

**FACTORS INFLUENCING THE IMPLEMENTATION
OF CDF OF CDF FUNDED PROJECTS IN BURETI
CONSTITUENCY, KENYA**

BY:

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DECLARATION

This Research project report is my original work and has not been presented for a degree or any award in any other University.

Signature.....

Date:

Maritim Richard
L50/62351/2011

This research project report has been submitted for examination with my approval as the University supervisor.

Signature

Date.....

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DEDICATION

I wish to dedicate this work to my father; Jonathan Chepkwony Chebunye, my wife; Mary Maritim and my son; Tobias Kipkorir for inspiring me to work hard in order to accomplish this project.

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LIST OF ACRONYMS AND ABBREVIATIONS

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

ABSTRACT

The purpose of the study was to investigate factors influencing the implementation of CDF funded projects in Bureti Constituency. The study was guided by the objectives; to investigate the extent to which training influences implementation of CDF Funded projects in Bureti Constituency, To establish the contribution of stakeholder participation on implementation of CDF Funded projects in Bureti Constituency, to determine the influence of resources on implementation of CDF Funded projects in Bureti Constituency, to assess the extent to which accessibility to information influences implementation of CDF Funded projects in Bureti Constituency and to evaluate the influence of governance on implementation of CDF Funded projects in Bureti Constituency. The basic assumptions of this study were that the respondents would be willing to cooperate and provide complete, reliable, true and accurate responses. Other assumptions of the study were that the data collection instruments would be representative of the target population. The study adopted a descriptive survey research design and targeted 2326 PMC Members, from where a sample size of 232 respondents was obtained. The study employed stratified random sampling procedures and data was collected using questionnaire, which was developed in such a manner that it had both open ended and closed ended items. The data collection instrument was pretested ensure its effectiveness in measuring the expected results. Data was analyzed using descriptive statistics, such as frequencies and percentages and presented using frequency distribution tables. The study established that training, stakeholder participation, resources, accessibility to information and governance had significant influence on implementation of CDF Funded projects in Bureti Constituency. The study recommended that before projects are initiated, project management best practices should adopted and put in place for effective project implementation. For further research the study recommended that similar studies should be replicated in other parts of the country to bench mark from the works of others.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Sustainable development is the desire of all who implement development projects globally, yet this noble yearning is hardly attained as many projects scattered all over the world are faced with numerous challenges, Androlly (2009). With its focus on implementation of projects in southern Wales in England, Wood (2010) reported from his study that projects which were geared towards improving the lives of the local people became successful due to prudent management of the process, through mandatory people's participation in all aspects of the project undertaking and effective control of the funds. Confirming the views of wood, Bellian (2011), a research consultant working with The World Food Programme (WFP) and targeting the poor populations in the rural communities in Russia, indicated that underdevelopment was a direct result of poor management of available resources and disregard of empowering the people to own a development initiative.

According to Nancy (2010), resources put into project implementation occasionally get directed to other personal initiatives at the expense of the community development interventions, culminating into numerous stalled projects that were common among the northern –Korea-Based Poverty Intervention Initiatives. Basing her study on factors influencing the implementation of community based projects in Brazil, Otega (2009) noted that maximum people participation, systematic disbursement of funds and proper management measures greatly contributed the realization of the desired project deliverables. Reporting from a study conducted in Sangwan China, Cindy (2012), observed that the low cost housing projects that targeted the poor as a means of addressing the sprawling slums took longer than was anticipated. This was because the UN- HABITAT that

funded the projects faced resistance from the slum landlords who felt that they were being forced out of their businesses.

Working with the rehabilitation projects in Kwazulu area in South Africa, focusing on the street children menace in informal urban centers in the county, Madiba (2010), observed that project implementation was a delicate undertaking that must be all- inclusive to realize intended project outcomes. He further noted that proper resource mobilization was critical to the success of any project, since each activity in a project site heavily relied on sufficient funding.

According to Henny (2012), project implementation is found to be more challenging than any other activity in the project work. He noted that, as the elite spend more resources suggesting the potential projects to be implemented, the actual implementors are conspicuously ignored leading to lack of project ownership which subsequently translates into poor project implementation. In conformity to the ideas of Henny, Jacky (2012), both being professional project consultants based in Malawi, indicated that the local initiatives that recognized the need for people involvement in all phases of the project life cycle, delivered satisfactory project outcome in stark contrast to the projects that ignored the people. According to Zembane (2009), focusing on the implementation of agriculture projects in Senegal, the highest project output was attainable through extensive stakeholders' participation in project activities. Dayda (2008), writing on his experience with community-based projects implementation in Gambia, disclosed that mature project management practices that respected the decisions of project members and involved them in critical aspects of the project, promised efficient and effective project closure with attractive results. Anduati (2012), while focusing on the success factors in project implementation in Ghana, observed that project output relieved on the extent to which project team is managed. He further noted that the greatest

project implementation attributes emanated from the context of people management to achieve project objectives, since well managed personnel will equally manage their duties well. Moreover, in his study done in Nigeria based on the influence of human capital management on the implementation of government funded projects, Ogun (2012) disclosed that such projects were poorly implemented because the project team did not focus on the acquisition of specialized competencies, but generally done on the basis of political connection.

Reporting from a study conducted in Rwanda focusing on the reconstruction process after the famous 1994 Rwandese Genocide, Kabuga (2012) observed that effective project implementation was achievable with maximum stakeholders' participation, provision of sufficient resources, prudent project team leadership and Awareness in the Project Environment. In a manner that tends to conform with Kabuga's views, Amuti (2011), in his study done in Burundi's poverty eradication projects and based on the role of governance on effective project implementation, observed that the people's aspect was very critical to project implementation as each project activity in a project site was being undertaken by specific individuals.

According to Liyong (2012), focusing on his study based on factors influencing the implementation of NGO funded projects in Uganda, observed that some projects were readily vandalized by the intended project beneficiaries, because such were initiated with minimum stakeholder participation. He suggested that effective project implementation needed as its key participants, the contribution of the beneficiaries, since without developing a feeling of ownership, the hitherto project beneficiaries turn into project enemies.

Focusing on the influence of stakeholder participation on the implementation of NGO initiated projects in Tanzania, Zainab (2009) discovered that banana value addition projects (BVAP) did not

attract enough attention from initiators because such projects were never properly implemented, since most of the project team members lacked the necessary skills to make them productive. She recommended the adoption of the strategy of investing on human capital development, if such projects were to be made viable in addressing the immediate needs of the local initiators.

In Kenya, several projects have encountered implementations bottlenecks ranging from the famous Nyayo bus projects, Nyayo Pioneer Car Project, Nyayo infrastructure Projects at the public universities in the 1980s, all through to the implementation of the current CDF funded projects, Owuoth (2012). He noted that ,more often , projects are initiated without people's input leading to lack of project ownership and support that finally culminates into several scattered in their stalled status in the entire country. Observing from her study on factors influencing the implementation of CDF funded projects in Garsen Constituency, Zena (2012) established that most projects depreciated in their unfinished conditions and were therefore not addressing the needs of the beneficiaries. She noted that some projects were started without involving the beneficiaries in their identification and prioritization which subsequently failed to solicit their support. Reporting from her encounters with the CDF funded projects in Nambale Constituency, Nekesa(2012), noted that most of those projects were poorly implemented, with trading accusations from the stakeholders hurling blames for misappropriation of the funds to each party. In Bureti Constituency, local CDF funded projects have remained ugly sights in the entire constituency, the problem being implementation challenges, Kirui (2012). This study therefore sought to investigate factors influencing the implementation of CDF funded projects in Bureti Constituency.

1.2 Statement of the Problem

Sustainable development, through local interventions, is the goal of societies that yearn to empower their citizens to participate in activities that promise gains to improving their lives. In modern spheres of development, projects are currently bridging the unemployment gaps that traditionally threatened to push individuals into object poverty and absolute want, Jeremy (2011). Whereas it is acknowledged that changing fortunes of societies calls for the involvement of stakeholders in all aspects of project work, it is common to encounter projects started in total disregard of the people participation, resulting into scattered, poorly executed development interventions with no tangible deliverables, Adera (2009).

Project ideas have been suggested, some ideas so superior that if could be implemented, alternatives to formal employment through project work could positively change people lives. However, such ideas remain elusive due to the challenges of the actual implementation, Dolphine (2009). In Kenya, the CDF kitty was established to give the locals power to implement development initiatives of their choices, yet most projects have been poorly implemented with nothing substantial to show for the funds utilized, Owuoth (2011). Bitterly complaining about the misuse of the CDF funds, Wanjala (2012) while conducting a survey based on the status of the CDF funded project implementation in Mount Elgon constituency, warned that the noble objectives of the devoled funds would be hard to achieve if projects were being implemented in total disregard of the fundamentals principles of project implementation. In Bureti constituency, a self commissioned report (2013) by the new CDFC team indicated that of the 126 CDF funded projects initiated in the previous ten years., a paltry 61 projects, were up and running while the rest are

standing precariously in their unfinished and dilapidated states. Therefore this study sought to investigate factors influencing the implementation of CDF funded projects in Bureti constituency.

1.3 Purpose of the study

The purpose of this study was to investigate factors influencing implementation of CDF Funded projects in Bureti Constituency.

1.4 Objectives of the study

This study was guided by the following objectives;

1. To investigate the extent to which training influences implementation of CDF Funded projects in Bureti Constituency.
2. To establish the contribution of stakeholder participation on implementation of CDF Funded projects in Bureti Constituency.
3. To determine the influence of resources on implementation of CDF Funded projects in Bureti Constituency.
4. To assess the extent to which accessibility to information influences implementation of CDF Funded projects in Bureti Constituency.
5. To evaluate the influence of governance on implementation of CDF Funded projects in Bureti Constituency.

1.5 Research questions

The study intended to provide answers to the following research questions.

1. To what extent does training influence implementation of CDF Funded projects in Bureti Constituency?
2. What contribution does stakeholder participation have on implementation of CDF Funded projects in Bureti Constituency?
3. What influence do resources have on implementation of CDF Funded projects in Bureti Constituency?
4. To what extent does accessibility to information determine implementation of CDF Funded projects in Bureti Constituency?
5. How does governance contribute to implementation of CDF Funded projects in Bureti Constituency?

1.6 Significance of the study

It was believed that the study findings would be of great significance to the National CDF Management Board by highlighting measures to be employed to ensure that these projects are effectively implemented to deliver the intended outcomes. All the CDF Committees in the entire country also stood the chance to gain from the study by being equipped with best project management practices. Besides, the CDF Committee in Bureti Constituency would also be informed of the issues to focus on while implementing community based projects in the

constituency. Moreover, the local NGOs and the grass root community members would also benefit from the study since they were bound identify their roles in local undertakings.

1.7 Delimitations of the study

The study focused on factors influencing implementation of CDF Funded projects in Bureti Constituency. The projects targeted by the study included those initiated by local community registered groups, public education institutions, public health facilities and local community infrastructural projects, as well as Agricultural based projects, all funded by CDF kitty.

1.8 Limitations of the study

The study was limited by factors such as poor weather conditions which posed difficulty in accessing the respondents, for most roads remained impassable. Moreover, the study was also limited by inadequate resources for spending on developing research instruments as well as other research – related expenses. Besides, some respondents were also unwilling to give information due to suspicion of some nature.

These limitations were overcome in order to render the study successful. Weather issues were addressed by visiting the respondents on motor bikes, especially around noon. Inadequate resources were addressed by a trade- off between sample size and available funds in such a manner that the sample size was not too small to lack representativeness of the target population and not too large to constrain the resources. The respondents were informed on the purpose of the study which was purely academic and that the information given would be treated with the greatest confidentiality.

1.9 Basic assumptions of the study

The study was grounded on the basic assumptions that the data collection instruments would be valid and reliable in measuring the expected outcome, the sample selected for the study would be as representative to the target population in major characteristics and that the respondents would be willing to give information truthfully and objectively.

1.10 Definition of significant terms as used in the study

CDF Funded projects : Constituency development interventions that are financially supported through government devolved funds.

Project implementation : The actual execution of activities planned and organized for purposes of attaining the goals of a development intervention.

Training : An exercise that involves the acquisition of knowledge, skills and competencies necessary for undertaking a particular activity.

Resource : Refers to material, human and funds that are invested in a development initiative.

Information : Processed data that are availed in the form that aid in decision making

Participation : The process by which a wide cross section of people are involved in different aspects of an intervention.

Stakeholder : Any person with an interest in a project initiative.

Governance : The act of providing leadership to a project team as well as managing activities and project resources.

1.11. Organization of the study

This research project was organized in five chapters. Chapter one features, background of the study, statement to the problem, purpose of the study and significance of the study. Captured also in this chapter are the research objectives, research hypothesis, limitations of the study and the basic assumptions of the study. This chapter equally outlines the delimitations of the study and the definition of significant terms as used in the study.

Chapter two features review of literature where it focuses on training, stakeholder participation, resource mobilization, accessibility to information and governance, as well how these variables influence implementation of projects. Chapter three features research methodology and captures in details the research design, target population, sample size and sample selection procedures, data collection methods, and data collection instruments. This chapter also outlines instrument pre testing, instrument validity, instruments reliability, and procedures of data collection, as well as methods of data analysis.

Chapter four highlights analysis of data, presentation, interpretation and discussion, with chapter five featuring summary of findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This section featured a discussion of literature review, capturing findings and recommendations of other studies which were pivotal to this work. It generally sought to explore the extent to which other scholars had made contributions to the study of project implementation and how this study could fit in those frameworks. In other words, it provided answers to the questions about what researchers have so far investigated and the existing gap that needed to be bridged in the development of knowledge in this area of study, for no single scholar can claim monopoly of knowledge in a given field. Literature was reviewed against the back drop of the major study variables. The chapter also presents the theory upon which the study is anchored, in addition to the conceptual framework.

2.2.1. The concept of projects implementation

According to Gary (2007), project management is vital in realization of any project objective. Experienced companies use project management routinely, however many of these companies do not achieve success in meeting project purposes (John, 2004). Project management is a discipline for planning, leading, organizing, and controlling a well defined collection of work (Harvey, 2003). On this account, the discipline of project management must be repeated and explainable. It is not an art form invented by each practitioner, nor is it a science with explicit formulas and rules.

Despite these restrictions, organizational approach to project management must be consistent so that knowledge and experience may be shared across project boundaries (Charles, 2009). A typical project management life cycle consists of initiation, planning, executing, and completing phases (Maylor, 1999). In the typical project management life cycle, the phases of initiating and planning may include similar activities conducted in prediction phase in disaster related public project management. Similar to activities conducted in executing phase in the project management, warning, emergency relief, and rehabilitation (short-term) activities as well as reconstruction (long-term) activities are carried out in the disaster related public project management,(Donn, 2011). Therefore, a private-public project management includes project life cycle phases of prediction, which includes the initiation and planning which are required for the predication phase. After onset of occurrence, executing involves warning, emergency relief, rehabilitation, and reconstruction. Completion tasks are done when completing and transferring reconstruction outputs to stakeholders or clients (Rosario, 2000).The Project Life Cycle refers to a logical sequence of activities to accomplish the project's goals or objectives. Regardless of scope or complexity, any project goes through a series of stages during its life. There is first an Initiation or Birth phase, in which the outputs and critical success factors are defined, followed by a Planning phase, characterized by breaking down the project into smaller parts/tasks, an Execution phase, in which the project plan is executed, monitoring and evaluation and lastly Exit phase, that marks the completion of the project , Nyamu(2009).

In this first stage, the scope of the project is defined along with the approach to be taken to deliver the desired outputs. The project manager is appointed and in turn, he selects the team members based on their skills and experience. The most common tools or methodologies used in the initiation stage are Project Charter, Business Plan, Project Framework (or Overview), Business

Case Justification, and Milestones Reviews,(Odoni,2008).

The second phase should include a detailed identification and assignment of each task until the end of the project. It should also include a risk analysis and a definition of criteria for the successful completion of each deliverable. The governance process is defined, stake holders identified and reporting frequency and channels agreed. The most common tools or methodologies used in the planning stage are Business Plan and Milestones Reviews, Kirui (2007).

According to Kibe (2011), the most important issue in this phase is to ensure project activities are properly executed and controlled. During the execution phase, the planned solution is implemented to solve the problem specified in the project's requirements. In product and system development, a design resulting in a specific set of product requirements is created. This convergence is measured by prototypes, testing, and reviews. As the execution phase progresses, groups across the organization become more deeply involved in planning for the final testing, production, and support. The most common tools or methodologies used in the execution phase are an update of Risk Analysis and Score Cards, in addition to Business Plan and Milestones Reviews, (Oduka, 2012).

In the views of Zena, (2009), in this last stage, the project manager must ensure that the project is brought to its proper completion. The closure phase is characterized by a written formal project review report containing the following components: a formal acceptance of the final product by the client, Weighted Critical Measurements (matching the initial requirements specified by the client with the final delivered product), rewarding the team, a list of lessons learned, releasing project resources, and a formal project closure notification to higher management. No special tool or methodology is needed during the closure phase. At the same time, a conclusion of a project phase

is marked by a review of both key deliverables and project performance in orders to determine if the project should continue into the next phase and to detect and correct errors cost effectively, Amoth, (2008).The project life cycle serves to define the beginning and the end of a project. The project cycle definition also determines which transitional actions at the end of the project are included and which are not. Therefore a project life cycle can be used to link the project to the on-going operations of the performing organization, Xhosa (2008).

2.2.2. Overview of CDF Operations

Stakeholders are individuals, groups or organizations who, directly or indirectly, stand to gain or lose from a given development activity or policy. The Constituency development fund (CDF), which was established in Kenya through the constituency fund Act of 2003 (The Kenya Gazette supplement no. 107 (Act no. 11) of 9th January, 2004, is one of igneous innovations of the National Rainbow Coalition (NARC) Government of Kenya. While there are several rules that govern the utilization of the fund (CDF Act, 2003) to ensure transparency and accountability, decisions over the utilization of the funds are primarily by the constituencies. Unlike other funds From the Central Government (KIPPRA, 2006) through large and more layers administrative organs and bureaucracies, the funds under these programmes go directly to local levels. In essence the CDF provides individuals at the grassroots the opportunity to make expenditure decisions that maximize their welfare in line with their needs and preferences to the extent that the local population is better informed about their priorities.The choices made can be expected to be aligned to their problems and circumstances, thus the CDF can be considered a decentralized scheme that provides communities with the opportunities to make spending decisions that maximize social welfare.According to Nyege (2009), CDF is not used in support of political

bodies/activities or personal award projects. A sitting MP is not a signatory to the CDF bank account but convenes the constituency CDF committees in respective constituency. The penalty for misappropriation of the funds (CDF) is a prison term of five years or Kenya shillings two hundred thousand (Kshs. 200,000) fine or both. Although the CDF takes relatively small amount of national resources (2.5% of the Government's ordinary revenue collected every year), its impact can be significant if the funds are efficiently utilized, because the funds benefit the communities directly, it stimulates local involvement in development projects and as a result constituents are expected to have more information about the projects funded under this programme(CDF Act, 2003).

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

Feedback should be on the use of the project. The Constituencies Development Fund Act, 2003 and Constituencies Development Fund (Amendment) Act, 2013 have created several official bodies to carry out specific functions to ensure the smooth running of the CDF.

The CDF law states clearly that the district government has an important role to play in the implementation of CDF projects. According to the Act, the departmental head of the relevant ministry should oversee CDF projects under his/her docket and maintain records of disbursements and progress of projects, Mito (2009).

With the revised Act, 2013 the role of the District Development Officer (DDO) is the development officer under the Ministry of Planning and National Development has been taken over by the officer of the Board. The Fund account manager who is the officer seconded to the constituency issues the Authority to Incur Expenditure (AIE) on CDF account. The District Accountant is a mandatory signatory on all CDF cheques. The District Accountant must maintain separate CDF books of accounts in accordance with government audit regulations. The District Accountant must also ensure compliance with procurement guidelines. He/she must also ensure that all projects have a Project Committee and that they have the capacity to handle procurement and maintain proper records. Under recent regulations, the District Accountant is also a mandatory member of the projects tender committee.

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

2.3. Influence of training on implementation of CDF Funded projects

Training is a process by which individuals gain knowledge, skills and attitudes that are helpful in shaping man's destiny in life. Through the acquired knowledge, abstract theoretical constructs are tested with courage real life challenges, hence the educated always take control of events with courage, Lanin (2001). Education and training are viewed as aspects of life that mould behaviour of individuals into desired state; impart skills and knowledge for solving emerging problems and offer opportunities for innovation and creativity necessary in addressing future challenges, Zawadi (2004).

In business, whereas entrepreneurs may be influenced by some form of hereditary factors, serious and successful entrepreneurs are shaped to be equal to their tasks through education, Oshwal (2002.). He insists that modern business world can only be understood by learned entrepreneurs who possess the skills and knowledge required to keep pace with changes of globalization, Jack (2009) observes that since environment has become too complex to predict the charges that are likely to occur in future, it is no longer business as usual and businessmen must strive to remain awake in a pro-active manner to be able to deal with any force that may threaten their operations. Aggrey (2001) wonders why it has always been believed that anybody can implement projects successfully. He says that several projects are engaged in with the same attitude, but rarely exist beyond their first anniversaries, simply because "people are in business". He warns that resources should not be committed into development ventures if the management is lacking, even in the basic business skills, for such enterprises were bound to fail.

In the study based on influence of training on the implementation of community based projects in Nyeri district, Wamuhu (2010) indicated that training in skills and knowledge of basic project

management should be emphasized in order to steer projects effectively. She recommends that the government of Kenya should strengthen project management curriculum at all levels in education ladder to equip school leavers with project management knowledge that would help them obtain livelihood without having to rely on formal employment.

According to Zainabu (2008), self help projects in Kwale district were discovered to be doing poorly, reason; lack of training. She believes that a trained business person will be able to evaluate the course of a venture in view of both internal and external forces and fix any deviation if identified. One who lacks training may imagine that business is bad with everyone and may remain helpless waiting for a period of good business only to find themselves doing other things committing similar mistakes.

It is through training that PMCs can adopt variety in their enterprises, a strategy for appealing continuously to project beneficiaries. At times, some customers get fed up with certain products because of their same old looks and may prefer substitutes, but with a perceived value addition, customer interests in the products will be renewed, Birmingham (2004). He recommends that business persons who help in raw agriculture products should device ways of adding value through processing into some finished forms. Knowledge that is required in project work in the modern times for purposes of remaining competitive is never ordinary, but more superior than that exhibited by rivals. Modern project management is done on a crowded field with the no participant to be underrated, yet this field is also ever changing, making it more sophisticated to be faced with simple skills, Amary (2006).

According to Sign (2002) manual operations which depend on bare strength are steadily being faced out in production processes, and instead, technology is replacing human labour geared

towards obtaining maximum gains, while reducing the cost of production. This is an indication that soon, only skilled personnel will be required rendering large population of untrained workers jobless. Strategies that are superior in nature are developed for use in business through manipulation of internalized skills and knowledge learned through training and refined by experience, Lavender (2002). She notes that bringing variety into the market from time to time makes customers to build trust and loyalty in given business enterprise. She observes that variety does not just reside in the number of products released into the market; rather it should focus on value addition even if it means having one product whose value changes continuously.

Education provides an individual with a stock of knowledge that is applied to deal with business issues as they arise. Even if circumstances remain difficult to predict, education has the capacity to offer a continuum of suitable remedies that prove equal to the tasks, Tremory (2004). He advises that a business entrepreneur should engage in challenging training experiences which offer knowledge and skills in full richness. Denny (2006), warns business persons dealing in primary products to guard against selling such commodities in their basic raw forms. She argues that raw materials fetch “raw pay” and the one who processes them reaps the benefits including that which should have gone to the original producer. In the light of this reality, training in knowledge and skills for value addition must be emphasized

According to Jarya (2007), training and education offer the greatest asset to an enterprise. Investing in human capital with the request skills and knowledge prove a worthy undertaking because workers with a wealth of knowledge make resources more productive. Whereas some organizations may choose to invest heavily in non-human resources, in business, one must realize that success

begins with resource deployment, and therefore resources must be allocated based on thoroughly throughout plans, which can effectively be done by trained personnel, Karaga et al (2005).

In the best interest of an enterprise, training is emphasized, but this should not be overdone at the expense of other factors of production. Firms may engage in training and spend much more than to be gained from such trainings, Muktar (2005). He proposes that professionals in different areas should be invited to the organization occasionally to induct workers on the job. He also suggested that computer software programmes done by qualified professionals can also be acquired to help workers gain knowledge at their own pace.

Kifoto (2006) says that even in simple business operations that are done in small scale, interpersonal skills that may have been acquired just through interpersonal skills that may have been acquired through introduction with others in the society is significant in growing an enterprise. With the acquisition of higher knowledge and skills organization resources will be made much more productive. From his study carried out in Javalpur India, Presona M. (2004) established that most businesses that were started in the recent times had registered enormous growth because training in business management was almost mandatory in India. Through the knowledge and skills acquired entrepreneurs are prepared to take up the challenges encountered in the business environment.

Looking at the influence of training on productivity of brick-making projects in china, Syang Wan (2010) observed that brick-making was one of the most profitable undertakings in the rural areas of China, yet remained the greatest contributor to environmental degradation. Continuous production of bricks in total disregard of their effects on the environment must be discouraged by adopting

modern brick making technology which is environmentally friendly. To be able to adopt such never to technologies in brick making, prior training is necessary in handling such machines.

In India, bricks are also being made and this industry provides employment to several rural folks, though regarded as a great pollutant of the environment when undertaken in its traditional form. With the introduction of brick-making machines, this sector has been improved. Several brick-making persons have been trained in using the technology making these projects productive, Cole (2009). In Kenya local development interventions have become very popular with people in both rural and urban areas. Those who engage in these initiatives have learned how to add value to the locally available raw materials to deliver gainful project outputs, Mogore (2010).

2.4: Influence of stakeholder involvement on implementation of CDF projects:

In the light of the need to attain social, economic and political development of the people, this reality features a fundamental dilemma which can only be unlocked by extensive engagement of the efforts of the local communities to take actions through community based development projects. Across the world today, common challenges are approached through collective efforts and several such outfits include: European Union, African Union, and AGOA, IGAD, ECOWAS, EAC as well as grass root groupings. However, a nagging perception on the sustainability of these initiatives in addressing the needs of the people ought to be subjected to second opinion.

The degree to which community CDF Funded projects could be sustained depends, among other factors, on the extent to which group members are involved and participate in decision making. Participation involves people taking part in decision making relating to their development and welfare, Draft of the national policy on community development (2010). It added that participation enables people to manage affairs of their communities including controlling institutions that serve

them. It permits people to take initiatives; mobilize local resources for use in development; and increase a sense of belonging to the community.

Shaeffer (2005) provided some specific activities that involve a high degree of participation in wider development context including: collecting and analyzing information; defining priorities and setting goals; assessing available resources; deciding on planning programmes; designing strategies to implement these programmes and dividing responsibilities among the participants; managing programmes; monitoring progress of the programme; and evaluating results and impacts.

It is vital to observe that where participation is low, people are rarely consulted, nor given information; they are merely told what to do. The agency plans and implements its programmes which reduces people identification with it as well as poor maintenance and high mortality of projects. Where it is high, people gain control of the process, they are guided by an agency to identify their problems and make key decisions. Otieno (2007) argued that the District Focus for rural Development (DFRD) strategy could not achieve much as most projects were identified, implemented and monitored by the government while local people were only used as “rubber stamps” by assembling them and informing them of their problems.

It does not escape the attention of any keen observer to notice that failure to involve the people in community based development projects has been manifested in negative attitudes in which people become reluctant and even vandalize development projects such as community water pumps for lack of ownership. Harvey and Reed (2006) observed that participation can take different forms, including the initial expression of the demand for water, the selection of the technology and its siting, the provision of labour and local materials, cash contribution to project cost, selection of management type and even the water tariffs to levy. In concurrence with this view, Ouma (2009)

found out that grass root participation encourages the community to learn and make informed decisions on the implementation of the projects. He further observes that involvement enhances ownership and hence empowerment of the community. He recommends that community based development organization's internal structures be strengthened to be accommodative of the efforts of as many stakeholders as possible. In his study, Ogutu (2010) notes that community involvement and participation in the NGO water projects is fundamental at different stages of the project cycle. He points out that community participation facilitates capacity building for sound management of water projects by the community members on sustainable manner. Jean P. and Gasparf G. (2008) noted that largely as a response to critiques of top-down development and of growing awareness of low effectiveness of aid absorption in poor countries, the international donor community has recently adopted the community- based development approach. They observe that such an abrupt shift in aid strategies is questionable, not because the approach is wrong, but because of the entry into the field of numerous agencies with little or no experience in participatory development.

Cardwell (2008) in his case study of Philippines, based on sustainability of rural development projects pointed out that such projects are demand- driven based on perceived needs of participating communities with involvement and support from local government and other key service providers. In these projects communities are to take charge of their developments with improved access to knowledge, technologies and resources.

The Kenya National Commission on Human Rights Report (2006) about the assessment of the Kenya's implementation of the relief food programme attributed lack of effectiveness of relief food interventions in Kenya to the collapse of local structures in which community is not involved in identification, delivery and monitoring of the aid provided.

There is need to expand opportunities for local communities in the management of local resources. This will ensure that communities are able to make informed decisions that may have an impact on their livelihood, The Kenya Law Alliance Report (2009). The report of a case study of Hunter-Gatherer communities in Kenya acknowledged that integrationist – community – centered approach should be used to advance, not only the community user rights to forest resources, but it should also involve them in the management of these resources for sustainability.

Munro (2009) indicated that a main challenge to those in development is the hard realization that any programme working in isolation only delivers up to a certain level. Those on the other hand, who manage to weave together partnerships or programmes that are able to work in conjunction with other organizations end up delivering much more and eventually end up with broader ownership among the communities being developed. Such programs are the ones that are sustainable in the long run.

In a manner that appears to qualify Munro's view, the Ministry of Planning and National Development Strategic Plan (2004/05-2008/09) recognized that involvement of the stake holders in the past has been minimal owing to absence of national policy framework to guide the effective participation of all the stake holders in the formulation of the development agenda; the legal framework does not provide for an inclusive consultative process in the national planning , monitoring and reporting; and that the District Focus for Rural Development (DFRD) strategy that was designed to facilitate the participation by the grass roots in development process is largely ineffective and hence unsustainability of such initiatives.

In a recent survey showing massive wastage of devolved funds, Ochanda (2010) blamed the poor handling of devolved fund kitties on incoherent synergy among stake holders, less community

participation, ambiguous governance structures and failure to respect basic constitutional principles of checks and balances. As a rejoinder to Ochanda's observation, Katula (2010) in the same report warns that 'the mess in handling of the devolved kitties is a pointer to what should be expected from the counties.'

Antony Gitonga reporting for The Standard on 11th of February, 2011, featured the theme: "Leaders Proble Stalled Projects in the area" indicated that the civil leaders in Naivasha called on CDF national board to inspect stalled projects in the area. While addressing the press in Naivasha, the civil leaders observed that the CDF office had become a 'one-man-run show' leaving locals and stake holders in the dark, added the report. Gitonga's report is a replica of common experiences in several parts of the country typical of people complaining of the dissatisfying project outcomes.

The sustainability of any particular project will depend on its overall impact on participating households, rather than simply on the outcomes of individual activities. Implied is that the way a project is implemented can have magnified influence on its long term sustainability. By fostering participatory approaches, remaining flexible in the face of inevitable setbacks and strengthening the capacity of the stakeholders to plan and manage future actions, ensures a lasting impact on the vulnerable communities, IFAD (2007). Participation of community members in community based development interventions is thus considered crucial, for it creates a sense of project ownership. Nihanya (2004) giving her encounters with women of Beit Shemash, a town near Jerusalem notes that participation of community members in development initiatives should be emphasized, without which meaningful success will remain a mirage. She highlights how several community and health organizations formed a project that drew on the guiding principles and strategies of empowerment,

participation, multidisciplinary collaboration and equity thereby enhancing the attainment of project goals.

A key lesson from the global studies on the sustainability of community-based development projects is the necessity of people involvement in development initiatives. Menlo (2011) suggested that if beneficiaries are able to express their views and set up projects that meet their needs, they are more likely to work and even pay to sustain the system. This explains why external support agencies around the world rely upon community level organizations to respond to community demands and assist in planning, construction and maintenance of projects. People's participation in project work contributes to the attainment of project objectives that meets the needs of the implementing community based group.

Participation of people in community based development projects is equally considered a vital component of sustainability by Clinica Verde (2010). Providing health and hope for women and children living in poverty in Nicaragua observed that it always come to that, the people, whether in mature and wealthy democracies, those of more recent vintage, or countries struggling to create representative government, the people themselves ultimately must take responsibility for their own affairs. She further pointed out that the people themselves must fashion and determine their destiny.

From the discussion, project's success is depicted as dependent on the level of participation of the people in key project activities, and to facilitate people's participation, empowerment mechanisms must never be ignored. This is important as a people whose capacities are low will surely have little to contribute to a development intervention.

2.5: Influence of resources on implementation of CDF Funded projects

Running a project initiative heavily depends on availability of varied resources to facilitate execution of tasks to accomplish organizational goals, Jean (2002). A project intervention is established on the platform of availability of resources invested with the sole purpose of gaining interest; hence resource mobilization is a fundamental requirement for project success, Prusona (2003). According to Jared Ogari (2001), no project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a motion. Business success is not only determined by other factors of production, but with sound resource base, an organization is good to go.

Investigating the influence of financial resources on the implementation of small project ventures in the cottage industry in India, Jamal (2004) indicated that Indian's cottage projects started with the production of simple household items, but have improved over time surprising the traditional industrial nations of the world with popular industrial products. He observed that, this great milestone achieved in the growth of cottage industry in India was facilitated by the government's interest in allocating funds to the industry as it was creating job opportunities to the citizens. He further noted that it was because of the growth of the cottage industry in India that saw the growth of financial institutions which drew over 50 percent revenue from this informal industry. Chiany Young (2006), while reporting from his study conducted in the informal sector in China, on the contribution of resources on the implementation of community projects, noted that China's economy has been growing steadily because the government heavily invested in this sector. With this government effort, the informal sector in China, beaming with huge production has made enormous contribution to the GDP of the county.

Examining the relationship between resource mobilization and implementation of small scale community projects in Trinidad and Tobago in the West Indies Islands, Mijean (2007), noted that productivity of an enterprise was a direct consequence of availability resources. He further enumerated the resource types that influence business success as, fixed assets, operating cash and skilled personnel. He cautions that business persons with sound financial base should not take holiday that ones funds are accessed, business will automatically grow, but must be concerned about the effective utilization of such resources by engaging competent personnel, in key business tasks. Shamala S. (2006) pointed out, in her study on factors influencing viability of brick making projects in Busia County that bricks remained the most popular building material in Kenya, yet lack of resources to transport those products to competitive markets exposed them to exploitation by the brokers whose prices were poor.

Investigating the influence of resource mobilization on productivity of hawked agricultural products in Bomet county, Chepkorir (2010) established that due to lack of resources to put up green shades for selling agricultural products such as green maize, fruits, vegetables and Irish potatoes, sellers resorted to lining directly along the road with their products targeting potential consumers on transit, exposing them to adverse weather conditions. Occasionally, travelers on vehicles take off before paying. Besides, these products are also exposed to adverse weather conditions lowering their values.

2.6: Influence of accessibility to information on implementation of CDF projects:

Awareness creation is the fundamental phase in community mobilization that sets the tempo for engaging a community into sustainable action. It is a process of raising people's consciousness through conscientization, that is, the quest for self awareness and critical awareness. Self awareness entails the examination and understanding of personal state of an individual on the basis of needs and problems while critical awareness demands suitable actions that address such conditions. CDF Funded projects therefore provide impetus for addressing people's development needs. Development is a process by which members of a society inspire themselves and the institutions in ways that enhance their ability to mobilize and manage resources sustainably to produce sustainable and justify improvements in their quality of life consistent with their aims and aspirations (Kabanda, 2007).

In Kabanda's view, sustainable development is attained majorly through a people's inspiration process in the mobilization and management of resources, but rarely on external interventions. Responding to the UN 2010 report on poverty index that placed Nyanza second last after North Eastern, Patrick Ajwang observed, "It is high time Nyanza awake from its slumber, to make full use of its vast natural resources and technical expertise in order to move from a food- deficit to a food- surplus region, with better incomes and livelihoods for her people." It is worth noting, though amazingly, that a visit to Nyanza reveals a lot of actions in the form of development projects and availability of vast natural resources, with little change in the people's lives. It is therefore incumbent upon the community stakeholders to be aware of such opportunities to be exploited, for sustainable development hardly depends on external interventions but on home grown initiatives. Awareness creation should be regarded as a crucial undertaking in the sustainability of community

based development projects since it does not only enable the community members to identify community felt needs and promote community interests, but it also facilitates good leadership and democratic decision-making. It has emerged that many Kenyans have little or no information on the existence and management of devolved funds, giving corrupt officials the leeway to line their pockets (Oywa, 2010). He further indicates, while responding to a survey that revealed massive wastage of devolved funds, that most tax payers do not know most local authorities spend the LATIF funds. The budget days they conduct are mere publicity shows with no details on how the funds were spent. If sustainability of community based development projects were to be attained, awareness creation must be pre-requisite and all those with varied stakes are sensitized to recognize their roles and mandates in such projects. On a similar note, the draft national policy on community development, (2010) reiterated that members of a community must be aware of their needs or problems and be motivated to take actions to solve them. This draft equally emphasizes that solution to community problems are effective and sustainable if they emanate within the community and championed through the efforts of community members, and that this reality is achievable by way of awareness creation.

Accessibility to information leads to fostering commitment of the community members to embrace ownership and sustainability of the community based development projects by assessing suitability of local resources in conducting community activities; while at the same time seek external supplements. Sustainability of rural development projects must include the promotion of indigenous knowledge systems and practices, rural resource management and enhancement, and the use of natural resources in production systems, Richard Cardwell (2008). He adds that the concepts have to be introduced early through creation of awareness in a manner that will ensure participation in resource management in the long term. In occurrence with Cardwell, the need for awareness

creation is also echoed by Colletta Suda (2010) on the dissemination of the draft training manual on community development, urging the District Gender and Social development Committees to ensure sustainability of community based development projects by first mobilizing and sensitizing the community on social development programmes.

Further building on the need for awareness creation on the sustainability of community based development projects, the National Draft policy on community development (2010) indicated that most of the devolved funds such as the Constituency Development Funds (CDF), the Local Authority Transfer Funds (LATF), the Youth Enterprise Development Funds (YEDF), the Women Enterprise Funds (WEF) among others are issued as loans to groups, but there has been a challenge in repayment as communities have the perception that no one can hold them accountable for funds provided by the government. In other situations, communities are not aware of the existence of these devolved funds, adds the draft. Such revelations put to doubt the sustainability of community based development projects, consequent to lack of emphasis on the need for awareness creation.

Aid isn't working in Kenya, but the Aid lobby pretends it is. They do so by treating Kenya as one vast Potemkin village. Africa's Potemkin village has been erected by well-meaning- outsiders. Reality is either distorted or hidden behind false assumptions, phony statistics and misleading language due to lack of awareness by local communities, Michael (2008/2009). It is evident that external intervention in total disregard of raising awareness of local communities on their development roles only builds outside agencies at the expense of community members. In this context, sustainability of community based development projects remain a dream that will never be operationalized.

Owiti (2008) commenting on partnership to empower communities in Africa, between Microsoft and Aghakan foundation, indicated that in order to promote rural economic development, the two organizations plan to expand access to information and technology through Aghakan's foundation existing rural support programme. Owing to the fact that every organization is concerned with the impact of its programmes in the society, and to ascertain that such initiatives are effective, awareness creation is considered a mandatory undertaking.

On its report based on the assessment on Kenya's implementation of relief food programme, the Kenya National Commission on Human Rights (KNCHR), (2006) alluded to the significance of awareness creation on the sustainability of community based development projects. It observes that during humanitarian emergencies, lack of knowledge by beneficiaries, particularly women and children, about humanitarian assistance process and their rights to it contributes towards increasing their vulnerability to abuse and exploitation.

2.7: Influence of governance on implementation of CDF projects;

There seems a relationship between the nature of project team and the implementation of CDF Funded development projects. In the light of this possibility, it might be tempting to believe that the extent, to which a project output are obtained, is largely determined by the degree to which adequate governance is provided. Governance entails a display of vision and integrity, perseverance and courage, hunger for innovation and willingness to take risks. Effective leaders have the ability to read the forces that shaped their times and seize on the resulting opportunities, Mayo (2005). In the views of Bwisa (2009), good governance must be a priority as it is the single most important factor which will determine the rate at which the country will eradicate poverty. There is need to

identify and remove institutions and regulatory obstacles that hamper the participation of citizens in the process of formulation and implementation of economic policies.

Governance, as enshrined by the guiding principles of leadership and integrity in the new Kenyan Constitution (2010, 2c) entails selfless service based solely on the public interest demonstrated by: honesty in the execution of public duties; accountability to the public for decisions and actions; and discipline and commitment in service to the people. On account of such leadership perceptions, it is apparent that adequate community leadership is pivotal to the sustainability of community based development projects. According to Paulo Freire, the founder of psycho-social analysis, development means a balanced growth in the economic and social fields, and that development should be much more quality of life as seen by an individual, a community or a country at large. This principle is based on the premise that the core of any chosen community development intervention should emanate from distinct people's needs. This felt need must be seen to cut across majority of community members, thus through adequate leadership the community will be sensitized to set own goals and initiate sound actions that address such needs according to their experiences and local resources. In the words of Kimutai (2006) a good leader listens and takes into consideration team member's views. The leader should be able to allow people to contribute, never overbearing and always motivating. For community based development projects to be sustained, it is incumbent upon the leaders to steer the process of setting the community goals. These goals must be agreed on by the majority and should be congruent with the aspirations, desires and expectations of the people. This can only be attained by involving the community members in decision making, planning, and design of the projects, implementation, monitoring and evaluation in addition to future sustainability of the projects.

Lulu (2006) noted that a firm's public relations can only be good if the staff are motivated and are willing to go to great length to protect its image. Social service activities involving all staff will help boost the organization's image and while this does not always translate into direct profit, it provides an opportunity for staff to interact in a social setting and build the team spirit. The staffs involved in planning and execution of such projects are likely to feel important part of the organization and will thus be motivated, develop project ownership and become innovative.

Onyango (2010) in his study on the implementation of projects in primary schools in Kisumu noted that one of the major causes of stalling of projects was mismanagement of funds. He indicated that as a result of disagreement between the school committees and the head teachers on the management of such funds, several buildings stalled. Effective community leadership must confront attitude and practices that lead to all forms of discrimination against different groups of people including the marginalized, minority and those challenged. This task may remain a mirage if community leadership is wanting, and an effective leader must recognize that co operation with other constituents, government agencies and other professionals will have far reaching consequences on the sustainability of community based development initiatives. Given that community leadership aligns all parameters that influence sustainability of community based development interventions, and in concurrence, Larson (2008) observes that of the key qualities of being an effective project manager is building a cooperative relationship among different groups of people to complete projects. He believes that project's failure or success often depends on the performance of the project team, rather success or failure often heavily depends on the contributions of the top management, financial managers, customers, suppliers and contractors among other stake holders. Should a leader reflect a good sense of value, courage and utilization of various inherent leadership capabilities of the group members, the community leadership is established and maintained even in

the absence of the pioneering leader. This means that delegations and mentoring are considered vital elements of the process of nurturing community leadership which is very crucial to the sustainability of community based development initiatives. Martha Karua (2005) preparing ground for UNESCO's World Water Assessment Programme (WWAP) organized a workshop meant to assemble together and sensitize players and stake holders and solicit their commitment to provide data and the information for the water project according to the existing political, legal, administrative and functional requirements. She notes that the Ministry of Irrigation and Water took the lead as the sector leader. The workshop also identified project requirements, challenge areas, key performance indicators, strategies, goals and objectives and harmonization of standards. In this context the leader notes that sustainability of a project depends on how far all stake holders are involved and hence social entrepreneur developing a social capital to boost project activities.

2.8: Theoretical framework of the study:

According to Tromp and Kombo (2002), theoretical framework refers to a collection of interrelated ideas based on theories attempting to clarify why things are the way they are based on theories, introducing new view of the research problem, allowing understanding realm of the problem, helping conceptualize the topic in its entirety and to acknowledge the problem from a wider perspective for objectivity. In many fields, theories and propositions about concepts and relationships have been formulated. In such fields, the researcher may be interested in ascertaining or testing a particular theory, Mugenda & Mugenda (2003). This study was grounded on McClelland's achievement theory. This theory was considered suitable since the study was based on motives that drive PMCs to perform tasks in certain ways which was also McClelland's major preoccupation in the theory.

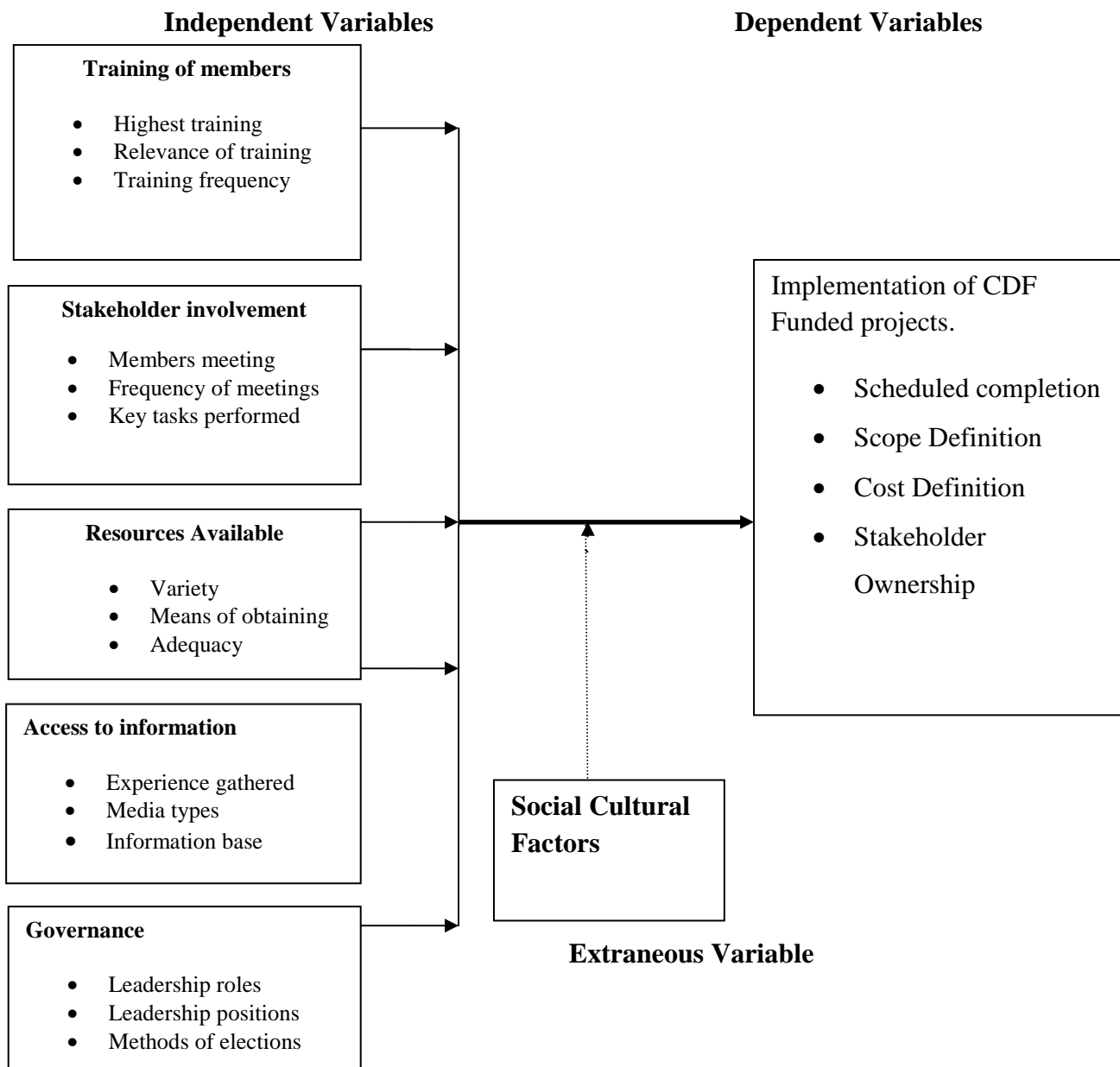
Motivation is defined as all the tensions and inner energies and drives that move people to behave in particular ways. It is concerned with the 'why' of human behavior and explains why people behave in certain ways, Angela (2006). Mc Clelland developed the theory which classified people's needs within the organization in three categories which he called motivational needs; need for affiliation, achievement and power. Need for affiliation was associated with workers at the lower level of the organizational hierarchy and meant that human beings need meaningful relationships and places of work are considered to provide the ground upon which workers seek to strike worthy relationships. Need for achievement was associated with middle- level workers and entails workers desire to be seen as achieving more to the organization. Need for power was associated with the top management and he observed that employees at this level are driven by strong desire to alter the course of events or make strong impression on others and events hence want to be in control of situations and people.

Connecting achievement theory to this study, the researcher noted that motivation played a significant role in influencing PMCs to enhance effort for effective implementation of the CDF Funded projects in Bureti Constituency. In order to increase employee productivity in organizations, workers at every level in the hierarchy of the organization must be made to feel that their needs are catered for in order to get motivated for higher productivity. Management should also negotiate that workers ought to be treated on the basis of their needs rather than universally to boost their performance.

2.9: Conceptual Framework of the study

A conceptual frame work refers to when a researcher perceives the relationship between variables in the study and shows the relationship graphically or diagrammatically, Mugenda and Mugenda (2003). The conceptual framework of this study is illustrated in Figure 2.1

Figure 2.1: conceptual framework of the study



2.10: Gaps in Literature Review.

Even though each constituency under the umbrella of constituency development funds committee (CDFC) is responsible for the management of CDF and is the vehicle of disbursing funds to the grass root level as well as allocation mechanisms for projects within the constituency, the management faces varied challenges ranging from the Project identification, planning, implementation, monitoring and evaluation criteria and structure in managing CDF projects.

Given the fact that CDF is still relatively new concept in terms of funding projects in Kenya, some of the constituents of Bureti Constituency may not accept the move as some of the projects are seen as avenues to enrich some of the committees. This may be due to the fact that most of the key players are not aware of their role in the projects which makes their sustainability diminished. The committees are full of malpractices which have seen many of the projects not being completed in time. Although the funds are decentralized by the Central Government from Treasury to CDF Board and finally to constituencies, the performance of CDF projects is still dismal, yet a lot of funds have been spent on several projects that are ongoing, some have stalled and others done at a status of wanting. This study sought to answer questions on the roles of key players on implementation of CDF such as CDFC, PMC and Government Officials involvement when identifying, planning, implementing, monitoring or evaluating CDF projects. Most of the studies cited in the literature are conducted on projects in the developing countries or other areas whose strategic approach and financial footing is different from that of Buret Constituency.

2.11: Summary of Literature Review

The CDF Act recognized that monitoring and evaluation form critical components of projects activities and thus provides that not more than 2% of the total budget fund for the constituency shall be funds set aside as a project to be use in carrying out monitoring and evaluation of ongoing projects and capacity building for various operatives this exercise.

Monitoring is also important to ensure that activities are implemented as planned and evaluation is equally important to insuring that factors which hinder proper performance of the project are identified and corrected in time for the project to progress as initially plan. This helps the project managers to measure how well they are achieving their targets. Based on the reports, the Monitoring and Evaluation team will be able to come up with an evaluation check list which would guide its assessment for each project visited. Evaluation tools include a pre-set template format used by ministry of planning and national development. The methodologies used include direct observation, project files document perusal (where available), photographic recordings, and interviews with people on site. In conducting monitoring and evaluation, the teams should look at: Project Work plans, Activity Progress Report and Project financial, procurement, lessons learned worth replication, gender sensitivity and overall management.

The CDF Act 2013 envisage that Constituency Development Fund Committee and the Board shall be responsible for monitoring the implementation of the project and may designated a sub-committee, a ward committee or project committee, the functions of monitoring an ongoing project to the ward administrator and sub-county administrator and the sub county projects committee. Emphasis must be given to participatory monitoring with actors being: The community, Project Management Committee, CDFC Constituency Development Fund Committee, DPC and Relevant Government Departments, and the community. The following are the key

prerequisites in community project monitoring: Must be Community friendly monitoring; Measure the achievement against the work plan and cost estimates; All PMCs must be advised to keep record of materials, Equipment, Funds received and utilized; All PMCs must prepare progress reports on project implementation; All PMCs must be advised to identify problems and bottlenecks. The advantages of participation in monitoring include: common undertaking, enhancing accountability, better decisions, performance improvement, improved design and more information. Regardless of whether the project audit is conducted mid-term on a project or at its conclusion, the process is similar. It is generally recommended that an outside facilitator conduct the project audit. This ensures confidentiality, but also allows the team members and other stakeholders such as the CDFC, PMC and government officials to be candid.

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

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter deals with the research methodology used in the study. It outlines the research design, target population, sample size and sample selection. It also features data collection instruments, instruments pre-testing (piloting), instrument validity and instrument reliability. This chapter also presents data collection techniques, methods of data analysis and operationalization of the study variable.

3.2. Research Design

The research design used in this study is descriptive survey. Descriptive survey is concerned with describing, analyzing and reporting conditions that exist in the present of a particular individual or group, Kothari, (2003). The descriptive research design is suitable in situations where the study intends to describe and portray characteristics of an event, situation or a group of people, community or a population as they exist, Dell, (2003)

3.3. Target Population

This study had as its target, all the Bureti Constituency Project Management Committees (PMCs) currently implementing projects funded by the constituency development funds. This population comprised of 2326 PMC members drawn from 98 on going CDF Funded projects in Bureti Constituency, (Bureti Constituency Development Committee Report 2013). This population was

hence targeted given the fact that they were having firsthand experience the rudiments of project work in the Constituency.

3.4. Sample Size and sample selection

3.4.1. Sample Size

The study adopted a probability sampling design in which each item in the target population was accorded equal chances of being included in final sample drawn.

Sample size refers to the number of items to be selected from the target population, Kothari (2003). The sample size should be optimum to fulfill the requirements of efficiency, reliability, representation and flexibility. According to Mugenda and Mugenda(2003) 10% to 30% of the total population is appropriate for the study. In this study the researcher used 10% of the target population (10% of 2326) giving the sample size of 232 respondents.

3.4.2. Sample selection procedures

According to Mugenda and Mugenda (2003), the sample must be large enough to represent the salient characteristics of the accessible population and hence the target population. The respondents were selected from farmers using stratified random sampling procedures, in which the PMC members were grouped into four distinctive sectors of implementation. These strata were, projects by local registered community groups, public education institutions, public health facilities and local Agricultural projects. The sampling procedure is illustrated in table 3.1.

Table 3.1 Total Population and sample sizes

Stratum	Total population	Sample %	Sample
Registered Groups	400	10	40
Education projects	990	10	99
Agricultural	670	10	67
Health facilities	266	10	26
Total	2326	10	236

3.5 Research Instruments

Structured questionnaire was used to collect information from the respondents .The questionnaire items were developed in such a manner that majority of them were closed-ended, with just a few being open-ended. This was done to ensure that both quantitative and qualitative data were obtained for purposes of describing phenomena and also making inferences on the target population.

Questions were geared towards answering research objectives .The questionnaire was preferred because it is easy to administer, cheaper and timely in use to make it possible to obtain data required to meet specific objectives of the study .This involved meeting face to face with various respondents, particularly PMCs who were implementing CDF Funded projects in Bureti Constituency.

3.5.1 Plot-testing of the instrument.

Pilot-testing means pre –testing the instruments with a few respondents to test their accuracy, and a pre-test sample should be between 1%-10%, Mugenda and Mugenda (2003). In this study, a pre-test sample of 10% was used in which the questionnaire items were finally rephrased to eliminate any ambivalence. The pre test sample was therefore 24 respondents.

3.5.2: Validity of the Instrument

Mugenda and Mugenda (2003) define validity as the accuracy and meaningfulness of inference which are based on the research results.

The validity of the instrument was also reflected on the items which were structured in simple language to enable the respondents to respond to the questions with ease, and these items adequately covered the research objectives. The research instrument's validity was also established through expert judgment and review by peers.

3.5.3: Reliability of the instruments

Mugenda and Mugenda (2003) define reliability as a measure of degree to which a research instrument yields consistent results after repeated trials. Reliability in research is influenced by random error. As random error increases, reliability decreases. Random error is the deviation from true measurement due to factors that have not effectively been addressed by the researcher.

Errors may arise from inaccurate coding, ambiguous instructions to the respondents and level of fatigue by both the researcher and the respondents.

Reliability concerns were addressed through the split half method, in which the questionnaire items were arranged and divided into two halves on the basis of odd and even appearances. Each part of the instrument was therefore administered to the same pre-test sample and coefficient of correlation obtained with an Alpha value of 0.82, proving that the data collection instrument was reliable.

3.6: Data collection procedures.

Data collection began when two corrected copies of the proposal had been submitted to the Kenya National Council for Science and Technology applying for a research permit.

Once the permit was issued, the researcher hit the road by presenting the permit to all the relevant authorities to be allowed to collect data. Such authorities included the Bureti Constituency CDFC, Department of Social Development and leaders of the various project management committees.

3.7: Methods of data analysis

Data were analyzed using descriptive statistics, given that the study was packaged in a descriptive survey research design. Such descriptive statistics were in the form of frequencies and percentages and the analyzed information was presented in frequency distribution tables. The tool used in data analysis was Statistical Packages for Social Scientist (SPSS)

3.8. Ethical Considerations

The major ethical problem in this study was the privacy and confidentiality of the respondents. Obtaining a valid sample entailed gaining access to specific lists and files of the various PMCs

from Bureti CDF Office which itself was an infringement on the privacy and confidentiality of the respondents. The respondents were allowed the freedom to ignore items that they did not wish to respond to.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter captures data analysis, presentation of analyzed information, interpretation and discussion. Data analysis was based on the variables of the study; influence of PMC training; stakeholder involvement; availability of resources; access to information and governance on implementation of CDF Funded projects in Bureti Constituency.

4.2 Questionnaire Return Rate:

In this study, questionnaire was developed and used in data collection. Copies of the questionnaire were then administered to the respondents who formed the study sample of 236 PMCs who were implementing CDF Funded projects in Bureti Constituency. Those copies of the questionnaire were mostly self- administered by the research assistants to ensure that optimum response rate was attained, while some were given to the respondents who read, filled and collected later. Table 4.1 illustrates the questionnaire return rate.

Table 4.1 questionnaire return rate

Target population	Sample	Return rate	Percentage
2326	236	220	93

In table 4.1, 236 copies of questionnaire were administered to the respondents and out of this number, 220 copies were returned, giving a questionnaire response rate of 93%. According to Mugenda and Mugenda (2003), a response rate refers to the percentage subjects that respond to the research tool. A response rate of 50% is deemed adequate for analysis and reporting, a response rate of 60% is good and a response rate of 70% and over is considered very good. The study is therefore seen to have returned a superior questionnaire response rate.

4.3 Demographic characteristics of the respondents

This part presents the features of the respondents that were thought of as crucial to the study, as such features generally determine the responses made by individuals in their engagement for purposes of meeting their daily needs. Those features include sex, age, level of education and marital status.

4.2.1 The Age characteristics of Respondents.

This parameter of the respondents' demographics was considered significant to the study, since ordinarily, age differences determine the nature of occupations people engage in, for instance young people generally prefer getting formal employment, whereas old persons prefer to all ways of seeking a living such as starting local community projects.. Moreover, memberships of PMCs generally attract elderly persons with experience on managerial issues. The respondents were requested to complete the questionnaire indicating their ages and their responses are reflected in table 4.2

Table 4.2 Age characteristics of assignment

Age in years	Frequency	Percentage
Below 18 years		
18 – 20	05	2.00
21 – 30	35	16.00
31 – 40	112	51.00
Above 40	68	31.00
Total	220	100

Table.4.1 indicates that, out of the 220 respondents whose completed copies of questionnaire were received, 112 (51% were between the age of 31 – 40 years old, 68(31%) fell in the age above 40 years, 35 (16%) were in the age between 21 – 30 years and 5 (2%) fell below 18 years.

The implication of the above figures is that respondents who were below 18 years were few in Bureti Constituency PMCs, since this age group is expected to be in school. However, the respondents who fell in the age range of 21 – 30 years were also few, meaning that majority of that age bracket are either in secondary school, colleges or looking for formal employment, as they despise engaging in local project interventions. Majority of the respondents fell in the age of 31 years and above. This is a group of experienced people who may have tried working ways elsewhere and gained some working experience, hence selected to participate in local projects implementation.

4.3.2 The gender characteristics of the respondents

Gender issues are generally very significant in the choice of occupation given that males and females are socially oriented differently predisposing them to differ greatly on gender roles. This feature was therefore considered significant to the study on the basis that ordinarily, more men than women are active in community initiatives that are competitive. Coupled with the fact that CDF Funds are political in nature, men were likely edge women such committees. The respondents were asked to fill the questionnaire indicating their gender and their responses are as depicted in table 4.2

Table 4.2: Gender characteristics of the respondents

Gender	Frequency	Percentage
Male	40	18
Female	180	82
Total	220	100

Table 4.2 reveals that out of the 220 respondents whose completed copies of questionnaire were received, 180 (82%) were males and 40(18%) were females implying that men engaged in CDF Funded projects in Bureti Constituency than women due to political connection.

4.3.3 Marital status of the respondents

Marital status was assumed to be significant to the study given that this orientation could expose motivations for a particular venture. Implementation of CDF Funded projects, being an income generating activity, it is considered a preserve of the older community members in providing for

members of the family. In this respect, young persons the respondents were asked to fill the questionnaire stating their marital status and their responses were captured in table 4.3.

Table 4.3: Marital status of the respondents

Marital status	Frequency	Percentage
Widowed	79	36
Married	90	41
Single	22	10
Divorced	29	13
Total	220	100

Table 4.3 indicates that, of the respondents who completed the questionnaire, 79(36%) were widowed, 90(41%) married, 2(13%) divorced and 22 (10%) were single. The implication of the above statistics is that married respondents formed the majority of the CDF Funded projects implementers, as they were the most influential members of the society.

4.3.4 Nature of CDF Funded projects engaged in.

This dimension of the nature of CDF Funded projects being implemented was considered important to the study, for it would disclose the popular projects selected for implementation and the projects types that were either successful or not. The respondents were asked to complete the questionnaire and their responses recorded as illustrated in table 4.4

Table 4.4. Nature of CDF Funded projects

Project type	Frequency	Percentage
Educational	180	82
Health	22	10
Agricultural	13	6
Infrastructural	04	2
Total	220	100

Table 4.4 reveals that, out of 220 respondents whose copies of questionnaire were received 180(82%) engaged in educational projects, 22(10%) engaged in health projects, 13(6%) were implementing Agricultural projects and 4(2%) participated in public infrastructural projects. Implied is that majority of the projects were being implemented in education sector, given that education was considered a service to other sectors of the economy.

4.3.5: Level of education on implementation of CDF Funded projects

Education, a lifelong undertaking of mankind is crucial in equipping individuals with skills, knowledge and desirable attitudes necessary for effective participation in vital community development initiatives. The respondents were requested to fill the questionnaire indicating their level of education and their responses were recorded as illustrated in table 4.5

Table 4.5: Education level of the respondents

Level	Frequency	Percentage
Primary	10	4.6
Secondary	112	50.9
Tertiary	72	32.7
University	26	11.9
Total	220	100

As reflected in the table 4.5, majority of the respondents 112(50.9%) had secondary level education, 72(32.7%) attended tertiary institutions, 26(10%) acquired University education and 10(4.6%) had primary level education. Implied is that local CDF Funded projects in Bureti Constituency had PMC members with modest education, placing them in better positions to be implemented effectively. However, these projects seemed to be implemented by people who had hardly the best project management best practices.

4.3.6: Duration of participation in the CDF Funded projects

There is a possibility of gaining knowledge informally through interaction and exposure over a given period of time. In the light of this eventuality, the respondents were asked to fill the questionnaire stating the duration of participation in their projects and their response captured as indicated in table 4.6

Table4.6: Duration of participation in the project

No. of years	frequency	Percentage
O-3	148	67
3-7	73	33
Above 7	0	0.0
Total	220	100

As revealed in table 4.4, majority of the respondents 148(67%) had been in the PMCs for a period of less than 3years, with the rest, 73 (33%) being able to serve for a period of between 2—7 years. The implication is that PMCs had not gained substantive experience in CDF Funded projects in Bureti Constituency due to the fact that selection into the committee depended much on political goodwill.

4.4: Influence of training on implementation of CDF Funded projects

The researcher believed that training of the PMCs was crucial in steering various dimensions of any project undertaking. Given that training equips individuals with requisite competencies that are fundamentals in execution of tasks in a project intervention, it was considered the most vital variable of the study. Training was measured on the basis of, the highest professional qualification, relevance to project management, form of training preferred and frequency of engaging in regular training.

4.4.1: Highest professional training on implementation of CDF Funded projects

In this study, it was assumed that obtaining professional training was pivotal to effective project implementation. The respondents were asked to complete the questionnaire indicating their professional training and table 4.7 illustrates their responses.

Table 4.7: Highest professional training implementation of CDF Funded projects

Level of training	Frequency	Percentage
Certificate	38	17
Diploma	34	15
Degree	26	2
Other	122	58
Total	220	100

Table 4.5 reveals that, of the 220 PMCs who filled the questionnaire, 38(17%) had professional training at a certificate level, 34(15%) obtained training at diploma level, 26(2%) had a degree qualification, with the majority indicating the other category comprised of those with marginal training orientations. Implied by the training orientations of those respondents was that those who had attained higher and competitive trainings were relatively few in the PMCs, because selection to these committees was based, not on professional training, but on political connections.

4.4.2: Relevance of training implementation of CDF Funded projects

This item was considered very critical to the study as it would help evaluate the effectiveness of the form of training received by the PMC members on implementation of CDF Funded projects. The respondents were requested to fill the questionnaire and their responses were recorded depicted in table 4.6

Table 4.8: Training relevance on implementation of CDF Funded projects

Training form	Frequency	Percentage
Project management	10	6
Business management	28	13
Community development	10	6
Other	172	78
Total	220	100

Table 4.6 indicates that only 10(6%) of the respondents had training in project management, 28(13%) trained in business management. Moreover, 10(6%) received training in community development and the vast majority, 172(78%) did not have substantial training to enable them effectively implement projects. Implied by the statistics is that political activities have not attracted trained, perhaps because patrons of politics are comfortable with persons with humble academic background.

4.4.3: Nature of training on implementation of CDF Funded projects

This item was believed to be of great significance to the study, as it would reveal the importance PMC members attached to training for purposes of implementing their projects effectively. The respondents were therefore asked to complete the questionnaire and their respondents recorded as depicted in table 4.8

Table 4.9: nature training on implementation of projects

Nature of training	Frequency	Percentage
Formal training	42	19
Workshops and seminars	29	13
Use of training software	2	0.9
Other	147	68
Total	220	100

Table 4.9 reveals that, out of the 220 respondents who filled the questionnaire, 147(68%) being the majority did not prefer credible learning methods, 42(19%) acquired formal training, 29(13%) obtained training offered through workshop and seminars and 2(0.9%) obtained training using computer software. The table also indicates that majority of the PMC members' may have acquired experience in implementing projects by way of informal interactions. The implication in this case is that CDF Funded projects rarely emphasized knowledge building for sustainable development; rather these projects were anchored on political affiliation.

4.5: Influence of resources on implementation of CDF Funded projects

Availability of resources is usually regarded as a vital necessity in financing key project activities. In a sustainable manner, resources should be identified in diversity if long lasting impacts of an intervention is goal to be attained. This variable was measured on the basis of the variety of resources used, adequacy of resources allocated and methods of disbursement.

4.5.1: Diversity of resources on projects

The researcher felt that the extent to which diverse resources were mobilized for use in the implementation of the projects would influence the success of such initiatives. The Respondents were asked to complete the questionnaire on this item and table 4.9 illustrates their responses.

Table 4.10: diversity of resources on implementation of projects

Resource diversity	Frequency	Percentage
CDF Funds	166	75
Local resources	5	2
Human Capital	18	8
Other	20	9
Total	220	100

Table 4.10 indicates that, of the 220 respondents who completed the questionnaire, 166(75%) stated using allocation from CDF, 5(2%) indicated local resources, 18(8%) indicated human capital and 20(9%) mentioned the other category. More often people believe that resources to be used in projects should be externally obtained from donors, NGOs, government and other well wishers, and also that the resources have to funds. However, it is advisable to figure out variety

of resources that can be put to project use in order to make these initiatives effective in addressing the needs of the intended beneficiaries.

4.5.2: Adequacy of resources implementation of projects.

The researcher believed that adequacy of resource allocation would be significant to the study, in the sense that all project activities are executed using funds. The respondents were therefore asked to fill the questionnaire giving their views on how adequate the funds were and their responses captured as illustrated in table 4. 10

Table 4.11: Adequacy of resources implementation of projects.

Adequacy	Frequency	Percentage
Very adequate	31	14
Adequate	56	25
Less adequate	128	58
Very inadequate	0	0
Other	6	3
Total	220	100

Table 4.11 indicates that, of the 220 respondents who completed the questionnaires, , 31(14%) stated that the funds allocated were very adequate, 56(25%) stated adequate, 128(58%) indicated less adequate, with 6(3%) mentioned the other category. Implied by the statistics above is that implementation of the CDF Funded projects were bound to be ineffective due to insufficient allocation of funds.

4.5.3: Mode of disbursement of CDF Funds on implementation of projects

Project implementation requires steady flow of funds to ensure that all key project activities are systematically executed to deliver the intended project outcomes. The respondents were therefore asked to fill the questionnaire giving their views on the mode of disbursement of funds and their responses captured as illustrated in table 4. 11.

Table 4.12: Mode of disbursement of CDF Funds on implementation of projects:

Mode	Frequency	Percentage
Very Sufficient	28	13
Sufficient	36	16
Less sufficient	158	71
Other	18	8
Total	220	100

Table 4.12 reveals that out of the 220 respondents who filled the questionnaire indicating the modes of disbursement of the CDF Funds, 28(13%) stated very insufficient, 36(16%) mentioned sufficient, 158(71%) stated less sufficient and 18(8%) indicated the other category. Implied by these statistics is that CDF funds were not disbursed in a manner that would support effective implementation.

4.6: Influence of information on implementation of CDF Funded projects.

Accessibility to information entails the extent to which PMC members become conscious of their problems and seek suitable remedies of addressing such problems collectively, Sakala (2006).

Measures of access to information that informed this study included the existence of a variety of projects initiated and operated by PMC members, availability of different sources of information to members, and the presence of an information system put in place to be used by project members as need may be.

4.6.1: Variety of Projects operated

In order to ascertain the level of access to information, the extent to which PMC members initiate and operate varied projects become very significant. In this respect, project members were asked to fill questionnaire and their responses were captured in table 4.12

Table 4.13 Variety of Projects Initiated and Operated:

Project variety	Frequency	Percentage
Agricultural Projects	13	6
Community Health Projects	18	8
Community Education Projects	182	83
Public infrastructural projects	7	3
Total	220	100

Table 4.13 indicates that the PMC members were able to initiate and operate several projects in which membership distributions were not extreme. It is revealed that, 13(6%) stated Agricultural projects, 18(8%), Community Health Projects, 182(83%), Community Education and 7(3%) stated Public infrastructural projects. The implication of the statistics cited was that the PMC members' level awareness on the basis of project variety was satisfactory. However, such projects were operated on small scale with competitive simple resources available to them

raising a red flag on their effective implementation. This is also surprisingly striking to have noticed that none of the respondents embraced small scale business enterprises as their projects meaning that they failed to give their projects a business dimension.

4.6.2: Availability of different sources of information:

Availability of different sources of information to project members means that best management practices would be accessed by project members leading to sustained efforts to improve the projects by embracing changes in the projects environments, IFAD (2008). In the light of this, the respondents were requested to state how they obtained information about their projects and their responses are displayed in table 4.14.

Table 4.14: Availability of different sources of information

Information source	Frequency	Percentage
Print media	40	18
Verbal communication	142	65
Visits to other projects	22	10
Integrated media sources	0	0
Electronic media	6	3
Total	220	100

Table 4.15 captures the distribution of the responses of the PMC members concerning the various media sources available for obtaining information about the projects. Of the 220 respondents, 40(18%) members stated obtaining information from print media, 6(3%) of the respondents indicated electronic media, 142(65%) mentioned verbal communication, a paltry

22(10%) stated acquiring information from conducting visits to other projects and none identified with integrated media sources.

From the above table, vital deductions are made with a view to establishing the level of community awareness creation. 142(58%) indicated their main source of obtaining project information as verbal communication. This implies that the level of awareness creation was relatively low since verbal communication is replete with just ordinary information, non-formality, and fluctuations of emotions and hardly stored for future reference. Besides, the quality of the information obtained also depends on interpersonal relationship between the source of information and the recipient; a feature that is rarely uniform among all the project members.

It is also worth observing that electronic media in the form of radio and television rated second of the 220 respondents contacted, yet such media types accessed by the project members were used more for entertainment than for obtaining information about the projects. Normally, superior project information is in the form of print media, visits to other projects and integrated media sources that amazingly rated poorly among the respondents. This reality casts doubt that project members in Bureti Constituency have achieved high level of awareness on issues of obtaining information about the projects.

4.5.3: Presence of an Information System

Accessibility to information was held as key in determining the level of community awareness creation so much that the presence of an information system in a project environment would indicate efficiency and effectiveness of communication process. This would enhance continuous monitoring of the project environment for strengths and weakness on one hand and threats and

opportunities on the other hand. The information obtained from extensive environment scanning would be significant in making decisions geared towards improving project status by factoring in new changes. The respondents were asked to complete questionnaire giving information on who in the project was responsible for giving information about the project and their responses presented in table 4.16

Table 4.16: Presence of an information system

Information source	Frequency	Percentage
Chairperson	66	28
Secretary	74	31
Treasurer	55	24
Project member	28	15
Total	220	100

Table 4.16 portrays the flow of information in various community based development project environments in which 66(28%) of the 220 of the respondents stated the chairperson as responsible for giving information about the project, 74 (31%) indicated that information was being given by the secretary, 55 (24%) mentioned that it was the responsibility of the treasurer and 28 (15%) stated that any project member would be allowed to give information about the project.

In view of the cited statistics on the information flow, there seemed that 28(15%) of the 220 respondents did not embrace any recognized information system in place for different persons were responsible for giving information about the project. Such projects disregarded the importance of information processing in a project organization; an omission that would work negatively against sustainability of the projects.

On the flipside, 74(31%) of the respondents indicated that some pattern of information flow was recognized yet this percentage is relatively low to draw a conclusion that awareness level was substantial. It is therefore hard to draw a conclusion on the basis of such arrangements in the absence of a conventional wisdom that a system was available.

4.7: Involvement of stakeholders on implementation of CDF Funded projects

The study sought to evaluate the influence of stakeholder involvement on implementation of CDF Funded projects. This variable was therefore measured on the basis of, the number of PMC members attending meetings consistently, frequency of conducting committee meetings and activities that each member performed in their various project organizations.

4.7.1: The number of PMC members meeting consistently

Establishing the influence of stakeholder involvement on implementation of CDF Funded development projects depends on the number of project members who consistently attend the meetings. In light of this, copies of questionnaire were administered to the respondents asking them to indicate their responses about the number of members who usually attend project meetings and Table 4.17 illustrates their responses.

Table 4.17: The number of PMC members meeting consistently

Attendance	Frequency	Percentage
0 - 4	11	3
5 - 9	185	61
10 - 14	65	24
15 - 19	32	10
Above 19	0	0
Total	220	100

Table 4.17 reveals that 185(61%) of the respondents who filled the questionnaire stated that between 5 – 9 members consistently attended meetings. Coming second in rating was the attendance range between 10 – 14 members, standing at 65(24%), and also noted was attendance range of between 15 – 19 members as stated by 22(10%) of the 220 respondents reached. This is suggestive of the existence of just few projects in which members were fairly involved.

4.7.2: Frequency of convening meetings

The frequency of conducting committee meetings would indicate the level of members' involvement in the key project activities. Relatively regular meetings are important in handling common challenges of project implementation.

In this respect, respondents were asked to complete the questionnaire indicating how often they attended meetings and their responses are as shown in table 4.18

Table 4.18 Frequency of convening meetings

Meetings intervals	Frequency	Percentage
Weekly	6	2
Fortnightly	14	6
Monthly	158	71
Quarterly	20	9
Yearly	22	10
Total	220	100

Table 4.18 indicates that, 22(10%) of the 220 respondents who filled the questionnaire stated that PMC meetings were convened yearly, 20(9%) mentioned quarterly, weekly 24(7.92%) fortnightly 14(6%) and monthly 158(71%). Implied by these statistics was that, meetings were inadequately conducted and hence it was difficult to obtain the benefits of maximum stakeholder involvement to guarantee effective project implementation.

4.7.3: Major tasks undertaken by PMC members

The level of PMC Members involvement in a project intervention is determined by the key activities performed in the project initiative. This would ensure ownership of the intervention, since participation in such activities creates a feeling of group pride. The respondents were requested to fill questionnaire stating the activities they performed in their respective projects and their responses captured in table 4.19

Table 4.19: key activities undertaken in the project

Activity	Frequency	Percentage
Decision making	10	5
Project implementation	142	65
Monitoring and evaluation	58	26
Resource mobilization	2	0.9
Integrated activities	8	4.1
Total	220	100

Table 4.18 reveals that 142(65%) of the respondents stated involved in project implementation, 10(5%) mentioned making decisions, 58(26%) stated project monitoring and evaluation, 2(0.9%) stated mobilizing resources and 8(4.1%). Effective PMC involvement would have been attained if members were involved in integrated activities thereby developing project ownership for realizing effective implementation of CDF Funded development projects.

4.8: Influence of Governance on implementation of CDF Funded projects

Governance is a leadership function for influencing PMC Members efforts the ends of a project initiative. PMC governance was therefore regarded crucial to implementation of development projects. The study measures of PMC governance included the number of leadership positions available, methods of conducting elections and the frequency of conducting elections.

4.8.1. The number of leadership positions in projects

Positions of leadership in a project intervention determine the level of contribution to leadership roles in readiness for decision making. Copies of questionnaire were administered to the

respondents asking them to indicate the number of leadership positions in their projects and their response featured as illustrated in table 4.18

Table 4.19 Number of leadership positions

Position range	Frequency	Percentage
0 - 3	42	7.96
4 - 7	128	42.24
8 - 11	96	31.68
12 - 15	30	19.81
Above 15	7	2.31
Total	220	100

Table 4.18 indicates that 128(42.24%) of the respondents stated that there were between 4 -7 leadership positions in their projects,42(7.96%) stated 0-3, 96(31.68%) mentioned 8-11, 30(19.81%) stated12-15 and 7(2.31%) indicated above 15 positions.

Many leadership positions were available in few projects as indicated by 30(19.81%) and 7(2.31%) of the respondents who stated presence of leadership ranges of 12 – 15 and above 15 respectively. Implied were that few projects provided opportunities for members to assume leadership roles and that just a paltry PMC members were placed in suitable positions for decision making.

4.8.2 Election methods on implementation of CDF Funded projects

Election methods in a project organization are sufficient indicators of PMC governance, since leadership styles in practice would either enhance or derail freedom of members to own an initiative. On account of this reality, the respondents were requested to complete the

questionnaire stating the election methods normally exercised in their projects and their responses are captured in table 4.20

Table 4.19 Methods of conducting elections

Election method	Frequency	Percentage
Secret ballot	95	31.35
Consensus	85	28.38
Acclamation	64	21.13
Queuing	58	19.14
Total	220	100

Table 4.19 reveals that 95(31.35%) of the respondents stated that officials were elected by secret ballot, 85(28.38%) stated consensus, 64(21.13%) mentioned acclamation, 58(19.14%) stated queuing. Implied by these statistics was that most PMCs had not put in place prudent governance measures for effective management of project implementation issues in their project organizations.

4.8.3 Frequency of conducting elections

How frequent elections are held depict the leadership styles being practiced by a specific PMC and its leadership. When elections are conducted regularly, members are granted an opportunity to retain the performing ones, so that those retained work hard in their next terms. Those who fail to impress are replaced. The respondents were asked to fill questionnaire indicating the frequency of conducting elections and their responses are illustrated in table 4.20

Table 4.20 Frequency of conducting elections

Election interval	Frequency	Percentage
One year	78	25.74
Two years	64	21.12
Three years	70	23.10
Five years	62	20.47
Above five years	29	9.57
Total	220	100

Table 4.20 reveals that 78(25.75%) of the respondents indicated that elections were held yearly, 64(21.12%) stated two years, 70(23.10%) indicated three years, 62(20.47%) stated five years and 29(9.57%) stated above five years. Implied was that most PMCs had leaders who did overstay in offices, as elections were not regular enough to check the leadership credentials of those occupied such offices.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter features a summary of the key findings of the study in addition to presenting conclusions on the basis of the study findings. Besides, it also outlines certain contributions made by the study on this field of knowledge as well as putting forth a number of recommendations to be considered in order to effectively address challenges of implementation of CDF Funded development projects. The chapter finally offers suggestions for further research, for no one study in isolation can provide all answers to problems in a particular field.

5.2 Summary of the findings of the study

The study was conducted in Bureti Constituency targeting members of PMCs implementing development projects. In this study, questionnaire was developed and used in data collection. Copies of the questionnaire were then administered to the respondents who formed the study sample of 236 PMCs who were implementing CDF Funded projects in Bureti Constituency.

The study established that respondents below 18 years were few in Bureti Constituency PMCs, since this age group is expected to be in school. However, the respondents who fell in the age range of 21 – 30 years were also few, meaning that majority of that age bracket are either in secondary school, colleges or looking for formal employment, as they despise engaging in local project interventions. Majority of the respondents fell in the age of 31 years and above. This is a group of experienced people who may have tried working ways elsewhere and gained some working experience, hence selected to participate in local projects implementation.

The study revealed that out of the 220 respondents whose completed copies of questionnaire were received, 180 (82%) were males and 40(18%) were females implying that men engaged in

CDF Funded projects in Bureti Constituency than women due to political connection. As revealed from the study, majority of the respondents 148(67%) had been in the PMCs for a period of less than 3 years, with the rest, 73 (33%) being able to serve for a period of between 2—7 years. The implication is that PMCs had not gained substantive experience in CDF Funded projects in Bureti Constituency due to the fact that selection into the committee depended much on political goodwill. Of the 220 PMCs who filled the questionnaire, 38(17%) had professional training at a certificate level, 34(15%) obtained training at diploma level, 26(2%) had a degree qualification, with the majority indicating the other category comprised of those with marginal training orientations. Implied by the training orientations of those respondents was that those who had attained higher and competitive trainings were relatively few in the PMCs, because selection to these committees was based, not on professional training, but on political connections. It was discovered that only 10(6%) of the respondents had training in project management, 28(13%) trained in business management. Moreover, 10(6%) received training in community development and the vast majority, 172(78%) did not have substantial training to enable them effectively implement projects. Implied by the statistics is that political activities have not attracted trained, perhaps because patrons of politics are comfortable with persons with humble academic background. Out of the 220 respondents who filled the questionnaire, 147(68%) being the majority did not prefer credible learning methods, 42(19%) acquired formal training, 29(13%) obtained training offered through workshop and seminars and 2(0.9%) obtained training using computer software. The table also indicates that majority of the PMC members' may have acquired experience in implementing projects by way of informal interactions. The implication in this case is that CDF Funded projects rarely emphasized knowledge building for sustainable development; rather these projects were anchored on political affiliation. On the resources used

in the projects, 166(75%) stated using allocation from CDF, 5(2%) indicated local resources, 18(18%) indicated human capital and 20(9%) mentioned the other category. More often people believe that resources to be used in projects should be externally obtained from donors, NGOs, government and other well wishers, and also that the resources have to funds. However, it is advisable to figure out variety of resources that can be put to project use in order to make these initiatives effective in addressing the needs of the intended beneficiaries. Focusing on the modes of disbursement of the CDF Funds, 28(13%) stated very insufficient, 36(16%) mentioned sufficient, 158(71%) stated less sufficient and 18(8%) indicated the other category. Implied by these statistics is that CDF funds were not disbursed in a manner that would support effective implementation. The PMC members were able to initiate and operate several projects in which membership distributions were not extreme. It was revealed that, 13(6%) stated Agricultural projects, 18(8%), Community Health Projects, 182(83%), Community Education and 7(3%) stated Public infrastructural projects. The implication of the statistics cited was that the PMC members' level of awareness on the basis of project variety was satisfactory. However, such projects were operated on small scale with competitive simple resources available to them raising a red flag on their effective implementation. This is also surprisingly striking to have noticed that none of the respondents embraced small scale business enterprises as their projects meaning that they failed to give their projects a business dimension.

the flow of information in various project environments indicated that 66(28%) of the 220 respondents stated the chairperson as responsible for giving information about the project, 74 (31%) indicated that information was being given by the secretary, 55 (24%) mentioned that it was the responsibility of the treasurer and 28 (15%) stated that any project member would be allowed to give information about the project.

In view of the cited statistics on the information flow, there seemed that 28(15%) of the 220 respondents did not embrace any recognized information system in place for different persons were responsible for giving information about the project. Such projects disregarded the importance of information processing in a project organization; an omission that would work negatively against sustainability of the projects.

On the flipside, 74(31%) of the respondents indicated that some pattern of information flow was recognized yet this percentage is relatively low to draw a conclusion that awareness level was substantial. It is therefore hard to draw a conclusion on the basis of such arrangements in the absence of a conventional wisdom that a system was available. On accessibility to information, the study noted that, 185(61%) of the respondents contacted stated that between 5–9 members consistently attend the project meetings. Given that membership range of those projects was recognized to fall between 10 – 20 members, this attendance though rated the highest is suggestive of inadequate participation of members in the project activities. This could be attributed to the possibility of the project members' desire to seek alternative means of obtaining livelihood that the project could not satisfy.

Second in respondents, rating was the attendance range between 10 – 14 members. Notwithstanding the low response rate of this attendance rate 65(24%), it was held as the optimum attendance range that would indicate sufficient attendance of project meetings. This implied that participation of members in the projects was still low because these projects were only being viewed as subsidiary to other alternative income generating activities.

Also noted in table is the high attendance range of between 15 – 19 members as stated by 22(10%) of the 220 respondents reached. This is suggestive of the existence of just few projects in which members were fully involved and from which consistent livelihood would be derived.

The highest response rating concerning activities performed by members was on project implementation, 142(65%). Contrasted against the respondents' rating on integrated activities, 8(4.1%), this rating implies that most members were only engaged in ordinary operations of the project, but excluded in critical project activities. Effective participation would be realized if members are involved in integrated activities thereby developing project ownership; a success factor in attaining sustainability of CDF Funded development projects.

Observable in the table is that only 10(5%) of the respondents stated being involved in decision making with almost a similar rating in monitoring and evaluation, 58(26%). This implies that these selected few are the ones who had the capacity to undertake key roles in the project owing to their high level of empowerment. Moreover, governance issues, 128(42.24%) of the respondents stated that there were between 4 -7 leadership positions in their projects. This being the highest rating implies that most projects did not emphasize preparing members to take up leadership roles. The few leaders in such projects tend to make decisions on behalf of the members putting to question the merit of such decisions.

96(31.68%) of the respondents indicated that leadership positions in their projects fell between the range of 8 – 11. This means that slightly more members were prepared to take up leadership roles in contrast to those who stated a range of 4 – 7. Decisions carried out by several members generally prove more reliable than those made by few individuals.

Many leadership positions were available in few projects as indicated by 30(19.81%) and 7(2.31%) of the respondents who stated presence of leadership ranges of 12 – 15 and above 15 respectively. This means that only few projects provided opportunities for members to assume leadership roles. 78(25.75%) of the respondents indicated that elections were conducted yearly. This means that these projects exercised democratic leadership style in which members were

given chance of either retaining capable leaders or replacing those whose services for the group proved unsatisfactory.

64(21.12%) of the respondents stated that elections were being held after two years which is still appropriate duration within which to conduct elections. However, elections that was being conducted after three years and above gave the officials chances of clinging on power hence each project is bound to develop idols who must be worshipped. Such long durations of conducting elections make officials complement thereby failing to work hard to attain group goals

5.3 Conclusion

Several conclusions were made concerning implementation of CDF Funded projects in Bureti Constituency. Majority of the respondents fell in the age of 31 years and above. This is a group of experienced people who may have tried working ways elsewhere and gained some working experience, hence selected to participate in local projects implementation. PMCs had not gained substantive experience in CDF Funded projects in Bureti Constituency due to the fact that selection into the committee depended much on political goodwill. The study deduced that political activities had not attracted trained, perhaps because patrons of politics are comfortable with persons with humble academic background.

The PMCs faced various challenges; for example, low level of education and training, inadequate allocation of resources, marginal stakeholder involvement, ineffective governance and insufficient accessibility to information. On the influence of the level of education on implementation of CDF Funded projects, the study established that majority of the respondents attended secondary school and only a few went to middle level colleges and institutions of higher learning. The fora used in the training were merely informal, such as workshops and seminars.

The study also indicated that some pattern of information flow was recognized yet this percentage is relatively low to draw a conclusion that awareness level was substantial. It is therefore hard to draw a conclusion on the basis of such arrangements in the absence of a conventional wisdom that a system was available.

5.4 Recommendations

5.4.1 Recommendation for Policy Formulation

Influence of PMC training on implementation of CDF Funded projects, the study revealed that most of the PMCs in Bureti Constituency had attained humble qualification at the level of secondary education. In this view the study recommended that different line ministries should involve stakeholders in formulating policies that would ensure that workers who enter into jobs with low trainings are encouraged to engage in continuous training to enhance their competence.

On the influence of stakeholders' involvement on implementation of CDF Funded projects in Bureti Constituency; the study established that the attitude of exclusion of some stakeholders in a community based development initiatives was prevalent in several projects. On this account, the study recommended that before any project is initiated, the initiating entity overseeing such projects should ensure a system of stakeholders involvement is put in place without which the project is prohibited by law to kick off.

Influence of resources on implementation of CDF Funded projects in Bureti Constituency; The study discovered that the extent to which resources are identified, both locally sourced and externally sourced, has significant influence on implementation of development projects. Worth mentioning is that most of the projects did not operate with sufficient resources, yet some

resources were found to be locally available and remained unexploited. The study recommended that to avoid over – reliance on external resources and underutilization of local resources policy measures should be formulated so that the beneficiaries’ contributions are only supplemented by external funding.

In evaluating the influence of governance on implementation of CDF Funded projects in Bureti Constituency; the study revealed that PMC leadership had strong contribution on implementation development projects. This notwithstanding, the study found out that most projects did not depict effective leadership styles, for over half of the projects rarely conducted regular elections. The study recommended that the department of Social development should strengthen regulatory measures to ensure that group elections were being conducted yearly. This would enable project members to replace ineffective leaders so that when elected in office, officials would strive to perform well in order to be re - elected.

5.5 Suggestions for further research

1. A similar study should be done to identify other factors influencing implementation of CDF Funded projects in Bureti Constituency.
2. What is the role of politics on the implementation of community based project interventions in rural areas in Kenya?
3. Which Project management best practices should be used to enhance implementation of projects in Bureti Constituency?
4. A case study should be conducted to evaluate the satisfactory performance of the CDF Funded projects in Kasipul Constituency.

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APPENDIX I: QUESTIONNAIRE

PROJECT MEMBERS QUESTIONNAIRE

This questionnaire is prepared to seek information in the study focusing on factors influencing implementation of CDF funded projects in Bureti Constituency. It has two sections, A and B, with section A, soliciting for information about the demographic features and section B, seeking data on the major study variables.

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

1. State your gender:

- a) Male []
- b) Female []

2. Indicate your age in years:

- a) Below 20 years. []
- b) 20-25 []
- c) 26-30 []
- d) 31-35 []
- e) 36-40 []
- Above 40 []

3. State your marital status:

- a) Single []
- b) Married []
- c) divorced []
- d) Other(specify)-----

4. Indicate your level of education

- a) Primary []
- b) Secondary []
- c) Post-secondary []
- e) Other (Specify)

SECTION B. STUDY VARIABLES

5. Have you ever received any training on project work?

a) Yes []

b) No []

6. If yes, indicate the type of training you received.

a) Project Management []

b) Social Work []

c) Business Management []

d) Community Development []

e) Other (specify).....

7. How regular do you embrace training in order to keep a breast with changes in project work?

a) More frequently []

b) Frequently []

c) Less frequently []

e) Other (Specify).....

8. Indicate the type of training you normally prefer.

a) Formal Training []

b) Informal Training []

- c) Workshops and Seminars []
- d) Use of Computer Software []
- e) Other (specify).....

9. In your own opinion, Explain the extent to which empowerment through training can influence implementation of CDF funded projects in Bureti Constituency.....

.....

.....

10. Which resources do you mobilize for use in your project?

- a) Financial resources []
- b) Human resources []
- c) Local materials []
- d) Other (specify)

11. Indicate the common strategy you normally use in resource mobilization

- a) Promotion []
- b) Members contributions []
- c) Government and Donor support []
- d) Harambee []
- e) Other (specify)

12. Has your committee ever sourced funds from commercial financial institutions?

a) Yes []

b) No []

13. If No, indicate why?

a) Problem of collateral []

b) Lengthy procedures []

c) cost of loan []

d) Other (specify).....

14. State the frequency of engaging in resource mobilization to obtain resources for your projects.

a) More frequently []

b) Frequently []

e) less frequently []

f) occasionally []

e) Other (specify).....

15. Explain the influence of resource mobilization on the implementation of CDF funded projects in Bureti Constituency.

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16. How did your PMC conceive the idea of implementation of CDF funded projects in Bureti Constituency?

- a) External stimulation []
- b) Internal stimulation []
- c) Community needs []
- e) Other (specify).....

17. How do you obtain information about the construction projects?

- a) Print media []
- b) Electronic media []
- c) Verbal communication []
- d) Visit to other projects []
- e) Other (specify)

18. Who is responsible for giving information about the project?

- a) Chairperson []
- b) Secretary []
- c) PMC member []
- d) Other (specify).....

19. How accessible is information about the projects by the PMC members?

- a) Very accessible []
- b) Accessible []
- c) Less accessible []
- d) Other (specify).....

20. Explain in your own opinion the extent to which accessibility to information influences implementation of CDF funded projects in Bureti Constituency.

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21. Which key activities do you undertake in your projects?

a) Decision making []

b) Project implementation []

c) Project monitoring []

d) Other (specify).....

22. How often do you engage in such activities?

a) More often []

b) Often []

c) Less often []

d) Other (specify).....

23. Do you participate in all meetings of the PMC?

a) Yes []

b) No []

24. If yes, how frequently do you meet?

a) Weekly []

b) Monthly []

c) Quarterly []

- d) Yearly []
- e) other (specify).....

25. In your own informed opinion, explain how participation of PMC members in key project activities influences the implementation of CDF funded projects in Bureti Constituency.

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26. Indicate the number of leadership roles in your project organization

- a) 0 – 3 []
- b) 4 – 5 []
- c) 6 – 7 []
- d) Above 7 []

27. State the methods of elections in your organization

- a) Secret method []
- b) Queuing method []
- c) Consensus method []
- d) Acclamation []

28. Indicate how often elections are held

- a) Quarterly []
- b) Yearly []
- c) After three years []
- d) Above three years []

APPENDIX II: TRANSMITTAL LETTER

Richard Maritim
University of Nairobi,
P.O. Box 30197-00100 G.P.O, Nairobi.
14th July 2013

Dear respondent,

SUBJECT: FACTORS INFLUENCING IMPLEMENTATION OF CDF FUNDED PROJECTS IN BURETI CONSTITUENCY

I am a MA student in the University of Nairobi carrying out an academic research for the purpose of examination leading to the award of degree in Master of Arts in project planning and management. The purpose of this letter is to request you to provide the required information as per the attached questionnaire.

By copy of this questionnaire, you have been selected to participate in the study. You are therefore kindly requested to answer the questions below displaying utmost good faith. The study is purely for academic purpose and all information provided will be treated with confidentiality.

Your prompt response will be highly appreciated.

Thanking you in advance for your assistance.

Yours sincerely,

Richard Maritim