, and interviews with people on site. In conducting monitoring and evaluation, the teams should look at: Project Work plans, Activity Progress Report and Project financial, procurement and overall management. Emphasis must be given to participatory monitoring with actors being: The community, Project Management Committee, CDFC Constituency Development Fund Committee, DPC and Relevant Government Departments, and the community. The following are the key prerequisites in community project monitoring: Must be Community friendly monitoring; Measure the achievement against the work plan and cost estimates; All PMCs must be advised to keep record of materials, Equipment, Funds received



and utilized; All PMCs must prepare progress reports on project implementation; All PMCs must be advised to identify problems and bottlenecks. The advantages of participation in monitoring include: (a) a common undertaking, (b) enhancing accountability, (c) better decisions, (d) performance improvement, (e) improved design, and (f) more information.

Regardless of whether the project audit is conducted mid-term on a project or at its conclusion, the process is similar. It is generally recommended that an outside facilitator conduct the project audit. This ensures confidentiality, but also allows the team members and other stakeholders such as the CDFC, PMC and government officials to be candid. They know that their input will be valued and the final report will not identify individual names, only facts (Arndt and Oman, 2006). Often, individuals involved in a poorly managed project will find that speaking with an outside facilitator during a project audit allows them to openly express their emotions and feelings about their involvement in the project and/or the impact the project has had on them.

This "venting" is an important part of the overall audit. A successful project audit consists of three phases: Success Criteria, Questionnaire, and Audit Interview Development; In-depth Research and Report Development. This stage consists of investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized and whether these benefits have had their intended consequences.

This phase ensures sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved (Love *et al.*, 2005). Monitoring and Evaluation consists of those processes performed to observe project Implementation so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the implementation of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan. Monitoring and Evaluation includes: Measuring the ongoing project activities (*'where we are'*); Monitoring the project variables (cost, effort, scope, etc.) against the project management plan and the project performance baseline (*where we should be*); Identify corrective actions to address issues and risks properly (*How can we get on track again*); Influencing the factors that could circumvent integrated change control so only approved changes are implemented (Wayne and Wittig, 2002).

## 2.5 Conceptual Framework

The research relates Stakeholder involvement, project initiation, project planning, project implementation and monitoring and evaluation (Independent variables) with level of performance of CDF projects (dependent variable).

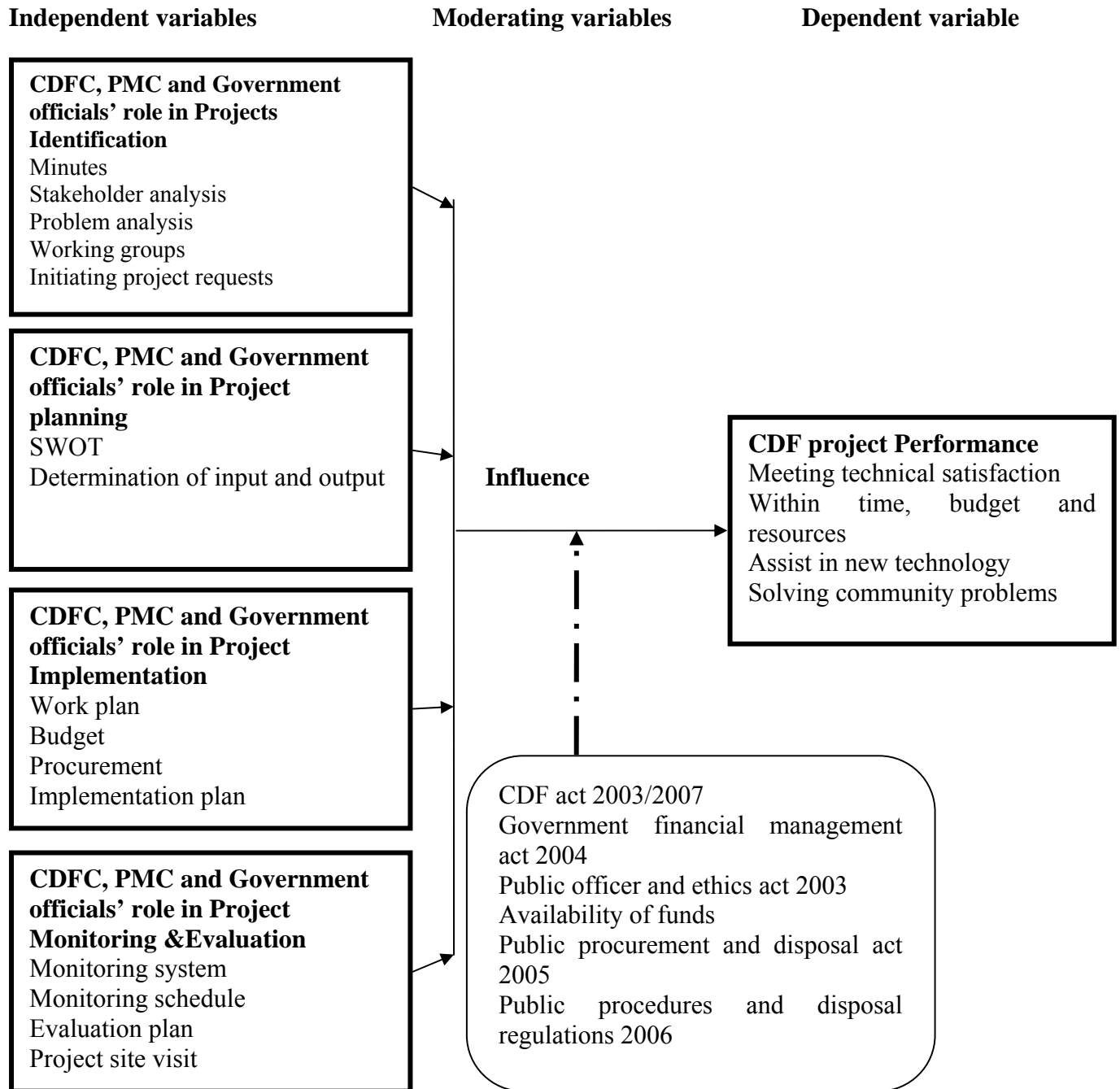


Figure 3: Conceptual framework

## **2.6 Research Gaps**

Given that CDF uses a relatively new concept to the funding of projects in Kenya, the population around Isiolo North Constituency may not accept the move as most of the projects are seen as avenues to enrich the committees. This may be due to the fact that most of the stakeholders are not aware of their role in the projects which makes their sustainability diminish. The committees are full of malpractices which have seen many of the projects not being completed in time. Although the funds are decentralized by the Central Government to Isiolo North Constituency, the performance of CDF projects is still below average as several projects have stalled and others not to the required standard. Several studies have been done in Isiolo e.g. Otieno (2009) an assessment of the factors influencing the performance of CDF funded projects in Isiolo North Constituency, Nyangwetta (2011) the influence of livestock marketing in central division: a case study of Isiolo County, Ngugi (2011) did a study on the factors influencing food security in central division: a case of Isiolo County. None of these have looked at the role of CDFC, PMC and Government Officials in CDF projects.

The study will seek to answer question on the role of various stakeholder's such as CDFC, PMC and Government Officials involvement when identifying, planning, implementing, monitoring or evaluating CDF projects. Most of the studies cited in the literature are conducted on projects in the developing countries or other areas whose strategic approach and financial footing is different from that of Isiolo North Constituency.

Thus there exists a literature gap on the role of CDFC, PMC and Government Officials in performance of CDF projects in Isiolo County. This study therefore seeks to fill this gap by establishing the role of CDFC, PMC and Government Officials in performance of CDF projects in Isiolo North Constituency.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter outlines the methods that were used in this study to collect the data and analyse the data. It discusses the research design, target population, sampling procedure, data collection methods, validity and reliability and definition of variables. Lastly, the chapter consists of data analysis methods and their justification.

#### 3.2 Research Design

This was a cross sectional survey due to the time factor and the variables of the study adopting a case study approach. This involved collecting information from a larger number of cases using questionnaires. The study entailed studying participants in their natural setting aiming at maximizing realism.

#### 3.3 Target Population

A population is an entire group of individuals, events or objects having common characteristics that conform to a given specification. The target population for this study was 3 representatives from each of the one hundred and fifty five CDF projects (155) in Isiolo North Constituency comprising 465 possible respondents. Data was also collected from fifteen (15) CDF committee members and five (5) government representatives (departmental Heads).

**Table 3.1: Target Population**

<b>Sector</b>	<b>Complete</b>	<b>Population</b>	<b>Percentage</b>
Education	47	141	30.3
Roads and bridges	47	141	30.3
Environment	21	63	13.5
Health	15	45	9.7
Others	15	45	9.7
Security	01	3	0.6
Water	09	27	5.8
Total	155	465	100.0

Source: Isiolo North CDF Office (2012)

### 3.4 Sampling Design

Sampling is the process of selecting a number of individuals for a study in such a way that the individual selected represents the large group from which they are selected. According to Dooley (2007), a sample size of between 10% and 40% is considered adequate for detailed or in-depth studies. Stratified proportionate random sampling technique was used to select the sample from the project representatives. Hence, this study sampled 30% of the Isiolo North constituency CDF projects to determine number of projects sampled for the study coming up with a sample size of 140 respondents from the projects. Further, the study used a census approach in picking all the fifteen (15) CDF committee members and five (5) government representatives (departmental Heads) making a total population of 140 respondents.

**Table 3.2: Sampling Frame**

Sector	Frequency	Percentage	Sample size
Education	141	0.3	42
Roads and bridges	141	0.3	42
Environment	63	0.3	19
Health	45	0.3	14
Others	45	0.3	14
Security	3	0.3	1
Water	27	0.3	8
Subtotal from the projects representatives	465	0.3	140
CDF committee members	15		15
Departmental Heads	5		5
Total sample	175		160

### 3.5 Data Collection Techniques

There were two types of data that the researcher used in the study. These are the primary data and secondary data. The data was both qualitative and quantitative. Questionnaires and interview guides were best suited for this study. Semi structured questionnaire (Appendix iii) and interview guides (Appendix iv) were used to collect data.

The closed ended questions were used for easy coding and analysis while the open ended questions were used to elicit more information from respondents to complete any missing links.

The questionnaire had items aimed at answering the study questions and meeting the research objectives. In addition observation supplemented the data collected using questionnaires. The choice of these tools of data collection was guided by the time available and the objectives of the study. Questionnaires provided a high degree of data standardization and adoption of generalized information amongst any population. They are useful in a descriptive survey study where there is need to quickly and easily get information from people in a non-threatening way.

In addition, an unstructured interview guide with open-ended questions was used to collect in depth information from the departmental heads/government officers through in-depth discussion. This was administered using face to face interviews. With unstructured questions, a respondent's response may give an insight to his feelings, background, hidden motivation, interests and decisions and give as much information as possible without holding back (Mayring 2007).

### **3.6 Reliability and Validity**

For a questionnaire to produce useful results, it must have validity and reliability. If the questionnaire can actually test what it is intended for, it refers to validity, whereas, reliability measures the relevance. To test the reliability and validity of the questionnaire, a pilot test on the six officials of the CDFC and project beneficiary was carried out. The questionnaire was pilot tested with six respondents in the target population who were not included during data collection, so as to establish whether the questionnaire measures what it purports to measure.

The use of the questionnaire method has the potential weaknesses associated with it that pre-determined questions might miss some key issues. However, the inclusion of open-ended items intends to minimize these effects. The researcher had limited access to information due to confidentiality associated with management information in projects. To counter, the researcher clearly explained the purpose of the research and obtains informed consent from the relevant authorities.

### 3.7 Data Analysis Techniques

After the data had been collected, it was edited and coded following the variables in the study. This coded data was then classified and tabulated for efficient analysis.

Data editing entailed examining the collected new data to detect errors and omissions for correction to ensure accuracy and consistency. Data coding was assigned symbols to answers and it classify responses. Data classification reduces data into homogeneous attributes that enables the researcher to get meaningful relationships.

The two statistical methods; descriptive and inferential analysis were applied to measure and determine the relationship that exists among the collected data by using the statistical package for social sciences (SPSS V 17.0). Descriptive analysis using percentages and mean was used to help to understand and interpret variables. Qualitative data was consolidated, content analysed and narrative report was used to depict respondents' views about the subject matter. Carl Pearson's product moment correlation was also conducted to establish the relationship between the variables. Analysed data was presented using frequency tables and percentages

### 3.8 Operational Definition of Variables

The operationalization of variables is as shown in table 3.3

**Table 3.3: Operationalization Of Variables**

<b>Objectives</b>	<b>Variables</b>	<b>Indicators</b>	<b>Scale</b>	<b>Tools of analysis</b>	<b>Type of analysis</b>
To establish whether CDFC, PMC and Government officials' role in projects identification contributes to project performance	Participatory projects identification	<ul style="list-style-type: none"><li>- Members meetings minutes</li><li>- Working group</li><li>- Stakeholders Analysis</li><li>- Alternative analysis</li><li>- Objective analysis</li><li>- PRA report</li></ul>	Nominal ordinal	Frequency distribution tables & percentages	Descriptive

To determine the contribution of CDFC, PMC and Government officials' role in project planning on project performance	Participatory projects planning	<ul style="list-style-type: none"> <li>- Definition of pre-requisites, inputs, outputs, participants, costs</li> <li>- Availability of financial plan</li> <li>- SWOT analysis</li> <li>- Project documents preparation, BQs, drawings, work plans, log frame</li> <li>- Community appraisal meetings minutes</li> <li>- Analysis of expected results</li> </ul>	Nominal ordinal	Frequency distribution tables & percentages	Descriptive
To investigate the influence of CDFC, PMC and Government officials' role in project implementation towards project performance	Participatory project implementation	<ul style="list-style-type: none"> <li>- Stakeholders meetings</li> <li>- Implementation plan</li> <li>- A system of measurement</li> <li>- Work schedule, progress &amp; budget</li> <li>- Results reports &amp; review procedures</li> <li>- Good management of resources</li> <li>- Involvement in procure of goods &amp; service</li> </ul>	Nominal ordinal	Frequency distribution tables & percentages	Descriptive
To assess the contribution of CDFC, PMC and Government officials' role in monitoring and evaluation to project performance	- Participatory projects M & E	<ul style="list-style-type: none"> <li>- Physical verification</li> <li>- Regular site visit</li> <li>- Regular group discussion</li> <li>- Development of a workable monitoring &amp; evaluation system</li> <li>- Review of achievements against set objectives.</li> </ul>	Nominal ordinal	Frequency distribution tables & percentages	Descriptive



## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION OF FINDINGS

#### 4.1. Introduction

This chapter presents the analysis of data and discussion of the research findings. The chapter outlines the findings based on the research objectives. The study sought to establish the influence of stakeholders role on performance of constituencies development fund projects a case of Isiolo North Constituency. SPSS was used to generate the descriptive statistics and to establish the relation between the dependent and the independent variables of the study.

#### 4.2. Background information

The background information comprises of the response rate, age of the respondents, academic qualification, position held in the project, projects respondents were involved, organizations funding projects and awareness of CDF projects.

##### 4.2.1. Response rate

Table 4.1 below provides a summary of the response rate.

**Table 4.1: Analysis of response Rate**

<b>Questionnaires administered</b>	<b>Valid Response Received</b>	<b>Response rate</b>
155	131	84.5%

The study achieved 84.52% response rate since only 131 questionnaires were returned dully filled in out of the 155 questionnaires that were administered. All the 5 interview schedules were successfully collected yielding a response rate of 100%.

#### 4.2.2 Age of the respondents

The researcher requested the respondents to indicate their age bracket. The results are shown in table 4.2 below.

**Table 4.2: Age of the respondent**

	<b>Frequency</b>	<b>Percent</b>
18 - 25	14	10.7
26 - 35	33	25.3
36 - 45	26	20.0
46 - 55	24	18.7
56 and above	33	25.3
<b>Total</b>	<b>131</b>	<b>100.0</b>

The respondents were required by the study to give the category under which their age fell. According to the table 4.2 above, 25.3% of the respondents' age was 55 and above while a small proportion of the respondents (10.7%) were aged between 18 and 25 years. It therefore shows that majority of people working with CDF projects were above 26 years depicting maturity and their ability to give reliable information as sought by the study.

#### 4.2.3 Gender of the respondent

On the gender of the respondents the distributions below were observed. The results are shown in table 4.3 below.

**Table 4.3: Gender of the respondent**

	<b>Frequency</b>	<b>Percent</b>
Male	83	63.0
Female	48	37.0
<b>Total</b>	<b>131</b>	<b>100.0</b>

The studies found out that majority of the respondents (62.7%) were male while the rest, 37.3% were female. This shows that male gender dominate CDF projects.

#### 4.2.4 Academic qualification

The study further sought to find out highest academic qualification of the respondent. The findings were as recorded below.

**Table 4.4: Academic qualification**

	<b>Frequency</b>	<b>Percent</b>
KCPE	10	8.0
KCSE	80	61.3
Certificate	9	6.7
Diploma	21	16.0
Bachelors degree	2	1.3
post graduate	9	6.7
<b>Total</b>	<b>131</b>	<b>100.0</b>

According to the table 4.4 above, majority of the respondents (61.3%) had KCSE while the Bachelors degree holders' were 1.3%. This showed that most of the respondents' highest academic qualification of the respondents was secondary education.

#### 4.2.5. Organizations Funding Projects

The respondents were required by the study to state the organizations that funded projects in their area. The data finding are as recorded below.

**Table 4.5: Organizations Funding Projects**

	<b>Frequency</b>	<b>Percent</b>
NGOs	40	30.7
LATF	44	33.3
Roads levy	12	9.3
Bursary fund	21	16.0
Others	14	10.7
Total	131	100.0

Most of the respondents (33.3%) stated that their projects were funded by LATF while at least 9.3% of the projects were funded by road levy. According to the findings NGOs and LATF are

among other major contributors to projects in Isiolo North Constituency. This shows that most of the projects were funded by LATF.

#### 4.2.6. Awareness of CDF projects

The study also aimed at establishing whether the respondents were aware of CDF projects. The results are shown in table 4.6 below.

**Table 4.6: Awareness of CDF projects**

	Frequency	Percent
yes	124	95
no	7	5
Total	131	100.0

The table above shows that majority of the respondents, 94.7% were aware of the projects while a small percentage of 5.3% were not aware of CDF projects. It therefore shows that the publicity of CDF projects was good.

#### 4.2.7. Projects respondents were involved

The study further sought to find out the projects the respondents were involved in. The findings were as recorded in table 4.7 below.

**Table 4.7: Projects the respondents were involved**

	Frequency	Percentage
Education	66	50.7
Roads	23	17.3
Security	21	16
Health	9	6.7
Electricity	4	2.7
Water	4	2.7
CDF committee	5	4
Total	131	100

Majority of the respondents (50.7%) were in the education project while the least 2.7% were either in electricity or in water projects. This depicts that, majority of the projects in the area of study were education oriented.

#### **4.2.8. Position held in the project**

On the position held in the project by the respondent, the study findings are as presented below. The results are shown in table 4.8 below.

**Table 4.8: Position held in the project**

	<b>Frequency</b>	<b>Percent</b>
Chairperson	16	12.0
Treasurer	28	21.3
Secretary	30	22.7
Committee member	35	26.7
Others	23	17.3
Total	131	100.0

According to the table above, 26.7% of the respondents were committee members, 22.7% were secretaries, 21.3% were treasurers, 17.3% held other positions, other than those listed above and 12% of the respondents were project chairpersons. This shows that the information collected was relevant as the committee members are the one who deal with the day to day running of the fund.

### **4.3 Performance of CDF projects**

#### **4.3.1. Decision making involvement**

On whether the respondents were directly involved in making decisions on which projects are to be funded by CDF, the data finding is as shown below.

**Table 4.9: Decision making involvement**

	<b>Frequency</b>	<b>Percent</b>
Yes	98	74.7
No	33	25.3
Total	131	100.0

Majority of the respondents (74.7%) stated that respondents were directly involved in making decisions on which projects were to be funded by CDF while the rest 25.3% were not directly involved in making decisions on which projects are to be funded by CDF. It depicts therefore that, majority of the respondents held key positions in CDF Project committees and therefore was best suited to give information being sought by the study.

#### **4.3.2 Performance evaluation dimensions**

The study sought to establish extent to which the above performance evaluation dimensions are used to assess the performance of the CDF projects.

**Table 4.10: Performance evaluation dimensions**

	<b>Mean</b>	<b>Std. Deviation</b>
Time	4.28	.847
Cost	4.17	1.131
Quality	4.20	1.039

It was established that time was used by the committees to assess the performance of the CDF projects to a very great extent as shown by a mean score of 4.2800. Others that were used to a great extent are quality as shown by a mean score of 4.2000 and cost as shown by a mean score of 4.1733.

### 4.3.3. Projects committee recommended

The researcher requested the respondents to indicate the kind of projects the committee was recommending for funding.

**Table 4.11: Project recommended for funding**

	<b>Frequency</b>	<b>Percent</b>
Yes	89	68.0
No	42	32.0
Total	131	100.0

From the findings, 68% of the respondents agreed that the committee was recommending education for funding while Roads was agreed for funding as indicated by 32% of the respondents. From these findings we can deduce that the committee recommended funding for education projects to the great extent and allocate security the least funds.

### 4.3.4. Projects completion

The researcher also requested the respondents to indicate the extent to which the projects were completed. The results are shown in table 4.12 below.

**Table 4.12: Extent of projects completion**

	<b>Frequency</b>	<b>Percent</b>
Fully	73	56.0
Partial	58	44.0
Total	131	100.0

From the findings 56% of the respondents indicated that the projects were fully completed and 44% indicated that the projects were partially completed. This clearly shows that most of the projects were fully completed.

#### 4.3.5. Usefulness of completed projects

The researcher requested the respondents to indicate the usefulness of data that had been collected. The results are shown in table 4.13 below.

**Table 4.13: Usefulness of the CDF projects**

	<b>Frequency</b>	<b>Percent</b>
Very much	105	80.0
Useful	26	20.0
Total	131	100.0

From the findings, 80% of the respondents indicated that they were very useful while 20% indicated that they were useful. From these findings we can deduce that the completed projects were very useful.

#### 4.3.6. Factors influencing completion of projects

On the factors influencing completion of projects the study analyzed the data in the table below.

**Table 4.14: Factors influencing completion of projects**

	<b>Frequency</b>	<b>Percent</b>
Insufficient funds	89	68.0
Insufficient technical skills	35	26.7
Change of priorities	7	5.3
Total	131	100.0

According to the table above 68% of the respondents agreed on insufficient funds, 26.7% agreed on insufficient technical skills and 5.3% agreed on change of priorities. From these findings we can conclude that factors influencing completion of projects were insufficient funds and insufficient skills.



#### 4.3.7. Funds allocation

The study sought to determine the amount of money that had been spent on the CDF projects. The results are shown in table 4.15 below.

**Table 4.15: Funds allocation the CDF project**

		<b>Frequency</b>	<b>Percent</b>
1	500,000	37	28.0
500,001	1,000,000	44	33.3
100,001	2,000,000	12	9.3
Over	2,000,000	38	29.3
Total		131	100.0

From the results as shown in table 4.15 above, 33.3% indicated that the project had spent between 500,001 and 1,000,000 shillings while 9.3% indicated that they had spent between 1,000,001 and 2,000,000. This shows that majority of the projects had spent between 500,001 and 1,000,000 shillings.

#### 4.3.8. Disbursement of funds

The researcher also requested the respondents to indicate whether in their own opinion the funds had been disbursed sufficiently. The results are shown in table 4.16 below.

**Table 4.16: Funds disbursement**

	<b>Frequency</b>	<b>Percent</b>
Yes	63	48.0
No	68	52.0
Total	131	100.0

From the findings as shown by table 4.16 above, 48% of the respondents indicated that the funds disbursed were sufficient while 52% indicated that the funds were not sufficient. This clearly shows that the funds disbursed were not sufficient.

#### 4.3.9. Selection of CDFC members

The researcher requested the respondents to indicate how the CDF members were selected. The results are shown in table 4.17 below.

**Table 4.17: Selection of the CDF members**

	<b>Frequency</b>	<b>Percent</b>
Interviews	9	6.7
Elected	58	44.0
Nominated	65	49.3
Total	131	100.0

From the results as shown by table 17 above, 49% of the respondents indicate that the CDF members were nominated and 6.7% indicated that they were interviewed. This shows that the CDF members were nominated and very few were interviewed hence their capability to effectively carry out their responsibilities are questionable.

#### 4.3.10. Involvement of government officials

The researcher also requested the respondents to indicate whether government officials were involved in CDF projects at all levels. The results are shown in table 4.18 below.

**Table 4.18: Involvement of government officials**

	<b>Frequency</b>	<b>Percent</b>
Yes	108	82.7
No	23	17.3
Total	131	100.0

Majority of the respondents (82.7%) indicated that government officials were involved in the CDF projects at all levels while 17.3% indicated that government officials were not involved. This shows that government officials were involved in the CDF projects at all levels.

#### 4.3.11 Government officials' involvement in phases

The study sought to determine the phases in which government officials were involved. The results are shown in table 4.19 below.

**Table 4.19: Phases of government officials' involvement**

	<b>Frequency</b>	<b>Percent</b>
Initiation	40	30.7
Planning	52	40.0
Implementation	35	26.7
None	4	2.7
Total	131	100.0

From the findings as shown in table 4.19 above, 40% of the respondents indicated that government officials were involved at the planning stage and 2.7% indicated that they were not involved in any stage. This shows that government officials were involved at the planning stage.

#### 4.3.12. Quality of projects

**Table 4.20: Quality of the CDF projects**

	<b>Frequency</b>	<b>Percent</b>
High quality	68	52.0
Quality	54	41.3
low quality	9	6.7
Total	131	100.0

When asked to rate the quality of the CDF projects, 52% rated them as of high quality, and 6.7% as low quality. From these results we can deduce that the CDF projects were of high quality.

## 4.4 Factors influencing performance of CDF projects

### 4.4.1 Project Initiation

In an effort to determine the factors influencing performance of CDF projects, the researcher requested the respondents to indicate how project initiation was affecting the performance of CDF projects in their constituency.

#### 4.4.1.1. Effect of project initiation

The study sought to find out project initiation influence on performance of CDF projects. The study therefore presents the above statement to seek the respondents' level of agreement.

**Table 4.21: Project initiation influence**

Statements	Mean	Std. Deviation
I am fully aware of projects undertaken	4.3067	1.09017
Initiation of new projects is a collective responsibility that involves all stakeholders	4.3733	.92668
Initiation helps managers identify the precise problem areas that need improved	4.3600	.93923
Initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding	4.2400	.89805

The respondents strongly agreed to the statement that initiation of new projects is a collective responsibility that involves all stakeholders as shown by a mean score of 4.3733 and that initiation helps managers identify the precise problem areas that need improved as shown by a mean score of 4.3600. They also strongly agreed to the statement that they were fully aware of projects undertaken as shown by a mean score of 4.3067 and initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding as shown by a mean score of 4.2400.

#### 4.4.2 Project Planning

The findings presented in Table 4.22 below indicate the extent to which project planning influence performance of CDF projects across the sampled projects.

**Table 4.22: Project Planning**

<b>Statements on project planning</b>	<b>Mean</b>	<b>Std. Deviation</b>
Project team takes time to plan time, cost and resources adequately	4.5600	.79253
Project team estimate work needed to effectively manage risk	4.3200	.90285
Project planning Roadmap tackles process providing tools needed to plan define tasks and activities considering requirements, issues and deliverables to produce successful results	4.1067	1.10983
Failure to plan adequately reduces project's chances of successfully accomplishing its goals	4.4267	.85698
Planning of new projects is a collective responsibility that involves all stakeholders	3.9733	1.11468
Identifying the activities needed to complete the deliverables	4.1067	1.09758
Estimating the resource requirements for the activities	3.6400	1.19277
Risk planning	4.0933	.93250
Identifying roles and responsibilities	4.4133	.91671

Table 4.22 above shows the extent to which project planning influence performance of CDF projects across the sampled projects. The respondents also agreed with a mean of 4.5600 that project team takes time to plan time, cost and resources adequately. In addition, it was agreed among the respondents with a mean of 4.4267 that failure to plan adequately reduces project's chances of successfully accomplishing its goals. The respondents also agreed with a mean of 4.4133 that identifying roles and responsibilities and with a mean of 4.3200 that project team estimate work needed to effectively manage risk. The respondents further agreed with a mean of

4.1067 that project planning Roadmap tackles process providing tools needed to plan define tasks and activities considering requirements, issues and deliverables to produce successful results. Further, the respondents agreed with a mean of 4.1067 that identifying the activities needed to complete the deliverables. The study also found that planning of new projects is a collective responsibility that involves all stakeholders as shown by a mean of 3.9733. the respondents further agreed with a mean of 3.6400 that estimating the resource requirements for the activities.

#### 4.4.3 Project Implementation

The findings presented in Table 4.23 below indicate the extent to which project implementation influence performance of CDF projects across the sampled projects.

**Table 4.23: Project Implementation**

<b>Statements on project implementation</b>	<b>Mean</b>	<b>Std. Deviation</b>
Implementation of new projects is a collective responsibility that involves all stakeholders	4.41	.916
Implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan.	4.25	.973
An individual or group of people should be given responsibility to drive success in project implementation	4.16	1.12
During implementation deadlines should be met to help stay within the schedule and budget and to maintain credibility	4.28	.923
Project implementation should be disciplined with coordinated and active human resource involvement	4.24	.942
Project implementation entails Procurement of materials and equipment	4.49	.723
Project implementation entails Coordinating people and resources	4.44	.757
Project implementation entails Performing activities of project in accordance with project management plan	4.36	.799
Project implementation entails Update of Risk Analysis	3.76	1.07

The study further inquired on the extent to which project implementation influence performance of CDF projects across the sampled projects. According to the findings, the respondents agreed with a mean of 4.49 that project implementation entails procurement of materials and equipment. Further, the respondents agreed with a mean of 4.44 that project implementation entails coordinating people and resources. In addition, the respondents agreed with a mean of 4.41 that implementation of new projects is a collective responsibility that involves all stakeholders. The respondents further agreed with a mean of 4.36 that project implementation entails Performing activities of project in accordance with project management plan. It was also established that during implementation deadlines should be met to help stay within the schedule and budget and to maintain credibility as shown by a mean of 4.28. The respondents further agreed with a mean of 4.25 that implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan. It was revealed that project implementation should be disciplined with coordinated and active human resource involvement as shown by a mean of 4.24. The respondents also agreed with a mean of 4.16 that an individual or group of people should be given responsibility to drive success in project implementation. Lastly, the respondents agreed with a mean of 3.76 that project implementation entails Update of Risk Analysis.

#### **4.4.4 Monitoring and Evaluation**

The findings presented in Table 4.24 below indicate the extent to which monitoring and evaluation influence performance of CDF projects across the sampled projects.

**Table 4.24: monitoring & Evaluation**

<b>Statements on monitoring and evaluation</b>	<b>Mean</b>	<b>Std. Dev</b>
Monitoring and Evaluation projects is a collective responsibility that involves all stakeholders	4.7067	.63189
Outside facilitator conduct the project audit ensuring confidentiality thus allowing the team members and other stakeholders to be candid	4.5867	.65951
Frequent investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits	4.2000	1.12706

which were planned to flow from the project have indeed been realized

This phase ensures sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved. 4.3467 .84619

The study further sought to determine the extent to which monitoring and evaluation influence performance of CDF projects across the sampled projects. According to the findings, the respondents agreed with a mean of 4.7067 that monitoring and evaluation projects are a collective responsibility that involves all stakeholders. The respondents also agreed with a mean of 4.5867 that outside facilitator conduct the project audit ensuring confidentiality thus allowing the team members and other stakeholders to be candid. The respondents further agreed with a mean of 4.2000 that frequent investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized. Lastly, the respondents agreed with a mean of 4.3467 that this phase ensures sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved.

#### 4.4.5 CDFC, PMC and Government Officials Role

##### 4.4.5.1. CDFC, PMC and Government Officials Role in Project Initiation

Table 4.25 below shows the extent to which the respondents agreed with the stated CDFC, PMC and Government Officials roles in project initiation.

**Table 4.25: CDFC, PMC and Government Officials Role in Project Initiation**

<b>Project initiation</b>	<b>Mean</b>	<b>Std. Deviation</b>
Analyzing the needs in measurable goals	4.2133	.82680
Reviewing of current operations	3.9733	.92959
Financial analysis of the costs and benefits including a budgets	4.1200	1.02614
Stakeholder analysis, including users and support personnel	4.2000	.97260



From the findings, the respondents agreed with a mean of 4.2133 that CDFC, PMC and Government Officials were analyzing the needs in measurable goals. In addition, the respondents agreed with a mean of 4.2000 that CDFC, PMC and Government Officials were doing stakeholder analysis, including users and support personnel. It was also established that CDFC, PMC and Government Officials were doing financial analysis of the costs and benefits including a budgets as shown by a mean of 4.1200. The respondents also agreed with a mean of 3.9733 that CDFC, PMC and Government Officials were reviewing of current operations.

#### **4.4.5.2 CDFC, PMC and Government Officials Role in Project Planning**

Table 4.26 below shows the extent to which the respondents agreed with the stated CDFC, PMC and Government Officials roles in project planning.

**Table 4.26: CDFC, PMC and Government Officials Role in Project Planning**

	Mean	Std deviation
Identifying the activities needed to complete the deliverables	4.1067	1.09758
Estimating the resource requirements for the activities	3.6400	1.19277
Risk planning	4.0933	.93250
Identifying roles and responsibilities	4.4133	.91671

According to the findings, the respondents agreed with a mean of 4.4133 that CDFC, PMC and Government Officials were playing the role of identifying roles and responsibilities.

The respondents also agreed with a mean of 4.1067 that CDFC, PMC and Government Officials were identifying the activities needed to complete the deliverables. The respondents also agreed with a mean of 3.6400 that CDFC, PMC and Government Officials were playing the role of estimating the resource requirements for the activities and risk planning as shown by a mean of 4.0933.

#### **4.4.5.3 CDFC, PMC and Government Officials Role in Project Implementation**

Table 4.27 below shows the extent to which the respondents agreed with the stated CDFC, PMC and Government Officials roles in project implementation.

**Table 4.27: CDFC, PMC and Government Officials Role in Project Implementation**

	Mean	Std deviation
Procurement of materials and equipment	4.49	.723
Coordinating people and resources	4.44	.757
Performing activities of project in accordance with project management plan	4.36	.799
Update of Risk Analysis	3.76	1.07

As indicated in the findings, the respondents agreed with a mean of 4.49 that CDFC, PMC and Government Officials were playing a role of procurement of materials and equipment. The respondents also agreed with a mean of 4.44 that CDFC, PMC and Government Officials were coordinating people and resources. The respondents further agreed with a mean of 4.36 that CDFC, PMC and Government Officials were performing activities of project in accordance with project management plan. In addition, the respondents agreed with a mean of 3.76 that CDFC, PMC and Government Officials were doing the update of risk analysis.

#### 4.4.5.4 CDFC, PMC and Government Officials Role in Monitoring and Evaluation

Table 4.28 below shows the extent to which the respondents agreed with the stated CDFC, PMC and Government Officials roles in monitoring and evaluation.

**Table 4.28: CDFC, PMC and Government Officials Role in Monitoring and Evaluation**

	Mean	Std deviation
Measuring the ongoing activities	4.4267	.80829
Monitoring project variables( cost, scope, effort etc) against the project management plan and project performance baseline	4.3867	.78660
Identify corrective actions to address issues and risks properly	4.0133	1.19111
Influencing the factors that could circumvent integrated change control	3.9467	1.21803

From the findings, as shown by table 4.28 above, the respondents agreed with a mean of 4.4267 that CDFC, PMC and Government Officials were playing the role of measuring the ongoing activities. In addition, the respondents agreed with a mean of 4.3867 that CDFC, PMC and Government Officials were monitoring project variables (cost, scope, effort etc) against the project management plan and project performance baseline. The respondents also agreed with a mean of 4.0133 that CDFC, PMC and Government Officials were identifying corrective actions to address issues and risks properly. Lastly, the respondents agreed with a mean of 3.9467 that CDFC, PMC and Government Officials were influencing the factors that could circumvent integrated change control.

#### **4.5 Correlation Analysis**

A correlation is a number between -1 and +1 that measures the degree of association between two variables. A positive value for the correlation implies a positive. A negative value for the correlation implies a negative or inverse association. This study sought to establish the correlation between the independent variables (CDFC, PMC and government officials role in projects identification; CDFC, PMC and government officials role in project planning; CDFC, PMC and government officials role in project implementation; CDFC, PMC and government officials role in monitoring and evaluation) and the dependent variable (project performance).

**Table 4.29: Correlation coefficients**

		Project performance	CDFC, PMC and government officials role in projects identification	CDFC, PMC and government officials role in project planning	CDFC, PMC and government officials role in project implementation	CDFC, PMC and government officials role in monitoring and evaluation
Project performance	Pearson Correlation	1				
	Sig. (2-tailed)	.				
CDFC, PMC and government officials role in projects identification	Pearson Correlation	.571	1			
	Sig. (2-tailed)	.020	.			
CDFC, PMC and government officials role in project planning	Pearson Correlation	.651	.423	1		
	Sig. (2-tailed)	.027	.006	.		
CDFC, PMC and government officials role in project implementation	Pearson Correlation	.971	.443	.437	1	
	Sig. (2-tailed)	.025	.002	.000	.	
CDFC, PMC and government officials role in monitoring and evaluation	Pearson Correlation	.681	.343	.620	.551	1
	Sig. (2-tailed)	.017	.000	.000	.000	.

The analysis of correlation results between project performance and CDFC, PMC and government officials' role in projects identification show a positive coefficient 0.571, with p-value of 0.02. It indicates that the result is significant at  $\alpha = 5\%$  and that if the CDFC, PMC and government officials role in projects identification increase it will have a positive impact on project performance. The correlation results between CDFC, PMC and government officials role in projects planning and project performance also indicates the same type of result where the correlation coefficient is 0.651 and a p-value of 0.027 which significant at  $\alpha = 5\%$ . The results also show that there is a positive association between CDFC, PMC and government officials' role in project implementation and project performance where the correlation coefficient is 0.971, with a p-value of 0.025. Further, the result shows that there is a positive association between CDFC, PMC and government officials' role in monitoring and evaluation and project performance where the correlation coefficient is 0.681, with a p-value of 0.017.

This therefore infers that CDFC, PMC and government officials' role in project implementation contributed most to project performance followed by CDFC, PMC and government officials' role in monitoring and evaluation, then CDFC, PMC and government officials role in project planning while CDFC, PMC and government officials role in projects identification had the least influence on project performance.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

The chapter outlines the summary of findings derived from the study. The purpose of this study was to assess the role of various stakeholders in the performance of CDF funded projects and use the findings to come up with recommendations/measures to strengthen use of CDF funds. The study also fought to establish CDFC, PMC and government officials' role in projects identification, project planning, project implementation and monitoring and evaluation contribute to project performance in Isiolo North Constituency.

**5.2 Summary of Findings**

Majority of the respondents (98%) held key positions in CDF project committees and therefore were best suited to give information being sought by the study. It was established that time (M=4.2800), quality (M=4.2000) and cost (M=4.1733) were used by the committees to assess the performance of the CDF projects to a very great extent. The study also established that factors influencing completion of projects were insufficient funds and insufficient skills (68%). The study showed that majority of the projects (33.3%) had spent between 500,001 and 1,000,000 shillings.

The study found that initiation of new projects is a collective responsibility that involves all stakeholders and initiation helps managers identify the precise problem areas that need improved. The study also found that the respondents were fully aware of projects undertaken and initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding. The study also found that CDFC, PMC and Government Officials were analyzing the needs in measurable goals, were doing stakeholder analysis, including users and support personnel, were doing financial analysis of the costs and benefits including budgets and were reviewing current operations.

The study established that project team takes time to plan time, cost and resources adequately. In addition, the study found that failure to plan adequately reduces project's chances of successfully

accomplishing its goals. The study also found that identifying roles and responsibilities and that project team estimate work needed to effectively manage risk. The study also found that project planning Roadmap tackles process providing tools needed to plan define tasks and activities considering requirements, issues and deliverables to produce successful results. Further, the study established that identifying the activities needed to complete the deliverables. The study also found that CDFC, PMC and Government Officials were playing the role of identifying roles and responsibilities, were identifying the activities needed to complete the deliverables and were playing the role of estimating the resource requirements for the activities and risk planning.

The study revealed that project implementation entails procurement of materials and equipment. Further, the study found that project implementation entails coordinating people and resources. In addition, the study found that implementation of new projects is a collective responsibility that involves all stakeholders. The study also found that project implementation entails Performing activities of project in accordance with project management plan. It was also established that during implementation deadlines should be met to help stay within the schedule and budget and to maintain credibility. The study also found that implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan. It was revealed that project implementation should be disciplined with coordinated and active human resource involvement. The study also found that an individual or group of people should be given responsibility to drive success in project implementation

The study established that monitoring and evaluation projects are a collective responsibility that involves all stakeholders. The study also found that outside facilitator conduct the project audit ensuring confidentiality thus allowing the team members and other stakeholders to be candid.

The study also found that frequent investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized. The study also established that this phase ensures sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved. The study established that CDFC, PMC and Government Officials were playing the role of measuring the ongoing activities, were monitoring project variables (cost, scope, effort etc) against the project management plan and project performance baseline, were identifying

corrective actions to address issues and risks properly and were influencing the factors that could circumvent integrated change control.

### **5.3 Discussion of the findings**

The study achieved 84.52% response rate since only 131 questionnaires were returned dully filled in out of the 155 questionnaires that were administered. This response rate was excellent and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. In relation to their age bracket, majority of the respondents indicated that they were aged between 26 – 35 years (25.3%).

In relation to their gender, most of the respondents (63%) were male. The study also found that most of the respondents (61.3%) had secondary school education as their highest level of education. The study found that most of the projects were funded by LATF (33.3%) and NGOs (30%). On whether the respondents were aware of CDF projects, the study established that the publicity of CDF projects was good (94.7%). The study also found that majority of the projects in the area of study were education oriented (50.7%).

Majority of the respondents (98%) held key positions in CDF Project committees and therefore were best suited to give information being sought by the study. It was established that time was used by the committees to assess the performance of the CDF projects to a very great extent (M=4.2800). Others that were used to a great extent are quality (M=4.2000) and cost (M=4.1733). The committee recommended funding for education projects to the great extent and allocate security the least funds (2.7%).

The study also revealed that most of the projects (56%) were fully completed. In relation to the usefulness of data that had been collected, the study found that most of the projects (80%) were very useful.

The study also established that factors influencing completion of projects were insufficient funds and insufficient skills (68%). The study showed that majority of the projects (33.3%) had spent between 500,001 and 1,000,000 shillings. This clearly shows that the funds disbursed were not



sufficient (52%). This shows that the CDF members were nominated (49.3%) elected (44%) and very few were interviewed (6.7%) hence their capability to effectively carry out their responsibilities are questionable. The study also found that government officials were involved in the CDF projects at all levels (82.7%). The study also revealed that the government officials were involved at the planning stage (40%).

The study found that initiation of new projects is a collective responsibility that involves all stakeholders (M=4.3733) and that initiation helps managers identify the precise problem areas that need improved (M=4.3600). The study also found that the respondents were fully aware of projects undertaken (M=4.3067) and initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding (M=4.2400).

The study also found that CDFC, PMC and Government Officials were analyzing the needs in measurable goals (M=4.2133). In addition, the study found that CDFC, PMC and Government Officials were doing stakeholder analysis, including users and support personnel (M=4.2000). It was also established that CDFC, PMC and Government Officials were doing financial analysis of the costs and benefits including a budgets as shown by a mean (M=4.1200). The study also revealed that CDFC, PMC and Government Officials were reviewing of current operations (M=3.9733).

The study established that project team takes time to plan time, cost and resources adequately (M=4.5600). In addition, the study found that failure to plan adequately reduces project's chances of successfully accomplishing its goals (M=4.4267). Nijkamp *et al.*, (2002) had earlier observed that a failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals. The study also found that identifying roles and responsibilities (M=4.4133) and that project team estimate work needed to effectively manage risk (M=4.3200). The study also found that project planning Roadmap tackles process providing tools needed to plan define tasks and activities considering requirements, issues and deliverables to produce successful results (M=4.1067). Further, the study established that identifying the activities needed to complete the deliverables (M=4.1067). The study also found that planning of new projects is a collective responsibility that involves all stakeholders (M=3.9733).

The study also found that CDFC, PMC and Government Officials were playing the role of identifying roles and responsibilities (M=4.4133). The study also established that CDFC, PMC and Government Officials were identifying the activities needed to complete the deliverables (M=4.1067). The study also found that of that CDFC, PMC and Government Officials were playing the role of estimating the resource requirements for the activities (M=3.6400) and risk planning (4.0933). Rosario, (2000) had earlier observed that p generally consists of: determining how to plan, developing the scope statement; selecting the planning team; identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities; developing the schedule; developing the budget; risk planning; gaining formal approval to begin work.

The study revealed that project implementation entails procurement of materials and equipment (M=4.49). Further, the study found that project implementation entails coordinating people and resources (M=4.44). In addition, the study found that implementation of new projects is a collective responsibility that involves all stakeholders (M=4.41). The study also found that project implementation entails Performing activities of project in accordance with project management plan (M=4.36). It was also established that during implementation deadlines should be met to help stay within the schedule and budget and to maintain credibility (M=4.28). The study also found that implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan (M=4.25). It was revealed that project implementation should be disciplined with coordinated and active human resource involvement (M=4.24). The study also found that an individual or group of people should be given responsibility to drive success in project implementation (M=4.16). Lastly, the study revealed that project implementation entails Update of Risk Analysis (M=3.76).

The study also found that CDFC, PMC and Government Officials were playing a role of procurement of materials and equipment (M=4.49). The study also found that CDFC, PMC and Government Officials were coordinating people and resources (M=4.44). The study also established that CDFC, PMC and Government Officials were performing activities of project in

accordance with project management plan (M=4.36). In addition, the study found that CDFC, PMC and Government Officials were doing the update of risk analysis (M=3.76). This is in line with Wee (2000) who had earlier argued that before the implementation stage of a project, the implementers, spearheaded by the project committee or executive, should identify their strength and weaknesses, which are internal forces, as well as opportunities and threats, which are the external forces

The study established that monitoring and evaluation projects are a collective responsibility that involves all stakeholders (M=4.7067). The study also found that outside facilitator conduct the project audit ensuring confidentiality thus allowing the team members and other stakeholders to be candid (M=4.5867). The study also found that frequent investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized (M=4.2000). The study also established that this phase ensures sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved (M=4.3467). This is in line with findings by Albert (2004) who indicated that monitoring is also important to ensure that activities are implemented as planned and they help the project managers to measure how well they are achieving their targets

The study established that CDFC, PMC and Government Officials were playing the role of measuring the ongoing activities (M=4.4267).

In addition, the study found that CDFC, PMC and Government Officials were monitoring project variables (cost, scope, effort etc) against the project management plan and project performance baseline (M=4.3867). The study also found that CDFC, PMC and Government Officials were identifying corrective actions to address issues and risks properly (M=4.0133). Lastly, the study established that CDFC, PMC and Government Officials were influencing the factors that could circumvent integrated change control (M=3.9467).

#### **5.4 Conclusion**

This study concludes that project performance and CDFC, PMC and government officials' role in projects identification show a positive coefficient 0.571, with p-value of 0.02. It indicates that the result is significant at  $\alpha = 5\%$  and that if the CDFC, PMC and government officials role in projects identification increase it will have a positive impact on project performance. The study

also found that CDFC, PMC and Government Officials were analyzing the needs in measurable goals, were doing stakeholder analysis, including users and support personnel, were doing financial analysis of the costs and benefits including a budgets and were reviewing of current operations.

The study also concludes that between CDFC, PMC and government officials role in projects planning and project performance there exists a positive relationship with a coefficient 0.651 and a p-value of 0.027 which significant at  $\alpha = 5\%$ . The study also found that CDFC, PMC and Government Officials were playing the role of identifying roles and responsibilities, were identifying the activities needed to complete the deliverables and were playing the role of estimating the resource requirements for the activities and risk planning.

The study further concludes that there is a positive association between CDFC, PMC and government officials' role in project implementation and project performance where the correlation coefficient is 0.971, with a p-value of 0.025. the study also established that CDFC, PMC and Government Officials were playing a role of procurement of materials and equipment, were coordinating people and resources, were performing activities of project in accordance with project management plan and were doing the update of risk analysis.

Further, the study concludes that there is a positive association between CDFC, PMC and government officials' role in monitoring and evaluation and project performance where the correlation coefficient is 0.681, with a p-value of 0.017. The study established that CDFC, PMC and Government Officials were playing the role of measuring the ongoing activities, were monitoring project variables (cost, scope, effort etc) against the project management plan and project performance baseline, were identifying corrective actions to address issues and risks properly and were influencing the factors that could circumvent integrated change control.

## **5.5 Recommendations**

The study also established that factors influencing completion of projects were insufficient funds and insufficient skills (68%). The study therefore recommends that enough funds and skills should be allocated to projects

The study found that stakeholder involvement influence performance of CDF projects. The study therefore recommends that the constituents' should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them

There is need for change of system to computerized systems, avoidance of political differences and interference if the CDF project are to be successful. Proper bidding of tenders should be encouraged and tenders should be awarded to deserving persons.

Transparency during awarding of tenders (avoidance of long bureaucratic tendering process) is key to the success of the CDF projects. The committee should encourage community participation, cooperation among committee members and auditing of complete project to access their worth.

#### **5.6 Recommendation for Further Studies**

From the study and related conclusions, the researcher recommends further research in the area of the influence of stakeholders' involvement on performance of CDF Projects. Further studies should be done on the factors influencing performance of Constituency Development Fund projects in other constituencies. A study should also be done on the factors influencing performance of other projects funded by for example Kazi kwa Vijana funds and other funds.

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## APPENDICES

### Appendix I: Questionnaire For Projects Representatives And CDF Committee Members

#### THE ROLE OF STAKEHOLDERS IN PERFORMANCE OF CDF PROJECTS

The purpose of this questionnaire is to help collect data for an MA project in Nairobi University. All respondents and information provided will be treated as confidential.

Respondent no.....

#### SECTION A: Background of respondents

Please answer the following questions by placing a tick ( ) where necessary in the spaces provided

1. What is your age?

- |              |     |         |     |
|--------------|-----|---------|-----|
| 18 - 25      | [ ] | 26 – 35 | [ ] |
| 36 – 45      | [ ] | 46 – 55 | [ ] |
| 56 and above | [ ] |         |     |

2. What is your gender?      Male      [ ]      Female      [ ]

3. What is your highest academic qualification?

- |                  |     |               |     |
|------------------|-----|---------------|-----|
| KCPE             | [ ] | KCSE          | [ ] |
| Certificate      | [ ] | Diploma       | [ ] |
| Bachelors degree | [ ] | post graduate | [ ] |

4. Which other professional training do you have?.....

5. i. In your constituency which organizations are funding projects?

- |                              |     |              |     |
|------------------------------|-----|--------------|-----|
| NGOs                         | [ ] | LATF         | [ ] |
| Roads levy                   | [ ] | Bursary fund | [ ] |
| Others( please specify)..... |     |              |     |

ii. Are you aware of CDF projects?

Yes [ ] No [ ]

6. What project are you involved in?

- Education [ ] Health [ ]  
Electricity [ ] Roads [ ]  
Water [ ] CDF Committee [ ]

Specify your appointment in the project.....

**SECTION B: Performance of CDF projects**

7. a) Are you directly involved in making decisions on which projects are to be funded by CDF?

Yes [ ] No [ ]

b) If yes, state your role.....

8. To what extent are the following performance evaluation dimensions used to assess the performance of the CDF projects? Use a scale of 1-5 where 1= very great extent, 2=great extent, 3=Moderate extent, 4=minimal extent and 5= Not at all

	1	2	3	4	5
Time					
Cost					
Quality					

9. i) What kind of projects does the committee recommend for funding?

- Education [ ] Security [ ]  
Health [ ] Roads [ ]  
Water [ ] others (specify).....

ii) To what extent are the projects completed?

Fully [ ] partial [ ]

iii) How useful are those CDF projects that have been completed?

Very much [ ] Useful [ ] Not useful [ ]

iv) What factors influence the completion of the projects?

Insufficient funds [ ]



Insufficient technical skills  Change of priorities

10. i) Approximately how much has been spent in undertaking the CDF project you are involved in?

- 1 - 500,000
- 500,001 - 1000,000
- 100,001 - 2000,000
- Over - 2000,000

ii) In your own opinion are funds disbursed sufficient?

Yes  No

Comment.....

iii) Highlight any challenges faced in the process of undertaking the project

.....  
.....

11. How are CDFC members selected?

(a) Interviews  (b) Elected  (c) Nominated

12. i) Are Government technicians involved in CDF projects at all levels?

Yes  No

ii) At what phases are they involved?

Initiation  Planning

Implementation  None

iii) How would you rate the quality of the CDF projects?

High quality  Quality  Low quality

**SECTION C: THE ROLE OF CDFC, PMC AND GOVERNMENT OFFICIALS IN PERFORMANCE OF CDF PROJECTS**

13. The following table indicates various statements on how stakeholders involvement, project initiation, project planning, project implementation, monitoring and evaluation influence the performance of CDF projects .You are required to express your level of agreement by placing a tick in appropriate columns named

SD = Strongly Disagree (5) D = Disagree (4) N = Neutral (3) A = Agree (2) SA = Strongly Agree (1)

Statements	SA (1)	A (2)	N (3)	D (4)	SD(5)
<b>Factors influencing performance of CDF projects</b>					
<b>Initiation</b>					
a. I am fully aware of projects undertaken					
b. Initiation of new projects is a collective responsibility that involves all stakeholders					
c. Initiation helps managers identify the precise problem areas that need improved					
d. Initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding					
<b>Planning</b>					
a) The project team takes time to plan time, cost and resources adequately during project execution.					
b) The project team estimate the work needed and to effectively manage risk during project execution					
c) The Project Planning Roadmap tackles that process, providing one with the tools needed to plan definition tasks and activities, considering all the requirements, issues and deliverables needed to produce successful results					
d) Failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals					

e) Planning of new projects is a collective responsibility that involves all stakeholders					
<b>Implementation</b>					
a) Implementation of new projects is a collective responsibility that involves all stakeholders					
b) Implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan.					
c) An individual or group of people should be given responsibility to drive success in project implementation					
d) During implementation deadlines should be met to help stay within the schedule and budget and to maintain credibility					
e) Project implementation should be disciplined with coordinated and active human resource involvement					
<b>Monitoring &amp; Evaluation</b>					
a) Monitoring and Evaluation projects is a collective responsibility that involves all stakeholders					
b) Monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets					
c) Outside facilitator conduct the project audit ensuring confidentiality thus allowing the team members and other stakeholders to be candid					
d) Frequent investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized					
e) This phase ensures sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved.					

14. In relation to the CDF projects in the constituency to what extent does the involvement of the CDFC, PMC and government officials in the following levels influence project performance? Use a scale of 1-5 where 1= very great extent, 2=great extent, 3=Moderate extent, 4=minimal extent and 5= Not at all

	1	2	3	4	5
<b>CDFC, PMC AND GOVERNMENT OFFICIALS ROLE IN PROJECT INITIATION</b>					
Analyzing the needs in measurable goals					
Reviewing of current operations					
Financial analysis of the costs and benefits including a budgets					
Stakeholder analysis, including users and support personnel					
<b>CDFC, PMC AND GOVERNMENT OFFICIALS ROLE IN PROJECT PLANNING</b>					
Identifying the activities needed to complete the deliverables					
Estimating the resource requirements for the activities					
Risk planning					
Identifying roles and responsibilities					
<b>CDFC, PMC AND GOVERNMENT OFFICIALS ROLE IN PROJECT IMPLEMENTATION</b>					
Procurement of materials and equipment					
Coordinating people and resources					
Performing activities of project in accordance with project management plan					
Update of Risk Analysis					
<b>CDFC, PMC AND GOVERNMENT OFFICIALS ROLE IN MONITORING AND EVALUATION</b>					
Measuring the ongoing activities					
Monitoring project variables( cost, scope, effort etc) against the project management plan and project performance baseline					
Identify corrective actions to address issues and risks properly					
Influencing the factors that could circumvent integrated change control					

15. In your opinion what should be done to improve CDF project performance within your constituency?

.....  
 .....

THANK YOU VERY MUCH FOR YOUR CO-OPERATION

## **Appendix II: Interview Guide For Departmental Heads/Government Officers**

- 1) What project are you involved in?
- 2) Are you directly involved in making decisions on which projects are to be funded by CDF? If yes, state your role.
- 3) Are Government technicians involved in CDF projects at all levels?
- 4) In what ways are you involved in project initiation? How does this affect the performance of the projects?
- 5) What are the planning activities for CDF projects?
- 6) What is your role in CDF project planning? How does this affect the performance?
- 7) What are the various steps involved in CDF project execution?
- 8) Are you involved in project implementation? What is your role?
- 9) How does your participation in project implementation affect the performance of CDF projects?
- 10) How frequently are CDF projects evaluated? What is the Evaluation criteria used?
- 11) What is your role in the monitoring and evaluation of CDF projects? In what ways does your participation affect performance?