

FACTORS INFLUENCING IMPLEMENTATION OF CONSTITUENCY

DEVELOPMENT FUND PROJECTS IN KENYA: A CASE OF MOYALE

CONSTITUENCY

BY

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DEDICATION

I would like to dedicate this research project to my late father Rob Duba, may Allah have mercy on him, to my mother Daki Roba many thanks for your wonderful love and support, to my wife Soti Golicha for her inexhaustible support and encouragement and to my son Rob, my daughters Rahma, Hamdi, Lokho and Diram, i hope this is an inspiration to you to pursue your course with seriousness and determination in shaping your destiny. Finally to any other individuals, who inspired, encouraged and supported me in one way or another. May Allah bless and reward them abundantly.

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ACRONYMS AND ABBREVIATIONS

A.I.E	Authority to Incur Expenditure
CDF	Constituencies Development Fund
CDFC	Constituency Development Fund Committee
DA	District Accountant
DDO	District Development Officer
DEO	District Education Officer
DFRD	District Focus for Rural Development
DIA	District Internal Auditor
DMOH	District Medical Officer of Health
DWO	District Water Officer
DWO	District Works Officer
ERP	Enterprise Resource Planning
FPE	Free Primary Education
IBP	International Budget Partnership
IED	Institute of Economic Affairs
LAFT	Local Authority Transfer Fund
LAPSSET	Lamu Port Southern Sudan Ethiopia Transport
MP	Member of Parliament
PMC	Project Management Committees
REPLF	Rural Electrification Program Levy Fund
RMLF	Roads Maintenance Levy Fund
SSEB	Secondary School Education Bursary
UNDP	United Nations Development Programme

ABSTRACT

Constituency Development Fund (CDF) came into existence in Kenya after the National Rainbow Coalition (NARC) came to power and enacted CDF Act in 2003 which was later amended in 2007. In line with the constitution of Kenya 2010, the CDF Act 2003 (as amended in 2007) was again annulled and replaced in January 2013 with CDF Act 2013 aligning it as per the new constitution of Kenya 2010. CDF form one of the devolved funds channeled by central government. The Fund was established with the aim of improving service delivery, alleviating poverty, enhancing economic governance, and ultimately spurring development in the constituencies thereby contributing to socio-economic development of all the constituencies. Over the last twelve years (2003 – 2014). Various developments have been achieved although there was continuous outcry from stakeholders on the management of the projects funded by CDF and this was blamed on poor implementation of projects by Constituency Development Fund Committee (CDFC). The study sought to establish factors influencing implementation of CDF projects in Moyale constituency, Kenya. The objectives of the study were Project mission, Management support, Project team and Monitoring and Feedback as a factor influencing implementation of CDF projects. The study was expected to benefit project managers of CDF/other managers of the corporate world, line ministries directly implementing the project, project teams, and all the stakeholders including the local communities. The study adopted descriptive research design where the target population was the CDF stakeholders in Kenya. The population of the study was CDF project stakeholders which comprised of project management committees (PMC), constituency development fund committees and key departmental heads of line ministries within the constituency which totals to 51 respondents. Census study was adopted where every item and unit constituting the universe was selected for data collection. The data was collected using a semi structure questionnaire and interview guide that was self-administered, the questionnaire was pilot tested to determine the validity and reliability of the instruments. The data collected was cleaned, coded and entered into SPSS for quantitative analysis. Data generated through open ended questions was categorized into various thematic areas which were used to operationalize the variables accordingly. The data was presented using tables for easy readability and understanding. The study found that project mission of CDF projects had no significance influence on implementation of CDF projects while management support, project team and monitoring and feedback of CDF projects had significant influences on implementation of CDF projects. The study recommended that more should be done by all stakeholders to effectively manage the CDF project within the project mission. The project managers should continue working for the good of the project by maintaining healthy working relationship with the political leadership and all the stakeholders. The study also recommended that the appointment of the project team must be as objective as possible. Finally in regard to monitoring and feedback of CDF the study recommended that the consequences of not adhering to the legal provisions of CDF management must be emphasized and enforced objectively.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Constituency Development Fund (CDF) schemes are decentralization initiatives which send funds from the central government to each constituency for expenditure on development projects intended to address particular local needs. According to International Budget Partnership (2010), the practice was first adopted in India, in 1993, as Members of Parliament Local Area Development Scheme. It gained prominence when Kenya established CDF in 2003. Based on the perceived success of the Kenyan model and various political and historical drivers, the trend spread to other African countries and across the world in recent years. Examples of Countries which later adopted some form of a Constituency Development Fund include, Uganda, (September, 2005), Tanzania (July 2009), Ghana, Malawi, Namibia, Zambia, Philippines, Honduras, Nepal, Pakistan, Jamaica, Solomon Islands and Malaysia among others.

In Kenya Hon. Muriuki Karue (former MP for Ol Kalou) is credited for initiating CDF in Kenya in 2003. According to him, the original intention of the fund was to ensure that money was made available right at the grassroots level for development. The existing budgetary system was not succeeding in getting sufficient funds to local level for expenditure on priority projects defined by the communities themselves. Forty five (45) Opposition MPs had also expressed the view that the distribution of development funds throughout regions in Kenya was biased against the opposition areas. The Fund was therefore, established with the aim of improving service delivery, alleviating poverty, enhancing economic governance, and ultimately to spur development in the constituencies thereby contributing to socio-economic development of all the constituencies. By providing funds directly to each constituency for fighting poverty, the proposed CDF would assist to iron out regional imbalances due to patronage (Bagaka, 2008). Proponents also sought to frame the initiative as a means of ensuring equitable distribution of development funds for equitable growth (Gikonyo, 2008). Thus both equity and efficiency arguments were used to support the establishment of the Fund.

There was also a historical impetus for the emergence of the CDF in Kenya. The long-standing tradition of community events, termed ‘harambees,’ held to generate support and build communities was an established feature of Kenyan life. Under the rule of President arap Moi, some political leaders began to abuse the system for electoral support and other MPs felt building pressure to support local harambee drives with significant personal financial contributions. The CDF system was therefore designed to replace the harambee system and reduce corruption by institutionalizing MPs control of funds (IBP, 2010).

According to Gikonyo (2008), Kenya has had several operational decentralized funds such as the Secondary School Education Bursary (SSEB), established in 1993/4), Local Authority Transfer Fund (LATF, established in 1998), Roads Maintenance Levy Fund (RMLF, established in 1993), Rural Electrification Program Levy Fund (REPLF), established in 1997), and Free Primary Education (FPE, established in 2003). He also asserts that, decentralized funds are established based on the belief that government at the local level has a better understanding of community needs. Decentralized funds are established to increase community participation in local decision making, enhance government transparency, speed up government responsiveness, and improve quality of service delivery.

According to Ludeki (2009), unlike the past attempted decentralizations of funds like District Development Grant Program (1966), the District Focus for Rural Development (1983’84) among others, the financial relationship between the central government and the CDF program is quite appropriate in the sense that the exact size of the grant to be remitted to the CDF is predetermined in law. The central government may not therefore renege on its obligation as happened in previous decentralization programs that were not rooted in the constitution.

The CDF Act compels the Minister for Finance to allocate 2.5 percent of all collected government ordinary revenue every financial year for development programs in the constituencies. The implementation of the fund is currently guided by the CDF Act 2013 as well as regulations and circulars released by the Ministry of Finance from time to time in order to streamline the operations of the fund. These include the CDF Act 2003 (Amended), the CDF Act

2007, CDF Regulations, Circulars, Public Procurement and Disposal Act 2005, Public Procurement and Disposal Regulations 2006 and CDF Implementation Guidelines, prepared by the Board of Management of CDF.

The process of project implementation involves successful development of project mission and introduction of basic procedures that helps in proper implementation of projects in any organization. The project implementation process is complex, usually requiring simultaneous attention to a wide variety of variables such as management support, monitoring and feedback of the implementation process and project team inter alia.

1.1.1 The Enactment of Constituency Development Fund (CDF) Act 2013

In January 2013, the CDF Act 2003 (as amended in 2007) was amended and replaced with CDF Act 2013 so as to align it to the constitution of Kenya 2010. The rationale for enactment of the CDF Act 2013 was mainly aimed at ensuring that the law governing CDF is aligned to the Constitution of Kenya 2010, specifically in compliance with the principles of transparency and accountability, separation of powers; and participation of the people. The new law was also aimed at aligning the operations of the Fund to the new devolved government structure.

1.1.2 Changes at the Constituency Level

Several changes to the CDF Act 2007 were made putting in place a new CDF act of 2013. Some of the major changes include the mandatory role of Project Management Committees in Project implementation, the responsibility of submitting project proposal to the board was given to the Chairman of CDFC as opposed to the area MP as was the case before. The Act also Changed the size of CDFC (the committee that manages the fund at the constituency level) resulting in reduction of the maximum number of committee members from sixteen (16) to eleven (11). Changes were also made on the mode of appointment of CDFC members, hence introducing the requirement that within the first forty-five days of being sworn in, each Member of Parliament for a particular constituency shall convene open public meetings of registered voters in each of the elective wards in the constituency where citizens within the ward shall elect five persons whose names shall be forwarded to the Fund Account Manager in the constituency. Upon receiving the names from all the wards in the constituency, the Member of Parliament in

consultation with the Fund Account Manager and the Sub County Administrator for the constituency, shall appoint eight persons to the Committee, taking into account the geographical diversity within the constituency, communal, religious, social and cultural interests in the constituency and the requirements of gender, youth and representation of persons with disabilities. Apart from the above eight persons, the Officer of the Board (Fund Account Manager), the Officer of the National Government as shall be designated by the cabinet Secretary and the Area Member of Parliament shall be ex-officio members of the CDFC, making the total membership eleven. There was also the new requirement that the Cabinet Secretary shall cause the names of the persons appointed as members of the CDFC to be published in Kenya Gazette. The changes also specified the grounds for removal of a member from the CDFC. In addition to the above, there was also introduction of a new structure at County level, the County Projects Committee, whose main function shall be to coordinate the implementation of projects financed through CDF. Appointment of the Fund Account Manager as the holder of Authority to Incur Expenditure (A.I.E) was done instead of the District Development Officer (DDO) as was the case before.

1.1.3 Composition of CDFC at the Constituency Level

The composition of the constituency development fund committee is as follows, the National Government official at the constituency as may be designated by the Cabinet Secretary or an alternate; three men nominated by the Ward Development Committees and one of whom shall be a youth at the date of appointment; three women nominated by the Ward Development Committees and one of whom is a youth shall be a youth at the date of appointment; one person with disability nominated by the Ward Development Committees; one person nominated from among the active Non-Governmental Organizations in the constituency; and an officer of the Board seconded to the Constituency Development Fund Committee by the Board who shall be ex-officio and shall serve as the secretary to the Constituency Development Fund Committee.

1.1.4 Profile of Moyale Constituency

Moyale constituency is located in the larger Eastern Province, in the republic of Kenya, in the upper eastern region lying about 800 kilometres north of Nairobi, the Capital City of Kenya. It is

one of the four constituencies in Marsabit County and has two administrative units namely Moyale and Sololo sub counties. Moyale town is the headquarters of the constituency and also the gateway to the Federal Republic of Ethiopia connecting to Ethiopian capital, Addis Ababa and is expected to largely benefit from the LAPSSSET project. The constituency is cosmopolitan where eighty percent (80%) of the entire constituents are of the Oromo-speaking Boran while the remaining twenty (20%) although they also speak Oromo language are of other Cushitic communities such as Sakuye, Somali, Gabra, Burji and Gari. There is also a steady migration of the neighbouring communities from the neighbouring counties such as Gari and Degodia from Mandera and Wajir counties respectively, motivated by vast natural resources in the constituency coupled with scramble for county positions resulting into deadly inter clan fighting witnessed recently.

The constituency has an area of 9,371 km² (Ranked 23 of Constituencies), a population of 103,799 (Ranked 172 of Constituencies), population density of 11.1 people per km² (Ranked 196 of Constituencies) of which 54,291 are male while 49,508 are female. The gender index (women to men) stands at 0.91 (Ranked 189 of Constituencies). The constituency has 16,608 household and 30,446 registered voters (<http://info.mzalendo.com>). The economic activities of the constituency mainly include pastoralism, cross border trade and a bit of farming around the escarpments. The constituency is classified as ASAL hence occasionally experience perennial drought that kills most if not all of the livestock leading to Governments emergency relief supplies.

Implementation of many projects that were already undertaken is wanting due to poor project design, implementation and misplaced priorities. In fact implementation of the CDF projects is to a large extent marked by uncoordinated and haphazard initiation of local projects without regard for constituency development projections. The involvement of District Development officer who of let had been replaced by the fund manager as authority to incur expenditure (AIE) holder in the management of all devolved funds was wanting. The main weakness was that the line ministry officials were not directly answerable to the CDF Board. The harmonization of activities being undertaken by various devolved funds was not done and hence the problem of duplication was the order of the day.

The basis of the Constituency Development Fund budget allocations are based on Section 19 (1) of the CDF Act 2003. Table 1.1 presented the allocations received by Moyale constituency for the Fiscal Year **2003/2004-2013/2014**.

Table 1.1 Moyale Constituency CDF Allocations

Financial Year	Total Allocation
2003/2004	6,000,000
2004/2005	22,779,222
2005/2006	29,460,196
2006/2007	40,811,682
2007/2008	41,063,756
2008/2009	41,063,756
2009/2010	50,127,462
2010/2011	62,694,424
2011/2012	76,158,444
2012/2013	94,629,530
2013/2014	50,793,634
TOTAL ALLOCATION	515,582,106

Source: GoK (2014)

1.2 Statement of the Problem

The legal provision of the CDF Act suggests that the fund is essentially a model for decentralization of development planning and implementation. Constituency Development Fund was designed to fight poverty through the implementation of development projects at the local level, and particularly, those that provide basic needs such as education, healthcare, water, agricultural services, security, and electricity (Kimenyi, 2005). It was established with the aim of improving service delivery, alleviating poverty, enhancing economic governance, and ultimately contributing to socio-economic development.

However, achievement of these objectives through the CDF funds may be a target far from being achieved due to numerous evidences which show that there are gaps in implementation of constituency development fund in Kenya. According to Kimani, Nekesa & Ndungu, (2009) there has been a lot of criticism, from various quarters, on the way the CDF is managed and implemented. This is in line with the question raised by Bagaka (2008) as to whether the constituency development fund has met its stated objectives, giving a clear indication that the extent to which CDF has met its objectives remains a research imperative. Recent empirical evidence by Owuor (2013) point out to arrays of challenges faced by CDF among them management, organization structure and Project identification criteria. A survey conducted by IEA (2006) in all Kenyan constituencies indicated that sharing of CDF within the constituency is not always a smooth exercise.

Due to the needs at the constituency level and the weak mechanisms of ensuring equity in the distribution of CDF projects within the constituencies, some locations felt short-changed in the process. Kerote (2007) revealed that, relevant field methodologies that call for effective management of funds have been inadequate in allowing maximum utilization of local resources. He also noted that vital components of project implementation, project identification, monitoring, and evaluation have not fully been managed by the committees in the constituencies. Although to some extent, it is evident that CDF is helping in providing essential services to communities that for many years were non-existent, there are increasing concerns about the utilization of CDF which suggest that the funds are not being utilized optimally. Projects remain incomplete, those complete are poorly done, others were never initiated or are non-existent yet money is allocated to them and even appear in CDF records to have been done and are functional! To make matters worse huge sums of money cannot be accounted for (Awiti, 2008).

Empirically, many authors have argued that in some regions of the country, such projects under the CDF have been the first infrastructural development in many years (IEA 2006; Mapesa and Kibua 2006). This shows that if utilized well, CDF has great potential to facilitate the much needed development at the local levels and to address some of the inequalities that exist in the country. However, if not implemented well, CDF has the potential of localizing corruption and

reinforcing inequality at the lower levels due to loopholes in the CDF Act coupled with the unequal power relations at the community level where the projects are being planned and implemented. As argued by various authors, CDF has mainly been used for political patronage as opposed to local community development initiative as was envisioned in the CDF Act (Awiti 2008; IEA 2006; Gikonyo 2008; Mapesa and Kibua 2006; Mwalulu, Irungu 2007 and Transparency International 2005). There have been allegations that projects implemented under CDF have in most cases been identified by a selected few that are close to the MP. Therefore, this study seeks to establish factors influencing implementation of Constituency Development Funds Projects in Moyale Constituency.

1.3 Purpose of the Study

The purpose of this study was to establish factors influencing implementation of Constituency Development Fund projects in Kenya.

1.4 Research Objectives

The study was guided by the following specific objectives

1. To establish the influence of project mission on implementation of CDF projects in Moyale Constituency
2. To determine influence of management support on implementation of CDF projects in Moyale Constituency
3. To evaluate influence of project team on implementation of CDF projects in Moyale Constituency
4. To assess influence of monitoring and feedback on implementation of CDF projects in Moyale Constituency.

1.5 Research Questions

The study sought to answer the following questions.

1. How does project mission influence implementation of CDF projects in Moyale Constituency?

2. To what extent does management support influence implementation of CDF projects in Moyale Constituency?
3. How does project team influence implementation of CDF projects in Moyale Constituency?
4. To what extent does Monitoring and Feedback influence implementation of CDF projects in Moyale Constituency?

1.6 Significance of the Study

Management of projects is not an easy task both in Government and private sectors. Many projects fail due to non-consideration of factors that are essential to project success if incorporated at the inception and implementations of projects. This study may benefit project managers of CDF/other managers of the corporate world, line ministries directly implementing the project, project teams, and all the stakeholders including the local communities.

The study may also be expected to contribute further insight for the academicians who can use the findings of the study as foundation or basis for further research on the factors which influence implementation of CDF projects and other projects in general. The research may be of great importance as a document for reference and source of secondary data for other researchers and readers with interest in factors which influence implementation of CDF projects and other projects in general. Thus, the findings of this study may be beneficial to the following stakeholders:-

The Government: The main aim of the CDF as a devolved fund is to help the government alleviate poverty in Kenya. A lot of billions is pumped every financial year into every constituency. Lately, issues of accountability and transparency regarding the utilization of these funds are common. The findings of these studies thus may assist the government come up with the policies that will assist the CDF stakeholders in the proper implementation of the CDF projects in all constituencies.

Constituency Community: Since the study deals with the factors of implementation, the findings may be of help to the communities benefiting from the fund in terms of having clear

knowledge and understanding of the factors that may be of interest to the implementation of projects. This is also expected to increase the community involvement and participation and raise the awareness of the society who can act as a keen watchdog to this fund. This may improve the transparency and accountability of the CDF committee members.

Researchers and Scholars: The study is expected to generate new knowledge which will be of great contribution to the existing body of knowledge. Further, the study will thus generate an empirical literature that can be used by the researchers and other scholars for review in their studies.

1.7 Delimitation of the Study

The research study was undertaken within Moyale Constituency which has two administrative units namely Moyale and Sololo sub counties. The purpose of the study was to investigate factors influencing implementation of CDF projects in Moyale constituency. The independent variables were project mission, management support, project team and monitoring and feedback while project implementation was the dependent variable. These variables were selected because most of the literatures (Morris, 1983; Fernando, 2009; Wong & Tein, 2007 & Gikonyo, 2008) emphasized the above variables as a factor influencing implementation of projects.

The respondents were the CDF stakeholders and included CDFC, PMC and government officials in the line ministries. There were many CDF Projects so far carried out in the Constituency which included, Education Projects; Health Projects, Roads projects, Water Projects and Bursary Fund Awards projects for secondary, tertiary colleges and universities; whose implementation became the focus of this study.

1.8 Limitation of the Study

Issues of project implementation and particularly when it deals with financial issues may be seen as very delicate in nature hence objectivity of the responses given may sometimes be compromised. Secondly, since the contribution of CDF committees is sometimes political, respondents may have been influenced by their political inclinations to provide biased

information to some of the questions asked leading to biased results. Such limitations may need to be taken into consideration when evaluating or implementing the findings and recommendation of this study.

1.9 Assumption of the Study

The following assumptions were made throughout the course of the study;

- i The respondents would answer the questions correctly and truthfully.
- ii It was assumed that the various socio-cultural diversity of the people that may determine how they perceive things such as politics and developments, would not affect the result of the study.
- iii It was also assumed that the constitution of the membership of the constituency development committee members would not represent any political pattern or favoritisms.

1.10 Definition of Significant Terms

The following are the definition of some significant terms used in this study:-

Management Support:	Willingness of top management to provide the necessary resources and authority/power for project success
Monitoring and Feedback:	Timely provision of comprehensive control information at each stage in the implementation process
Project:	It is a temporary endeavour undertaken by people who work willingly 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:	Involves mobilization, utilization and control of resources in order to facilitate project operation

Project Mission: Initial clearly defined goals and general directions

Project Team: This is the group responsible for planning and executing the project

1.11 Organization of the Study

Chapter one was systematically organized to cover the background to the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, delimitation of the study, limitation of the study, assumptions of the study, definition of significant terms and organization of the study. Chapter presented the views of what other scholars had advanced about the subject matter of the study. It comprised discussion of themes (independent variables), the theoretical review, and conceptual framework of the study.

Chapter three on the other hand, described the methodology that was employed in the implementation of the research objectives. It entailed research design, target population, sample size and sampling procedure, methods of data collection, validity of the instrument, reliability of the instrument, method of data analysis and operational definition of variables. Chapter four contained data analysis, presentation and interpretation of the findings of the study as set out in the research methodology. The chapter outlined the findings based on the research objectives. Finally chapter five was organized to present introduction, summary, discussions, conclusions, recommendations of the study and suggestion for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the views of what other scholars have advanced about the subject matter of the study. It comprised discussion of themes (independent variables), the theoretical review, and conceptual framework of the study. The literature review is important because it helps researchers to discover what statistical knowledge exists related to selected research topic, increase statistical knowledge in research area, find gaps (and possibly errors) in published research, generate new original ideas, avoid duplicating results of other statisticians and justify the relevance of proposed research.

2.2 Project Mission and Implementation of Project

Project mission refers to a condition where the objectives of the project are clearly understood by all the individual operatives and stakeholders involved in or interested in the project and its outcomes (Olson, 2004). The concept of mission reflects what the organization aims to accomplish (Kotler and Keller, 2006). Several authors have discussed the importance of clearly defining goals at the outset of the project. Morris (1983) classified the initial stage of project management as consisting of a feasibility decision. Are the goals clear and can they succeed.

According to Bardach (1977), implementation process begins with instructions to state the plan and its objectives. For both Morris (1983) and Bardach (1977) Project Mission has been found to refer to the condition where the goals of the project are clear and understood, not only by the project team involved, but also by the other departments in the organization. Underlying themes of responses classified into this factor include statements concerning clarification of goal as well as belief in the likelihood of project success. Project mission involves establishing goals and clearly defined directions for project stakeholders in addition to the defined overall project objectives (Project Management Institute, 2008). Researchers at the Project Management Institute (2008) supported project mission as a critical success factor by documenting the activity as a best practice in a guide to the Project Management Body of Knowledge (PMBOK® Guide) (Project Management Institute, 2008).

2.3. Management Support and Implementation of Project

Management support refers to the willingness of management to provide the resources required for project success. Sharma and Yetton (2003) offer that management support is the single most frequently hypothesized contributor and influence with respect to successful project implementation. It is the willingness of the executives to provide the necessary resources and authority of power for project success. Projects come about due to a strategic objective that the firm has to achieve (Johnson, Scholes and Whittington, 2006). Therefore, top management support has to be unwavering throughout the project. Top management support goes beyond the provision of funds and making resources available. It includes aspects such as providing clarity on the project objectives and reassuring project team members that they will be valuable after the project. Changes that would come about due to the project can cause team members to be highly skeptical of their future in the organization. This will directly affect their level of performance towards the project. Fernando, (2009) depicts that the importance of top management support by being active stakeholders and the clarity of goals throughout the project management and implementation stage are found to be strong factors that must be present to ensure a successful project outcome. According to Gemuenden and Lechler (2009), top management directly promotes project success as 'customer' and highest organizational authority. Through transferring formal authority to the project leader and by influencing the design of the project team, Top management provides the organizational environment for the successful completion of the project. They also assert that, the considerably high impact of top management on project success can also be interpreted from a more critical point of view, as it could indicate an overly strong involvement of top management in the process of the project itself.

Top management support is identified by many researchers as one of the key success factors of project implementation. The project must receive approval and support from top management (Bingi et al., 1999; Buckhout et al., 1999; Murray & Coffin, 2001; Shanks et al., 2000; Sumner, 1999). Top management needs to publicly and explicitly identify the project as a top priority (Shanks et al., 2000; Wee, 2000). Senior management must be committed with their own involvement and willingness to allocate valuable resources to the implementation effort (Holland et al., 1999; Shanks et al., 2000). This involves providing not only an appropriate amount of time and resources to get the job done, but also the necessary personnel for the implementation of

projects (Roberts & Barrar, 1992). In Jiang et al.'s (1996) survey of general IS implementation success factors, top management support are ranked third most important among 13 factors. The attitude of the top management to the project determines the amount of resources allocated to the implementation of project. Top management commitment results in organizational commitment, which is a key factor influencing project implementation success (Bingi et al., 1999).

Lang (2007) put forward that project managers must prepare a political game plan for managing important sponsors, stakeholders and constituents to mitigate project derailment. When difficulties arise, top management is in the best position to help the project team deal with them effectively (Biehl, 2007). Top management support is normally in the form of providing sufficient resources for the success of the project, sharing responsibilities with project team, communicating with project team authorities and responsibilities and supporting the project team in times of crisis or at unexpected situations. Biehl (2007) proposed that many project managers of successful projects stressed the importance of investigating the underlying processes, apart from proper and detailed planning and allocating appropriate human and financial resources. Sarker and Lee (2003) empirically proved that strong and committed leadership at the top management level is essential to the success of project implementation.

As noted by Schultz and Slevin (1975), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure. Beck (1983) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. Manley (1973) further highlights, that the degree of management support for a project will lead to significant variations in the clients degree of ultimate acceptance or resistance to that project or product. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

2.4 Project Team and Implementation of Project

The project team is the main driving force for project operations and thus directly promotes project success. A good team actively utilizes its decision making authority. It leads to better planning and more adequate and flexible controlling of the project in addition to improved information flows/communication within and outside the team. According to Fernando (2009), managers need to be aware of the importance of the project team's competency as often the human factor is neglected and the competency is normally expected from the selected team, often at times external factors were blamed for a poorly implemented project but when really looked into the root cause, it all boils down to the basic which is recruiting, selection and equipping of the leader and members of the team. Project managers are very lucky if they have the option to choose their project team. More often, the team is inherited to the project from various sectors of the organization. It is vital to have a good project team to work with, with core skills that can be evolved to core competences and capabilities for the whole organization.

According to Wong & Tein (2007), the skills and competence of the project team is one of frequently cited factor influencing project implementation success because the more experienced and skilled the team the less time and money is spent on ensuring smooth rollouts with minimal errors; experienced teams also have good contingency and risk management plans for successful rollouts. All members of the project team must be committed to the success of the project and the overall mission of the organization. Apart from their skills and commitment, project team members should have clear communication channels to access "both the functional manager and the project manager within a matrix organization. Effective management of this dual reporting is often a critical success factor for the project" (PMBOK Guide, 2004).

According to Jiang et al.'s (1996) survey, having competent members in the project team is the fourth most important success factor for IS implementation. Ross (1999) also emphasized the importance of a good ERP team composition. Her study showed that companies demonstrated their commitment to ERP by assigning the best people to the project. Haines and Goodhue (2000) noted that the interaction between consultants and employees has a direct impact on the success of ERP implementation. The project team not only needs to have the skills necessary to

complete the project and handle any problems that may come along during the project completion, but they also need to be motivated to perform well. Commitment is vital to the success of the project (<http://www.ehow.com>).

2.5 Monitoring and feedback and Implementation of Project

Monitoring and Feedback refers to the project control processes by which at each stage of the project implementation, key personnel receive feedback on how the project is comparing to initial projections. Making allowances for adequate monitoring and feedback mechanisms gives the project manager the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked. Souder et al. (1975) emphasize the importance of constant monitoring and "fine-tuning" of the process of implementation. Monitoring and Feedback therefore, refers not only to project schedule and budget, but also to monitoring performance of members of the project team. Gikonyo (2008), in her Social Audit of CDF indicated that monitoring and reporting should be strengthened and deepened in all CDF projects. It is a fact that CDF Act, 2003 emphasizes on the Monitoring and feedback just like DFRD did. The Act gives technical department, DDO and CDFC authority to monitor the project. The Act further allocates 2% of CDFC fund to be used for monitoring and feedback exercise but this money is only spent after the CDFC recommendation through minutes CDF Act, (2003 revised 2007).

UNDP (2002), reports that there has been growing demand for development effectiveness to improve people's lives. This calls for effective utilization of monitoring and feedback for continuous improvement and quality of performance in organization. This hinges with the new idea coined by UNDP as Results Based Management. Kuto et al (2012) indicated that the effectiveness of monitoring and feedback has seen significant impact in education, social and political reforms in developed countries as compared to countries in Sub Saharan Africa. The only country in Sub Saharan Africa that has made significant impact changes is South Africa (Jansen and Taylor, 2003). This is justified with the fact after the period of apartheid rule; the government under Nelson Mandela has achieved notable successes.

Milestones and targets need to be actively monitored to track the progress of project (Murray & Coffin, 2001; Roberts & Barrar, 1992; Rosario, 2000; Sumner, 1999). Roberts and Barrar (1992) indicated that two criteria may be used: (a) project management-based criteria should be used to measure against completion dates, costs, and quality and (b) operational criteria should be used to measure against the production system. Additionally, team members' compensation should be tied to project performance (Falkowski et al., 1998). Performance monitoring and feedback also involves the exchange of information between project team members and analysis of feedback received from end users (Holland et al., 1999). Ideally, there should be early proof of success to manage skepticism (Rosario, 2000). Management needs information on the effect of the ERP system on business performance, for which reports must be designed. Regular reports and project updates can help management monitor the progress of the implementation effort.

Project Management Institute (2008) documented associated guidelines pertaining to the monitoring and controlling of project activity. The monitoring and feedback includes details about the process improvement measures along with early risk identification using forecasting reports in addition to status reports on scope, schedule, budget, and resources (Project Management Institute, 2008). Monitoring and feedback entails details of processes to monitor project execution and on identifying potential issues in a timely fashion to initiate corrective intervention (Project Management Institute, 2008).

2.6 Theoretical Underpinning of Constituency Development Fund (CDF)

This study was guided by the Theory of Economic Welfare, a theory that was spearheaded by A.C. Pigou in 1929. Since Constituency Development Fund was established with the aim of improving service delivery, alleviating poverty, enhancing economic governance, and ultimately contributing to socio-economic development, the theory of economic welfare was therefore, quite relevant as the impetus behind establishment of CDF was basically to improve the economic welfare of communities.

2.6.1 CDF and Pigou's Theory of Economic Welfare

The Theory of Economic Welfare was spearheaded by Pigou in 1929. Welfare is a state of the mind which reflects human happiness and satisfaction. Pigou regards individual welfare as the sum total of individual welfares. He divided welfare into economic and non-economic welfare. Economic welfare is that part of social welfare which can directly or indirectly be measured in money. According to Pigou, non-economic welfare can be improved upon by income earning where longer hours of working and unfavorable conditions will affect economic welfare adversely and secondly the income-spending method. In economic welfare, it is assumed that expenditures incurred on different consumption of goods provide the same amount of satisfaction, but in reality it is not so because when the utility of purchased goods starts diminishing the non-economic welfare declines which results in reducing the total welfare. Pigou establishes that there is close relationship between economic welfare and national income because both of them are measured in terms of money. When national income increases, total welfare also increases and vice versa. The effect of national income on economic welfare can be studied in two ways, firstly, by change in the size of national income and secondly by change in the distribution of national income (Jhingan, 1989).

CDF underscores the policy of equitable distribution of 2.5% of the national income for welfare improvement and increase in access to water, infra-structure, education and health facilities thus resulting in welfare satisfaction of the constituency population. This can be explained by the quality of their life and expenditure of their disposable income on both durable and non-durable goods. Proper management and implementation of CDF will also be determined by the number of the project completed and their impact in improving lives. Like economic welfare, CDF brings satisfaction and happiness to the society so long as its objectives are met and impact felt. This study was therefore, be supported by this theory because of its relevance.

2.7 Conceptual Framework

A Conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel and Ramey, 1987). It is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny. It forms part of the agenda for negotiation to be scrutinized and tested, reviewed and reformed as a result of investigations (Guba and Lincoln, 1994). According to Goetz and Lecompte (1984) and Bliss, Monk and Ogborn (1983) a conceptual framework increasingly strengthens and keeps the research on track.

A conceptual framework explains the possible connection between the variables and answers the why questions. To find out how effective one's conceptual framework is, one should analyze whether the set objectives have been addressed (Symth, 2004). The conceptual framework of this study examined the factors influencing successful implementation of CDF project in Kenya, a case of CDF projects of Moyale constituency. The dependent variable was project implementation while the independent variables comprised of project mission, management support, project team and monitoring and feedback. These variables and their relationships are presented as a conceptual framework in the figure 1.

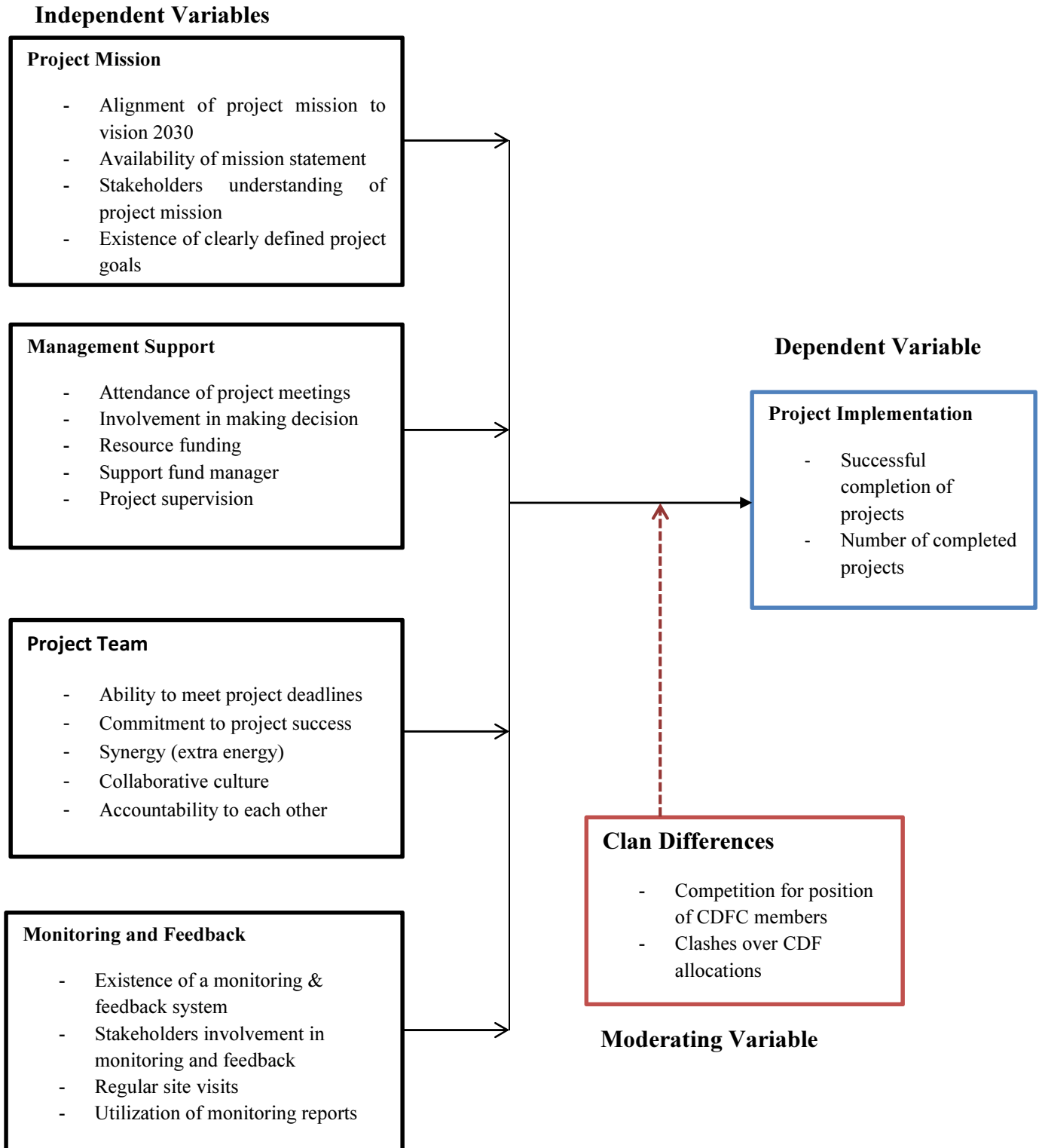


Figure 1 Conceptual Framework

2.8 Gaps in Literature Review

There are several researches conducted in Kenya regarding CDF projects but none of them dealt with factors influencing successful implementation of CDF projects in Kenya. Previous studies e.g. by Muhidin (2011) only dealt with Factors influencing community participation in constituency development fund projects in Moyale District, Kenya. Hassan (2012) also dealt with influence of stakeholder's role on performance of constituencies' development fund projects a case of isiolo north constituency, Kenya and another one by Laboso (2013) dealt with impact of constituency development fund on rural development in Gatundu south constituency.

However, even most of the studies cited in the literature review were of projects in the developed countries whose strategic approach and financial footing is different from that of Constituency Development Fund as those studies mainly dealt with construction project or projects on Information Technology e.g. Enterprise Resource Planning (ERP). These literatures does not adequately discuss about project mission, which means that most studies on project management does not prioritize issues of project mission , goals or objective which raises a question on the strategic nature of management of project which was thus a major setback to the implementation of the project. In addition there are minimal literature that focuses on project team, this also means that most studies on project management does not consider issues of project team as an salient factor that influences project implementation. Based on this therefore, there is existing literature gap on the factors influencing implementation of CDF projects in Kenya. This study thus, anticipates in filling this gap by looking into the factors influencing implementation of CDF projects in Moyale constituency, Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology of the research being adopted. It comprises of the research design, target population, sample size and sampling technique, methods of data collection, Validity, reliability, methods of data analysis, operational definition of variables and summary.

3.2 Research Design

Burns and Grove (2003) define a research design as “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”. Parahoo (1997) describes a research design as “a plan that describes how, when and where data are to be collected and analyzed”. Polit et al (2009) define a research design as “the researcher’s overall for answering the research question or testing the research hypothesis”.

The study adopted descriptive research design to ascertain and make assertions on how project mission, management support, project team and monitoring and feedback influence implementation of CDF projects. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group and ascertain whether variables are associated, Kothari (2004). According to Kaleem and Ahmad (2008) descriptive research design is used to obtain information concerning the current status of the phenomena and to describe “what exists” with respect to variables or conditions in a situation. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. Descriptive design sought to obtain information that describes existing phenomena by asking individuals about their perceptions, attitude, behavior or values, Mugenda and Mugenda, (2003). Descriptive data are typically collected through a questionnaire, survey, and interview or by observation, Mugenda and Mugenda, (2003).

3.3 Target Population

A population can be defined as the complete set of subject that can be studied. This may include people, objects, animals, plants, organizations from which a sample may be obtained Shao, (2004). The population includes all elements that meet certain criteria for inclusion in a study (Burns & Grove 2003). The target population of the study was the CDF stakeholders in Kenya. The population of the study comprised the CDF project stakeholders which included project management committees (PMC), constituency development fund committees (CDFC), key departmental heads of line ministries from both Sololo and Moyale sub counties (DWO, DEO, DWO, DMOH, DIA and DA) in Moyale constituency. This therefore formed a total of 51 respondents which were the population of the study. The list containing the names of all the respondents from both sub counties in the constituency were sourced from the CDF office and used as the sampling frame.

Table 3.1 Population of Study

Category of stakeholders	No. of Stakeholders
Project Management Committee (PMC) usually 5 persons per ward multiply by 6 wards	30
Constituency Development Fund Committee (CDFC)	11
Key Departmental Heads	
District Education Officer (DEO)	2
District works Officer (DWO)	2
District water Officer (DWO)	2
District Medical Officer of Health (DMOH)	2
District Accountant (DA)	1
District Internal Auditor (DIA)	1
TOTAL	51

3.4 Sample Size and Sampling Procedure

Since the CDF Act 2013, defines the members of the CDFC clearly which totals to 11 and implementation of CDF projects requires this CDFC to work with various stakeholders who have been clearly identified in Table 3.1, the total study population was therefore manageable and does not necessitate the need for sampling. Therefore, a census of all the available subjects in the study population was considered where every item and unit constituting the universe was selected for data collection. According to Lohr (2009) census study is conducted when the entire population is so small to be sampled thus necessitating a complete enumeration of the universe. Census study is important because, it provides a true measure of the population (no sampling error), benchmark data may be obtained for future studies and detailed information about small sub-groups within the population is more likely to be available.

3.5 Methods of Data Collection

Data collection is the precise, systematic gathering of information relevant to the research problems, using methods such as interviews, participant observation, focus group discussion, narratives and case histories (Burns & Grove 2003). The study collected both primary and secondary data. Primary data was collected using semi-structured questionnaires which was also interviewer-administered. In addition to the questionnaire, interview guide was also adopted as a data collection tool as it enhanced the collection of accurate information and clarifying issues where possible. According to Jacobson et al, (2009), questionnaire is the most preferred tool for data collection because it is simple to administer and economical. Questionnaires are cheaper and quicker to administer when collecting information from the respondents (Cohen et al., 2007). On the other hand, secondary data was collected using reviews from both empirical and theoretical literatures existing. The literature was sourced from various sources such as library, journals, internets and any other relevant databases.

3.6 Validity of Instrument

Historically, validity has been defined as the degree to which a test or measuring instrument actually measures what it purports to measure or how well a test or a measuring instrument fulfills its function (Anastasi & Urbina, 1997). However, recent views of validity seem not to be

on the instrument itself but on the interpretation and measuring of the scores derived from the instruments. For example, Ary, Jacobs & Razavieh (2002) conceptualizes validity as the extent to which theory and evidence support the proposed interpretation of test scores for an intended purpose. Relatedly, Whiston (2005) views validity as the degree to which evidence and theory support the interpretation of test scores entailed by proposed uses of tests. Similarly, Kaplan & Saccuzzo (2005) view validity as the evidence for inferences made about a test score. Further, McBurney & White (2007) view validity as an indication of accuracy in terms of the extent to which a research conclusion corresponds with reality. The foregoing suggests that validity hinges on the extent to which meaningful and appropriate inferences or decisions are made on the basis of scores derived from the instrument used in a research. However, as advocated by Mugenda and Mugenda (1999) the researcher assessed validity through the use of professionals or experts. In addition, the researcher also discussed with his supervisor by requesting her to advise him on whether the instrument accurately represented the concept under study.

3.7 Reliability of the Instruments

Bowling (2009) views reliability in quantitative research as synonymous to dependability, consistency, reproducibility or replicability over time, over instruments and over groups of respondents. Indeed, for a research to be reliable, it must demonstrate that if it were to be carried out on a similar group of respondents in a similar context, similar results would be obtained. Trochim, (2005) also affirms that, reliability has to do with the quality of measurement and in its everyday sense; reliability is the “consistency” or “repeatability of your measures. This study adopted the split-half method to test reliability which assumes that a number of items are available to measure behaviour. In this approach, half of the items are combined to form one new measure and the other half is combined to form the second new measure. In contrast to the test-retest and alternative form methods, the split-half approach is usually measured in the same time period.

The Split-Half method is important because it requires only one testing session (single administration) – thus carry-over effects, reactivity effects, and change over time in true scores are minimized and also it eliminates the possibility that the variable being measured will change

between measurements (<http://faculty.mwsu.edu/psychology/Laura.Spiller/Experimental/4703> pdf down loaded on 14/04/2014).

3.8 Methods of Data Analysis

The study expected to produce quantitative and qualitative data since investigative types of questions were used to collect data. Quantitative data analysis was done first by entering the data into the computer and using SPSS, the frequencies were generated. Descriptive statistics (measures of central tendency) were used to give the expected summary statistics of variables being studied. The study generated responses at both nominal and ordinal scale levels which entailed use of non-parametric tools of analysis i.e. Pearson Correlation which is the most appropriate inferential analysis tool for the level of measurement.

The data was analyzed using inferential statistics (Pearson Correlation) because it is a better statistical tool for analyzing the data. On the other hand, qualitative analysis was operationalized by arranging the data according to the emerging themes or patterns which were assigned numbers to make them measurable. The data was presented in tables.

3.9 Operational Definition of Variables

The variables were operationalized as shown in table 3.2

Table 3.2 Operationalization of Variables

Objectives	Variables	Indicators	Scales	Tools of analysis	Types of Analysis
To establish the influence of project mission on successful implementation of CDF projects in Moyale Constituency	Project Mission	<ul style="list-style-type: none"> - Alignment of project mission to vision 2030 - Availability of mission statement - Stakeholders understanding of project mission - Existence of clearly defined project goals 	Nominal Ordinal	Mean, SD & Pearson Correlation	Descriptive /Inferential
To determine influence of management support on successful implementation of CDF projects in Moyale Constituency	Management Support	<ul style="list-style-type: none"> - Attendance of project meetings - Involvement in making decision - Resource funding - Support fund manager - Project supervision 	Nominal Ordinal	Mean, SD & Pearson Correlation	Descriptive /Inferential
To evaluate influence of project team on successful implementation of CDF projects in Moyale Constituency	Project Team	<ul style="list-style-type: none"> - Ability to meet project deadlines - Commitment to project success - Synergy (extra energy) - Collaborative culture - Accountability to each other 	Nominal Ordinal	Mean, SD & Pearson Correlation	Descriptive /Inferential
To assess influence of monitoring and feedback on successful implementation of CDF projects in Moyale Constituency	Monitoring & Feedback	<ul style="list-style-type: none"> - Existence of a monitoring & feedback system - Stakeholders involvement in monitoring and feedback - Regular site visits - Utilization of monitoring reports 	Nominal Ordinal	Mean, SD & Pearson Correlation	Descriptive /Inferential
To establish influence of project mission, management support, project team and monitoring & feedback on project implementation	Project implementation	<ul style="list-style-type: none"> - Successful completion of projects - Number of completed projects 	Nominal Ordinal	Mean, SD & Pearson Correlation	Descriptive /Inferential

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis and findings of the study as set out in the research methodology. The chapter outlines the findings based on the research objectives. The findings were analyzed and presented in the form of frequency tables, numerical values and percentages generated using Statistical Package for Social Science (SPSS Version 17) computer software. The responses are presented followed by a brief interpretation guided by the research objectives and a discussion on research findings from the analysis of the data.

4.2 Response Rate

Table 4.1 shows results of the response rate of the study. Out of the 51 questionnaires distributed, a total of 42 questionnaires were responded to and returned. This is equivalent to 82.4%. According to Mugenda and Mugenda (1999) a 50% response rate is adequate, 60% is good and above 70% is rated as very good. This implies that basing on this assertion; the response rate of this study was 82.4% which is very good. All the 5 interview schedules administered were successfully returned yielding a response rate of 100%.

Table 4.1 Response Rate

Response	CDFC Member		PMC		HoD of Line Ministries	
	Frequency	%	Frequency	%	Frequency	%
Responded	8	72	26	86	8	80
Non Response	3	28	4	14	2	20
Total	11	100	30	100	10	100

Table 4.1 presents response rate for the study and shows that CDFC Members had 72 % response rate while PMC had 86% response rate with HoD of Line Ministries having 80% response rate. This shows that the PMC members had the highest response rate.

4.3 Reliability Analysis

The researcher endeavored to determine the extent to which the responses collected could be relied upon; and the consistency of measure for this study was done by use of Cronbach's Alpha, a reliability coefficient that indicated how well the items in the data collection instruments were positively correlated to one another (Hatcher, 1994). The study had a .948 value (95%) which was considered very strong/high on a scale of 0.00-1.00 as it tends to 1.00 on attitudinal measurement scales-likert. This is also far above the standard acceptable rate of 0.60 (60%) cut off value for being acceptable (Sakaran, 2001).

Table 4.2 Reliability Analysis

Cronbach's Alpha	No. of Items
.948	33

4.4 Background Information of Respondents

This section presents the summary of respondent's background and shows responses on Respondents Gender, Respondents Age in Years, Respondents Highest Level of Education and Respondent's Position in the CDF management in the constituency. It also presents Cross tabulation of respondents level of education; position in the CDF management and gender and also cross tabulation of respondents age in years; level of education and position in the CDF management.

4.4.1 Respondents Gender

The study required the respondents to state their gender and the responses are as organized in table 4.3 below.

Table 4.3 Respondents Gender

Gender	Frequency	Percent
Male	29	69
Female	13	31
Total	42	100

Table 4.3 presents the respondents gender and show that 69% were Male while 31% were Female; and this shows that there are more male respondents than female. This agrees with previous observations. Moss (2008) reaffirms the observation and also states that this is a reflection of the distribution of the available gender sampling aspect in an environment that has been historically dominated by men.

4.4.2 Respondents Age in Years

The researcher requested the respondents to indicate their age bracket. Table 4.4 represents the outcome of the responses.

Table 4.4 Respondents Age in Years

Age bracket	Frequency	Percent
18-25	6	14
26-35	18	43
36-45	15	36
46-55	2	5
56 and above	1	2
Total	42	100

The respondents were required by the study to give the category under which their age fell. According to Table 4.4 14% of the respondents were aged between 18-25 years, 43 % were aged between 26-35 years, 36% were aged between 36-45 years while those between 46-55yrs were 5% with those aged 56 years and above being 2%. This shows that 79% of the respondents were aged between 26- 45yrs.

4.4.3 Respondents Highest Level of Education

The study sought to know the highest level of education of the respondents and the responses are as tabulated in table 4.5.

Table 4.5 Respondents Highest Level of Education

Level of Education	Frequency	Percent
Secondary Level	10	24
University Level	23	55
Professional Courses	9	21
Total	42	100

Table 4.5 presents the Respondents Highest Level of Education of the respondents and indicates that 55% had a University Level education while 21% had Professional Courses with 24% having Secondary Level of education as their highest qualification.

4.4.4 Respondents Position in the CDF Management

On the respondent's position in the management of CDF, the responses are as presented by table 4.6

Table: 4.6 Respondents Position in the CDF Management

Position in the CDF Management	Frequency	Percent
CDFC Member	8	19
PMC	26	62
HoD of Line Ministries	8	19
Total	42	100

Table 4.6 present the respondent's position in the CDF management at the constituency and shows that 62% were PMC members while 19% were HoD of Line Ministries, and 19% were

CDFC Members. These result shows that PMC members were more than the rest of the respondents.

4.4.5 Cross Tabulation of Respondents Level of Education; Position in the CDF Management and Gender

The study sought to find out the level of education; position in the CDF management against each gender and the response are as shown in table 4.7

Table 4.7 Cross Tabulation of Respondents Level of Education; Position in the CDF Management and Gender

What is your position in the CDF management in your constituency?			Level of Education			Total
			Secondary Level	University Level	Professional Courses	
CDFC Member	Gender	Male	2	5		7
		Female	1	0		1
	Total		3	5		8
PMC	Gender	Male	4	8	4	16
		Female	2	4	4	10
	Total		6	12	8	26
HoD of Line Ministries	Gender	Male	1	4	1	6
		Female	0	2	0	2
	Total		1	6	1	8

Table, 4.7 presents a cross tabulation of respondents level of education; position in the CDF management and Gender. CDFC Members who were Male with Secondary school Level of education were 2 while 5 had University Level. There was 1 CDFC Member who was female who had Secondary school Level of education. Table, 4.7 also shows that PMC Members who were Male were 4 with Secondary school Level of education and 8 had University Level of education while 4 had Professional Courses. PMC Members who were female were 2 with Secondary school Level of education, 4 had University Level education while another 4 had professional Courses. The table also shows that HoD of Line Ministries who was Male was 1

with Secondary school Level of education and 4 had University Level of education while 1 had Professional Courses. HoD of Line Ministries who were female was 2 who had University Level education.

4.4.6 Cross Tabulation of Respondents Age in Years; Level of Education and Position held in the CDF Management

The study sought to find out the level of education; position in the CDF management against age of the respondents and the response are as displayed in table 4.8

Table 4.8 Cross Tabulation of Respondents Age in Years; Level of Education and Position in the CDF Management

What is your position in the CDF management in your constituency?		Level of Education			Total	
		Secondary Level	University Level	Professional Courses		
CDFC Member	Age in Years	18-25	0	1	1	
		26-35	1	4	5	
		36-45	2	0	2	
	Total		3	5	8	
PMC	Age in Years	18-25	2	2	1	5
		26-35	4	5	3	12
		36-45	0	5	3	8
	Total		6	12	7	25
HoD of Line Ministries	Age in Years	26-35	0	1	0	1
		36-45	0	5	0	5
		46-55	0	0	1	1
		56 and above	1	0	0	1
	Total		1	6	1	8

Table 4.8 presents a Cross tabulation of respondents age in years; respondents level of education and respondents position held in the CDF management. The table shows that CDFC Member aged between 18-25yrs with Secondary Level were 0, with University Level were 1 and those with Professional Courses were 0 , those between 26-35yrs with Secondary Level was 1 with

University Level were 4 and those with Professional Courses were 0. Those aged 36-45 years with Secondary Level were 2 with University Level were 0 and those with Professional Courses were 0.

The table also displays that PMC aged between 18-25 years with Secondary Level were 2, with University Level were 2 and those with Professional Courses was 1. Those aged between 26-35 years with Secondary Level were 4 with University Level were 5 and those with Professional Courses were 3. Those aged between 36-45 years with Secondary Level were none, with University Level were 5 and those with Professional Courses were 3. Table 4.8 also shows that HoD of Line Ministries aged between 26-35 years with Secondary Level were none, with University Level were 1 and those with Professional Courses were also none. Those aged between 36-45 years with Secondary Level were 0 with University Level were 5 and those with Professional Courses were 0; those with aged between 46-55 years with Secondary Level were 0, with University Level were 0 and those with Professional Courses were 1, while those aged 56 years and above with Secondary Level were 1, with University Level were 0 and those with Professional Courses were also none.

4.5 Descriptive Statistics on Factors Influencing Implementation of CDF Projects

This section presents Descriptive Statistics on each of the study variables influence on the implementation of CDF Projects and specifically, Influence of Project Mission, Management Support, Project Team and Monitoring and Feedback on implementation of CDF projects in Moyale Constituency.

4.5.1 Influence of Project Mission on Implementation of CDF Projects

The study sought to find out influence of project mission on implementation of CDF project. Table 4.9 presents respondents' level of agreement to the above statement.

Table 4.9 Influence of Project Mission on Implementation of CDF Projects

	Likert Scale used					N	Mean	Std. Deviation
	Strongly disagree 5	Slightly disagree 4	Neutral 3	Slightly agree 2	Strongly agree 1			
1. CDF projects in your constituency are tied to the Kenya Vision 2030?	6	6	3	6	21	42	3.79	1.586
2. CDF projects are guided by mission statement?	12	1	4	8	17	42	3.48	1.742
3. You have some flagship project in your CDF plans?	18	5	8	2	9	42	2.57	1.684
4. There is some medium-term plans which the project intends to undertake?	7	6	7	5	17	42	3.52	1.596
5. CDF projects in your constituency have clearly defined goal?	14	6	3	3	16	42	3.10	1.832
Average							3.292	1.688

The influence of project mission on implementation of CDF projects in Moyale Constituency has a Mean average of 3.29 on a 5 point likert scale which is 66% and a Standard Deviation of 1.688,

which is above 1.00 reflecting a high diversity of opinion on influence of project mission on implementation of CDF projects. This means that despite high diversity of opinion project mission of CDF projects influences implementation of CDF projects by 66%.

4.5.2 Influence of Management Support on Implementation of CDF

In finding the influence of management support on the implementation of CDF projects; the study had two different set of questions as displayed by tables 4.10 and 4.11 respectively.

Table 4.10 Adequacy in Management of CDF Projects

Responses	Frequency	Percent
Yes	21	50
No	17	40
No response	4	10
Total	42	100

The study sought to find out from the respondents whether CDF projects in their constituency are adequately managed. Table 4.10 presented that 50% of respondents agreed that CDF projects in their constituency are adequately managed, 40% said it is not adequately managed while 10% of the respondents did not respond to the question. This means that majority of the respondents held that CDF projects in their constituency are properly managed.

Table 4.11 Influence of Management Support on Implementation of CDF

	Likert Scale used					N	Mean	Std. Deviation
	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree			
	5	4	3	2	1			
1. As Project Stakeholders you normally conduct meetings to discuss project progress?	10	5	2	7	18	42	3.43	1.684
2. I am properly involved in making decisions pertaining to the management of the fund	11	7	2	6	16	42	3.21	1.704
3. CDF funds are timely disbursed/allocated to the identified projects.	8	8	3	15	8	42	3.17	1.447
4. There are specific project administrators who manage the fund on full time	4	3	4	8	23	42	4.02	1.352
5. CDF project teams are adequately motivated	2	4	6	18	12	42	3.81	1.110
6. The choice of the projects is solely within the discretion of the political leadership.	7	7	3	3	22	42	3.62	1.637
Average							3.54	1.489

Influence of management support on implementation of CDF projects in Moyale Constituency has a Mean average of 3.54 on a 5 point likert scale which is 71% and a standard Deviation of 1.489, which is above 1.00 reflecting a high diversity of opinion on influence of management support on implementation of CDF projects. This means that despite high diversity of opinion, management support of CDF projects influences implementation of CDF projects by 71%.

4.5.3. Influence of Project Team on Implementation of CDF Projects in Moyale Constituency

The study sought to find out influence of project team on implementation of CDF project. Table 4.12 shows respondents' level of agreement to the above statement.

Table 4.12 Influence of Project Team on Implementation of CDF Projects

	Likert Scale used					N	Mean	Std. Deviation
	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree			
	5	4	3	2	1			
1. You do set deadline for achieving specific goals.	7	5	10	13	7	42	3.19	1.330
2. CDF officials have the capacity to meet the deadlines set.	9	7	6	14	6	42	3.02	1.405
3. Project teams are highly committed to the project's success	6	5	9	7	15	42	3.48	1.452
4. You do believe that your contributions to CDF activities increase when you are together as a team	1	1	2	7	31	42	4.61	.862
5. It is quite true that you as CDF team have a collaborative culture	4	7	6	7	18	42	3.67	1.426
6. You do believe that you are not accountable to any other CDF members apart from the chairman	15	3	9	8	7	42	2.83	1.666
7. Project teams signs performance contracts on which they are appraised on annual basis.	15	5	7	3	12	42	2.81	1.671
Average							3.37	1.40

Influence of project team on implementation of CDF projects in Moyale Constituency has a Mean average of **3.37** on a 5 point likert scale, which are 67.4% and a Standard Deviation of 1.40 which is above 1.00 reflecting a high diversity of opinion on influence of project team on

implementation of CDF projects. This means that despite high diversity of opinion, project team of CDF projects influences implementation of CDF project by 67.4%.

4.5.4 Influence of Monitoring and Feedback on Implementation of CDF Projects in Moyale Constituency.

The study sought to find out influence of Monitoring and Feedback on implementation of CDF project. Table 4.13 presents respondents' level of agreement to the above statement.

Table 4.13 Influence of Monitoring and Feedback on Implementation of CDF Projects

	Likert Scale used					N	Mean	Std. Deviation
	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree			
1. You normally have monitoring & feedback system in place?	8	3	1	7	23	42	3.81	1.612
2. Monitoring and feedback for CDF Projects is on monthly basis?	1	0	2	1	4	8	4.25	1.581
3. Monitoring and feedback for CDF Projects is on quarterly basis?	1	1	3	3	16	24	4.46	1.141
4. Monitoring and feedback for CDF Projects is twice a year?	1	1	2	2	1	7	3.57	1.718
5. Monitoring and feedback for CDF Projects is on annual basis?	2	2	2	1	5	12	3.67	1.775
6. Your monitoring system for CDF Projects is a continuous process?	1	0	2	2	1	6	3.83	1.722
7. VDF stakeholders are usually involved in monitoring and feedback of the projects?	11	3	1	12	15	42	3.40	1.654
8. Monitoring and Feedback reports are normally shared with all the stakeholders?	13	1	5	17	6	42	3.05	1.513

9. There are regular site visits of the projects that are being implemented? 6 3 4 8 21 42 3.93 1.552

Average **3.77** **1.585**

Influence of monitoring and feedback on implementation of CDF projects in Moyale Constituency has a Mean average of 3.77 on a 5 point likert scale, which is 75.4% and a Standard Deviation of 1.585, which is above 1.00 reflecting a high diversity of opinion on influence of monitoring and feedback on the implementation of CDF projects. This means that despite high diversity of opinion, monitoring and feedback of CDF projects influences implementation of CDF projects by 75.4%.

4.5.5 Influence of Implementation of CDF Projects in Moyale Constituency Projects

The study further sought to find out influence of implementation of CDF project in Moyale constituency. Table 4.14 demonstrates respondents’ level of agreement to the above statement.

Table 4.14 Influence of Implementation of CDF Projects in Moyale Constituency Projects

	Likert Scale					N	Mean	Std. Deviation
	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree			
	5	4	3	2	1			
1. The CDF funds have greatly improved service delivery in the constituency	5	0	6	14	17	42	3.90	1.284
2. The implementation of CDF projects have greatly helped in reducing poverty levels among the people in this constituency	7	7	6	18	4	42	3.12	1.292

3. The CDF project has helped many people to participate in the decision making on economic issues within the constituency	8	10	5	15	4	42	2.93	1.332
4. The CDF project has satisfactorily contributed to social economic growth in the constituency	8	4	5	18	7	42	3.29	1.384
5. The management of CDF have increased the number of successfully completed projects	3	4	6	12	17	42	3.86	1.260
Average							3.42	1.31

Influence of implementation of CDF projects in Moyale Constituency projects has a Mean of 3.42 on a 5 point likert scale, which is 68.4% and a Standard Deviation of 1.31, which is above 1.00 reflecting a high diversity of opinion on influence of implementation of CDF projects in Moyale constituency. This means that despite high diversity of opinion, implementation of CDF projects in Moyale Constituency projects influences implementation of CDF projects by 68.4%.

4.6 Inferential Statistics-Correlations on Factors Influencing Implementation of CDF Projects

The study further sought to find out Correlations on factors influencing implementation of CDF Projects in Moyale constituency by correlating between the independent variables (Project Mission, Management Support, Project Team and Monitoring and Feedback) and the dependent variable (implementation of CDF projects). The study generated responses at both nominal and ordinal scale levels which entailed use of non-parametric tools of analysis i.e. Pearson Correlation which was the most appropriate inferential analysis tool for the level of measurement. Table 4.15 presents the relationship of each independent variable to dependent variable.

Table 4.15 Relationship of Each Independent Variable to Dependent Variable

Pearson Correlation		Implementation of CDF projects in Moyale Constituency	Influence of project mission on implementation of CDF projects	Influence of management support on implementation of CDF projects	Influence of project team on implementation of CDF projects	Influence of monitoring and feedback on implementation of CDF projects
Implementation of CDF projects in Moyale Constituency		1	.205	.451	.333	.471
	Sig. (1-tailed)		.096	.001	.017	.010
	N	42	42	42	41	24
Influence of project mission on implementation of CDF projects	Pearson Correlation	.205	1	.116	-.124	.118
	Sig. (1-tailed)	.096		.232	.221	.291
	N	42	42	42	41	24
Influence of management support on implementation of CDF projects	Pearson Correlation	.451	.116	1	.051	-.056
	Sig. (1-tailed)	.001	.232		.377	.397
	N	42	42	42	41	24
Influence of project team on implementation of CDF projects	Pearson Correlation	.333	-.124	.051	1	.022
	Sig. (1-tailed)	.017	.221	.377		.460
	N	41	41	41	41	24
Influence of monitoring and feedback on implementation of CDF projects	Pearson Correlation	.471	.118	-.056	.022	1
	Sig. (1-tailed)	.010	.291	.397	.460	
	N	24	24	24	24	24

4.6.1 Influence of Project Mission on implementation of CDF Projects in Moyale Constituency

The influence of project mission of CDF projects when correlated with Implementation of CDF projects in Moyale Constituency has Pearson Correlation index of .205. It falls between +0.200 to + 0.400 which means that the project mission of CDF projects have slight significance in the Implementation of CDF projects in Moyale Constituency. The interpretation of correlation coefficient shows that project mission of CDF projects has no significance influence on Implementation of CDF projects in Moyale Constituency because the P value was .096 or $P > 0.05$.

4.6.2 Influence of Management Support on Implementation of CDF Projects in Moyale Constituency

The influence of management support of CDF projects when correlated with Implementation of CDF projects in Moyale Constituency has Pearson Correlation index of .451. It falls between +0.400 to + 0.600 which means that the management support of CDF projects have moderate significance on implementation of CDF projects in Moyale Constituency. The interpretation of correlation coefficient shows that management support of CDF projects has a significance influence on implementation of CDF projects in Moyale Constituency because the P value was .001 or $P < 0.05$.

4.6.3 Influence of Project Team on Implementation of CDF Projects in Moyale Constituency

The influence of project team of CDF projects when correlated with Implementation of CDF projects in Moyale Constituency has Pearson Correlation index of .333. It falls between +0.200 to + 0.400 which means that the project team of CDF projects have slight significance on Implementation of CDF projects in Moyale Constituency. The interpretation of correlation coefficient shows that project team of CDF projects has significance influence on Implementation of CDF projects in Moyale Constituency because the P value was .017 or $P < 0.05$

4.6.4 Influence of Monitoring and Feedback on Implementation of CDF Projects in Moyale Constituency

The influence of monitoring and feedback of CDF projects when correlated with Implementation of CDF projects in Moyale Constituency has Pearson Correlation index of .471. It falls between +0.400 to + 0.600 which means that the monitoring and feedback of CDF projects have moderate significance on Implementation of CDF projects in Moyale Constituency. The interpretation of correlation co-efficient shows that monitoring and feedback of CDF projects has significant influence on Implementation of CDF projects in Moyale Constituency because the P value was .010 or $P < 0.05$.

4.7 Qualitative Analysis

The findings from the interview revealed that the respondents understood the government's agenda of introducing CDF as mainly decentralizing resources from national level to grass root level and to spur socio-economic development at constituency level. The interview also portrayed that the respondents understood the objectives of CDF as reducing poverty; improving infrastructure and equitable distribution of resources to citizens. As to whether CDF is associated with the area MP's generous contributions, the respondents believed that CDF kitty is controlled and managed by the MP and his political allies.

The interview on management support revealed that the respondents desired CDF to be managed by qualified, competent, neutral and permanent staff. On the adequacy of the number of sittings on issues of CDF by the management; the respondents held that the sittings were inadequate and therefore suggested for more frequent sittings that would represent the entire constituency. Finally the respondents stated that the CDF stakeholders do not go extra mile in supporting the activities of CDF projects out of their own private time.

As regards the interview on project team, the respondents understood that, a part from CDFC members who were nominated from the wards, fund manager, constituency manager and office clerks who were normally charged with the day to day running of the project, there were no extra staff who were employed directly by the fund. Also on the credibility of the recruitment process

of members of the staff, the respondents alleged that the entire process was marred with corruption and tribalism making it not free and fair as the officials were politically hand-picked leading to recruitment of incompetent project teams. As regards the contractual period of the CDF staff, the respondents said that the contractual period is ordinarily tied to the term of the incumbent MP except the Fund Manager whose contract is permanent.

On whether CDF projects were closely monitored, the respondents said CDF projects were not closely monitored since they are politically influenced. The respondents also said there were no mechanisms of making the constituents cognizant on the status of ongoing CDF funded projects. The interview also revealed that, the respondents alluded to the fact that, during the process of monitoring, the management would not take any action against the contractors/vendors found doing shoddy work since the entire system is not transparent as the said tenders were awarded to people who were politically correct.

On the implementation of CDF projects, the respondents attributed several development initiatives such as dispensaries, schools, libraries, water dams and pans that brought services closer to them to only an average implementation of CDF projects. They believed that CDF could do more if properly planned and implemented. However, there was a general feeling of discontent among many respondents on how CDF project were implemented since it was introduced. Interestingly, majority of the respondents advocated for the CDF kitty to be placed under the county government managed by the governor unlike the current scenario where it is under the MP, since it will not make any tangible difference as both of them are politicians and the beneficiaries will obviously be their tribes or supporters.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of the research findings, interpretations and conclusions. It also presents the project title with a direct link between the variables and the findings to the empirical and theoretical literature review in the study. The chapter ends with recommendations for the research and suggestions for further research to fill gaps identified as important by the researcher.

5.2 Summary of Findings

The study sought to establish the Factors influencing implementation of constituency development fund projects in Kenya with Moyale constituency being the location of the study. The study objectives included establishing the influence of project mission, management support, project team and monitoring and feedback on implementation of CDF projects in Moyale Constituency. The questionnaires were distributed and a response rate of 82.4% was attained. Respondents' gender shows that 69% were Male while 31% were Female; majority of the respondents, 79% were aged between 26- 45yrs. Majority of the Respondents Highest Level of Education was found to be University Level education which stands at 55%. In regard to respondent's position in the management of CDF projects in the constituency, 62% of the respondents were found to be members PMC. The influence of project mission on implementation of CDF projects in Moyale has a Mean average of 3.29 which is 66%, While Influence of management support on implementation of CDF projects in Moyale Constituency had a Mean average of 3.54 which is 70.8%, the influence of project team on implementation of CDF projects had a Mean average of 3.37 which is 67.4%, while influence of monitoring and feedback on implementation of CDF projects in Moyale Constituency had a Mean average of 3.77 which is 75.4 % and the influence of implementation of CDF projects in Moyale Constituency projects has a Mean average of 3.42 which is 68.4%.

The influence of project mission of CDF projects when correlated with Implementation of CDF projects in Moyale Constituency has Pearson Correlation index of .205 which means that the

project mission of CDF projects have slight significance in the Implementation of CDF projects in Moyale Constituency. The influence of management support of CDF projects when correlated with Implementation of CDF projects in Moyale Constituency has Pearson Correlation index of .451 which means that the management support of CDF projects have moderate significance on implementation of CDF projects in Moyale constituency. The influence of project team of CDF projects when correlated with Implementation of CDF projects in Moyale Constituency has Pearson Correlation index of .333 which means that the project team of CDF projects have slight significance on Implementation of CDF projects in Moyale Constituency. The influence of monitoring and feedback of CDF projects when correlated with Implementation of CDF projects in Moyale Constituency has Pearson Correlation index of .471 which means that the monitoring and feedback of CDF projects have moderate significance in Implementation of CDF projects in Moyale Constituency.

The study found that project mission of CDF projects has no significance influence on Implementation of CDF projects in Moyale Constituency because the P value was .096 or $P > 0.05$. The study found that management support of CDF projects has a significance influence on implementation of CDF projects in Moyale Constituency because the P value was .001 or $P < 0.05$. The study found that project team of CDF projects has significance influence on Implementation of CDF projects in Moyale Constituency because the P value was .017 or $P < 0.05$. The study also found that monitoring and feedback of CDF projects has significant influence on Implementation of CDF projects in Moyale Constituency because the P value was .010 or $P < 0.05$.

5.3 Discussion of Findings

5.3.1 Introduction

This section presents the discussion of independent variables as to whether they answer the research question in chapter one and also, whether it agreed with the literature review in chapter two. Each of the independent variables was discussed to prove the extent to which they agreed or disagreed with the literature review and if it subsequently answered the research questions.

5.3.2 How Project Mission Influence Implementation of CDF Projects

The study found that project mission of CDF projects has no significance influence on Implementation of CDF projects. This is in contrast with researchers at the Project Management Institute (2008) who supported project mission as a critical success factor by documenting the activity as a best practice in a guide to the Project Management Body of Knowledge, however, the reason as to why the project mission may not influence CDF projects would be due to the Government and parliament having legislated heavily on the CDF projects; which therefore disagrees with Olson, (2004), who found Project mission to be a condition where the objectives of the project are clearly understood by all the individuals and stakeholders involved in or interested in the project and its outcomes. For both Morris (1983) and Bardach (1977) Project Mission has been found to refer to the condition where the goals of the project are clear and understood, not only by the project team involved, but also by the other departments in the organization, For this study therefore, the government, parliament and the legislation seem to have over shadowed the effect of project mission influence on the Implementation of CDF Projects.

5.3.3 How Management Support Influence Implementation of CDF Projects

The study found that management support of CDF projects has a significance influence on implementation of CDF projects; this agrees with Johnson, Scholes and Whittington, 2006) who found that top management support has to be unwavering throughout the project. Accordingly Gemuenden and Lechler (2009) also found top management to be directly promoter of project success as ‘customer’ and highest organizational authority. The findings are consistent also with Holland et al., (1999); Shanks et al., (2000) who found that senior management must be committed with their own involvement and willingness to allocate valuable resources to the implementation effort. In fact there were several literatures supporting influence of management support on implementation of project such as Sharma and Yetton (2003) who both asserted that management support is the single most frequently hypothesized contributor and influence with respect to successful project implementation. Biehl (2007) proposed that many project managers of successful projects stressed the importance of investigating the underlying processes, apart

from proper and detailed planning and allocating appropriate human and financial resources. Sarker and Lee (2003) also empirically proved that strong and committed leadership at the top management level is essential to the success of project implementation. This study therefore, agrees with past literatures.

5.3.4 How Project Team Influence Implementation of CDF Projects

The study found that project team of CDF projects has significance influence on Implementation of CDF projects; this is in agreement with the findings of Fernando (2009), who found that managers need to be aware of the importance of the project team's competency as often the human factor is neglected and the competency is normally expected from the selected team. The findings also agree with Wong & Tein (2007), who found that skills and competence of the project team is one of factors influencing project implementation success because the more experienced and skilled the team the less time and money is spent on ensuring smooth rollouts with minimal errors; experienced teams also have good contingency and risk management plans for successful rollouts,

However, there are other factors which are more critical to the implementation of CDF projects as found by Jiang et al.'s (1996) that having competent members in the project team is the fourth most important success factor for implementation. This would be explained by the fact that the project teams in CDF projects are in most cases politically appointed due to their political affiliation to the incumbent MP or being members by virtue of their official position in government i.e. like Heads of Department in line ministries. Ross (1999) also emphasized the importance of a good ERP team composition. Her study showed that companies demonstrated their commitment to ERP project by assigning the best people to the project. Haines and Goodhue (2000) noted that the interaction between consultants and employees has a direct impact on the success of ERP implementation. This therefore, agrees with the findings of this study as project teams significantly influenced implementation of CDF projects in Moyale Constituency.

5.3.5 How Monitoring and Feedback Influence Implementation of CDF Projects

The study found that monitoring and feedback of CDF projects has a significant influence on Implementation of CDF projects. The findings are in agreement with Gikonyo (2008), who found in her Social Audit of CDF that monitoring and reporting should be strengthened and deepened in all CDF projects. This is also agreed by the fact that the CDF Act, 2003 emphasizes on the Monitoring and feedback just like DFRD did. The findings are in agreement with Kuto et al (2012) who indicated that the effectiveness of monitoring and feedback has seen significant impact in education, social and political reforms in developed countries as compared to countries in Sub Saharan Africa. UNDP (2002), reports that there has been growing demand for development effectiveness to improve people's lives. This calls for effective utilization of monitoring and feedback for continuous improvement and quality of performance in organization. This hinges with the new idea coined by UNDP as Results Based Management. In addition, Performance monitoring and feed-back also involves the exchange of information between project team members and analysis of feedback received from end users (Holland et al., 1999).

Ideally, there should be early proof of success to manage skepticism (Rosario, 2000). Regular reports and project updates can help management monitor the progress of the implementation effort. Project Management Institute (2008) documented associated guidelines pertaining to the monitoring and controlling of project activity. The monitoring and feedback includes details about the process improvement measures along with early risk identification using forecasting reports in addition to status reports on scope, schedule, budget, and resources (Project Management Institute, 2008). This therefore, agrees with the previous studies.

5.4 Conclusion

The study found that project mission of CDF projects has no significance influence on Implementation of CDF projects which means that the mission exist on paper and does not guide the implementation of CDF project and even those who strongly agreed could be the CDFC officials or respondents who are politically correct. The study found that management support of CDF projects has a significance influence on implementation of CDF projects which means CDF policies, manuals and the CDF Acts are adhered to in the management of CDF projects.

The study found that project team of CDF projects has a significance influence on Implementation of CDF projects which means the appointment criteria of the CDF project teams has an influence; positive when objectively done and, negative when subjectively done. The study found that monitoring and feedback of CDF projects has significant influence on Implementation of CDF projects; which means the legal, social and political consequences for not adhering to the CDF policies, manuals and the CDF Acts have an effect in the management of CDF project.

5.5 Recommendation

The study found that project mission of CDF projects has no significance influence on Implementation of CDF projects; the study recommends that more should be done by all stakeholders to effectively manage the CDF project within the project mission. The study found that management support of CDF projects has a significance influence on implementation of CDF projects; and therefore, the project managers should continue working for the good of the project by maintaining healthy working relationship with the political leadership and all the stakeholders.

The study found that project team of CDF projects has significance influence on Implementation of CDF projects; the study recommends that the appointment of the project team must be as objective as possible. The study found that monitoring and feedback of CDF projects has

significant influence on Implementation of CDF projects; therefore, the study recommends that the consequences of not adhering to the legal provisions of CDF management must be emphasized and enforced objectively.

5.6 Suggestions for Further Studies

The study found that project mission of CDF projects has no significance influence on Implementation of CDF projects; therefore this study finds there is need to carry out further study on the challenges experienced in having a working mission statement by CDF project teams.

The study found that project team of CDF projects has significance influence on Implementation of CDF projects; however, further study needs to done on the same since recruitment of project team is tied to term of the MP and even the appointment is done casually by the MP himself. In fact apart from the fund manager the rest of the team working in the CDF office have been politically selected through the influence of incumbent MP.

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Appendices
Appendix 1

INTRODUCTORY LETTER

KANA ROBA,
UNIVERSITY OF NAIROBI
P.O Box 3054– 00200,
MERU

TO WHOM IT MAY CONCERN

RE: REQUEST FOR RESEARCH INFORMATION:

I am a Student pursuing Masters of Arts in Project Planning and Management at University of Nairobi (Meru Extra Mural Centre). I am conducting a Research Project on **“Factors influencing implementation of Constituency Development Fund Projects in Kenya “a case of Moyale Constituency”**. This is in partial fulfillment of the requirements of a Master’s degree in Project Planning and Management.

The purpose of this letter is to kindly request you to fill in the attached questionnaire as accurately as possible. The information provided and your identity will remain confidential and will be used for academic purpose only. A copy of a final report will be made available to you on request. Your cooperation will be highly appreciated.

Yours faithfully,

Kana Roba

Appendix 2
QUESTIONNAIRE

The purpose of this questionnaire is to gather information on the factors influencing implementation of Constituency Development Fund Projects in Moyale Constituency. The information obtained from the respondents shall be treated with strict confidentiality and shall only be used for the purpose of this academic research. Your participation shall be highly appreciated.

SECTION I

PART A: GENERAL INFORMATION

1. Name (Optional)

2. Gender
Male
Female

3. Age in years
18 – 25
26 – 35
36 – 45
46 – 55
56 and above

4. Level of Education
Primary level
Secondary level
University level
Professional courses
No formal Education

6. What is your position in the CDF management in your constituency?
CDFC Member
PMC
HoD of Line Ministries
Others (please specify).....

PART B: PROJECT MISSION

Please indicate the extent to which you agree/disagree with the following statements about the Project Mission for CDF project in your constituency:

Statements	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
1. CDF projects in your constituency are tied to the Kenyan vision 2030?					
2. CDF projects are guided by mission statement?					
3. You have some flagship project in your CDF plans?					
4. There is some medium-term plans which the project intends to undertake?					
5. CDF projects in your constituency have clearly defined goals?					

PART C: MANAGEMNT SUPPORT

1. Do you think the CDF projects in your constituency is adequately managed

Yes

No

Please indicate the extent to which you agree/disagree with the following statements about the management support for CDF project in your constituency:

Statements	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
1. As Project stakeholders you normally conduct meetings to discuss project progress					
2. I am properly involved in making decisions pertaining to the management of the fund					

3. CDF funds are timely disbursed/allocated to the identified projects					
4. There are specific project administrators who manage the fund on full time					
5. CDF Project teams are adequately motivated					
6. The choice of the projects is solely within the discretion of the political leadership					

PART D: PROJECT TEAM

Please indicate the extent to which you agree/disagree with the following statements about the project team for CDF project in your constituency:

Statements	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
1. You do set deadline for achieving specific goals					
2. CDF officials have the capacity to meet the deadlines set					
3. Project teams are highly committed to the project's success					
4. You do believe that your contributions to CDF activities increase when you are together as a team					
5. It is quite true that you as CDF team have a collaborative culture					
6. You do believe that, you are not accountable to any other CDF members apart from the chairman					
7. Project teams signs performance contracts on which they are appraised on annual basis					

PART E: MONITORING AND FEEDBACK

Please indicate the extent to which you agree/disagree with the following statements about the Monitoring and Feedback for CDF project in your constituency:

Statements	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
1. You normally have monitoring & feedback system in place?					
2. Monitoring and feedback for CDF Projects is on monthly basis?					
3. Monitoring and feedback for CDF Projects is on quarterly basis?					
4. Monitoring and feedback for CDF Projects is twice a year?					
5. Monitoring and feedback for CDF Projects is on annual basis?					
6. Your monitoring system for CDF Projects is a continuous process?					
7. CDF stakeholders are usually involved in Monitoring and Feedback of the projects?					
8. Monitoring and Feedback reports are normally shared with all the stakeholders?					
9. There are regular site visits of the projects that are being implemented?					

PART F: PROJECT IMPLEMENTATION

Please indicate the extent to which you agree/disagree with the following statements about the project implementation for CDF project in your constituency:

Statements	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
1. The CDF funds have greatly improved service delivery in the constituency					
2. The implementation of CDF projects have greatly helped in reducing poverty levels among the people in this constituency					
3. The CDF project has helped many people to participate in the decision making on economic issues within the constituency					
4. The CDF project has satisfactorily contributed to social economic growth in the constituency					
5. The management of CDF have increased the number of successfully completed projects					

Appendix 3

Interview schedule

PART A: PROJECT MISSION

1. According to you what was the main reason as to why the Government of Kenya introduced CDF in the country?
2. What are the main objectives which the CDF aims to achieve in this constituency and tell me whether there is a timeline for this?
3. Most of the times, CDF is associated with the area MPs generous contributions, what is your opinion on this thought?

PART B: MANAGEMNT SUPPORT

1. Do you think CDF should have more full time staff to run the project – explain your answer?
2. In your opinion, are the number of sittings on issues of CDF adequate or there is need to increase the number of sittings?
3. Do the stakeholders go extra mile in supporting the activities of CDF out of their own private time – explain?

PART C: PROJECT TEAMS

1. Apart from members of the CDFC who are nominated from the wards, how many staffs are directly employed by the funds that are charged with the day-to-day running of the project?
2. If the above mentioned staffs do exists, how are they recruited? Was it through open advertisement where potential candidates applied for the vacancy or it was done casually through hand picking?
3. What is the contractual period of the above mentioned staffs?

PART D: MONITORING AND FEEDBACK

1. What is your comment on whether CDF projects are being closely monitored
2. Are there mechanisms which you can explain aimed at telling the constituents on the progress of various project activities funded by CDF?
3. What happens if in the process of monitoring you find shoddy work done by the contractor/vendor?

PART E: PROJECT IMPLEMENTATION

1. CDF as a devolved funds started in the year 2003/2004, since its introduction what has changed in terms of constituency development?
2. What is the general feeling of the constituents regarding CDF project implementation since it was introduced?
3. What is your take on whether CDF as a devolved fund, will in future be placed under county Government managed by the Governor as opposed to the current scenario where it is under the control of the area MP?