

**THE GENDER PERSPECTIVE IN THE MONITORING AND EVALUATION OF THE
CDF IN GATANGA CONSTITUENCY OF MURANG'A COUNTY, CENTRAL KENYA**

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DECLARATION

This project paper is my original work and has not been presented for a degree in any other university.

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Professor Simiyu Wandibba

DEDICATION

To my parents and siblings for being there for me in all ways as I travel through the journey of life.

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ABSTRACT

This was an exploratory study of gender participation in the Monitoring and Evaluation (M&E) of Gatanga Constituency. It involved an assessment of the participation of men and women in the leadership of the Constituency Development Committee (CDC) as well as the community and leadership's understanding of the concepts of gender and M&E, their roles and their participation in both of these and the constraints faced.

Data were collected from Gatanga and Kihimbuni Divisions of Gatanga Constituency. This was done through in-depth interviews, focus group discussions, and key informant interviews. The demographic quantitative data were analyzed using both excel and SPSS computer softwares, and findings are presented in pie charts and bar graphs. Qualitative data from FGDs and key informants were analyzed thematically. For each of the data set, a separate code sheet was created in an attempt to establish and interpret the patterns and relationships of the observations. Direct quotations and selected comments from the study population were used to present the findings.

The findings indicate that despite the fact that the CDC leadership as currently constituted reflects a gender balance, there was no community participation in its choice. This exclusion was something the community felt very aggrieved about as they seemed very aware that it is their right to elect leaders. Further, while some understood that one of the CDF requirements is to have both men and women represented in the leadership, the majority did not seem to know the purpose for this type of representation. It was also evident that the community is not involved in the M&E of the CDF project management cycle. The findings suggest that, their understanding of their role in this is weak. This was compounded by their general

feelings of being excluded from all other aspects of the project cycle from identification, design and implementation, to reporting.

The findings further indicate that although the CDC leadership understands what gender is, it is not aware of how gender can be used as a management tool for redressing existing gaps for more development efficiency and effectiveness. There is, therefore, need for strengthening of capacities at this level including through training, with a special focus on how M&E can be used to mainstream gender.

The study concludes that the participation of the community in the current CDC leadership of CDF in Gatanga is non-existent. The culture and practice for M&E including from a gender perspective, is also weak. This implies that the lack of community participation in these two critical aspects compromises the necessary checks and balances in promoting the spirit of transparency and accountability espoused in the CDF Act.

In view of this, the study recommends that the community be given its democratic right to participate in the selection of its leaders in line with the CDF Act. There is also need for concerted efforts by the CDF leadership and other relevant stakeholders to encourage the uptake of comprehensive gender-responsive M&E. Finally, the study recommends that the fear around M&E that it is a “policing” or “investigative” tool rather than a management tool for improved development efficiency and effectiveness be demystified through advocacy among all stakeholders.

ABBREVIATIONS AND ACRONYMS

APRs	Annual Progress Reports
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEDGG	Centre for Enhancing Democracy and Good Governance
CDD	Community Driven Development
CDF	Constituency Development Fund
CDC	Constituency Development Committee
CDFC	Constituency Development Fund Committee
CPC	County Projects Committee
CRA	Commission for Revenue Allocation
DAC	Development Assistance Committee
DFRD	District Focus for Rural Development
ERS	Economic Recovery Strategy
ESK	Evaluation Society of Kenya
FDGs	Focus Group Discussions
GAD	Gender and Development
GOK	Government of Kenya
GRTTP	Gender Research Rural Travel and Transport Programme
IEA	Institute of Economic Affairs
IMF	International Monetary Fund
KES	Kenya Shilling
KIHBS	Kenya Integrated Household Budget Survey
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KNCHR	Kenya National Commission on Human Rights
MED	Monitoring and Evaluation Department

M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
NIMES	National Integrated Monitoring & Evaluation System
NMC	National Management Committee
NPEP	National Poverty Eradication Plan
NTPA	National Tax Payers Association
OECD	Organization for Economic Co-operation and Development
PMC	Project Management Committee
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WID	Women in Development

Chapter One

Background to the Study

1.1 Introduction

Since 1964 until 2003 when the Constituency Development Fund (CDF) Act was enacted, Kenya's delivery of development was centralized. The centralization led to imbalances as development resources were not distributed equally and equitably across geographical regions (IPAR, 2006). To redress these imbalances efforts for decentralization were effected from the 1960s such as through the 1983 District Focus for Rural Development (DFRD) Strategy. However, these did not bear much fruit and the socio- economic imbalances persisted.

These were compounded by gender imbalances. The phenomenon of the feminization of poverty is a historical and current fact. To underscore this, e.g., women produce 75 to 90 per cent of food crops in the world, and are responsible for the running of households and yet they reap the least financial benefits from these. According to the United Nations:

In no country in the world do men come anywhere close to women in the amount of time spent in housework and farm work. Furthermore, despite the efforts of feminist movements, women in the core [wealthiest, Western countries] still suffer disproportionately, leading to what sociologists refer to as the "feminization of poverty", where two out of every three poor adults are women. The informal slogan of the Decade of Women became "Women do two-thirds of the world's work, receive 10 percent of the world's income and own 1 percent of the means of production (Robins, 1999: 354).

The CDF is a public sector reform initiative that is a continuation of the government's efforts to redress socio-economic disparities through decentralization. Specifically, it is a government public-funded kitty with a stipulated portion of 25% of the national budget's revenue collection allocated for development at the grassroots level. The objective of the Fund is to alleviate poverty at constituency level, including by addressing the existing inequality and inequity gaps of development, including those related to gender. *"The Act shall ensure that a specific portion of the national annual budget is devoted to the constituencies for purposes of infrastructural development, wealth creation and in the fight against poverty at the constituency level"* (GOK, 2013: 881).

M&E in Kenya has a relatively short history and especially in the public sector, with Civil Society, the World Bank, Bilateral Partners and UN Agencies having the longest history of its institutionalization. A proposal for M&E was prepared in the 1983 DFRD Strategy and government's five-year development plans, e.g., the National Poverty Eradication Plan (NPEP), advocating for the use of participatory approaches to planning (and presumably monitoring). However, there was no clear and comprehensive national M&E roadmap until 2003 when the National Integrated Monitoring and Evaluation System (NIMES) was established at the Ministry of Planning. Nevertheless, its capacities and the national culture and practice for M&E remain relatively weak including its gender perspective (Daly, 2008: 2).

Monitoring may be defined as: *"a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds"* (<http://web.worldbank.org>).

Evaluation, on the other hand, is: *“the process of determining the worth or significance of a development activity, policy or program ... to determine the relevance of objectives, the efficacy of design and implementation, the efficiency or resource use, impact and the sustainability of results. An evaluation should (enable) the incorporation of lessons learned into the decision-making process of both partner and donor”* (<http://web.worldbank.org>). Specifically, evaluation findings and recommendations determine whether the impacts of development interventions are positive or negative for targeted beneficiaries. In the case of gender-responsive evaluation findings, they highlight the impact of a development intervention on men and women, boys and girls.

M&E is now widely recognized as a management and good governance tool for promoting efficiency and effectiveness as well as transparency and accountability in the execution of development projects. On governance, for example, this is crucial for CDF because, as is often reported in the media, some of the money is misused, *“... at least KES 380 were misappropriated in the last financial year alone* (Daily Nation, Tuesday May 8, 2012).

Further, the significance of monitoring in ensuring efficiency in the management of CDF has been underscored by monitoring financial audits and comparative analyses exercises conducted by the National Tax Payers Association (NTA). In this regard, an audit for the utilization of funds allocated in the 2006/07 financial year, established that over KES 500 million was wasted, misused or unaccounted for in 17 constituencies. A follow-up audit and comparative analysis of the implementation of recommendations of that particular study was conducted in early 2013 in 10 constituencies for projects managed in 2008 and 2012. The findings showed an improved change in the proportion of badly used, wasted and

unaccounted for CDF funds. In Kisumu Rural constituency, for example, there was a decline of inefficiencies by 2.3%, down from 28% in 2008 to 25.7 % in 2012.

Women represent the majority of the rural poor (70%) and even though largely unrecognized, they play a major role in the survival strategies and economies of poor rural households globally. It has also been proved that they are a driving force in achieving project effectiveness and reducing poverty. In this regard, gender-responsive M&E is important as it shows the extent to which a project has addressed the different needs of men and women, and the impact this has on their lives and their socio-economic well-being. It also shows project performance during implementation including allowing for mid-term corrections for improvement where necessary and as well as providing lessons for future projects (World Bank, 2001: 1).

Moreover, consideration of the gender dimensions in the M&E function is important because a study conducted by the Gender Research Rural Travel and Transport Programme (GRTRTP) titled “*The cultural constraints women face in project planning and implementation*”, found that women are usually excluded from participating in feeder road programmes that enhance their income levels (World Bank, 2001:134). These findings were attributed to the fact that in many societies, as exemplified in Caroline Moser’s gender analysis framework, there are socially constructed and culturally constraining roles for men and women in the form of “productive” and “reproductive” work. In the GRTRTP findings, cash related work was ascribed to men while ‘food for work’ or ‘voluntary activities’ was ascribed to women. The TRTT research also established that these constraints inhibit the monitoring and evaluation of the gender dimensions of project activities, as it was found that when men and women are mixed for discussion purposes, women are reserved, especially if their husbands are present.

In such cases, women are expected to do the listening and the men most of the talking and decision making. Accordingly, men's decisions are presumed to represent those of women.

In CDF management, this has been lacking. This is e.g. according to one study on the Fund, "...there is lack of adequate community participation in project selection, execution, selection of committees, and monitoring and evaluation (M&E); and there exists very low awareness levels..." (Mapesa and Kibua, 2006: 1). In view of this, this paper posits a study to assess the actual situation on how men and women participate in the M&E of CDF management is imperative.

1.2 Problem Statement

Studies conducted on CDF including community participation in the Fund have shown that Members of Parliament (MPs) and a select few dominate project and leadership identification, implementation and auditing activities of the Fund at the exclusion of communities. M&E has been lacking in CDF management (IEA, 2006: 2; Mapesa and Kibua, 2006: 35). The integration and implementation of gender in the project management cycle, even though much talked about in documents and public discussions, is also weak.

Traditionally, women are marginalized socio-economically and politically. For instance, studies such as "*Integrating a gender dimension into Monitoring and Evaluation*" (World Bank, 2001: 1) have shown that women continue to be disproportionately represented among the country's poor with two out of every three poor adults being female.

M&E is a management and governance tool that has the potential to redress existing gender inequalities, but has not been fully understood and utilized. Therefore, given that past studies have not prioritized the gender dimensions and their linkages to M&E as a management tool

for redressing existing gaps in the CDF management across the project cycle, this became the gap that this study sought to fill. The study was, therefore, designed to answer the following questions:

- a. What is the role of men and women in CDF leadership and the Monitoring and Evaluation of project processes?
- b. What constraints do they face in as far as gender and M&E aspects of the Fund are concerned?

1.3 Study Objectives

1.3.1 General Objective

To explore the role played by both men and women in the leadership and monitoring and evaluation functions of CDF project cycle management in Gatanga Constituency of Murang'a County.

1.3.2 Specific Objectives

- a. To find out the roles played by men and women at the community level in the leadership and monitoring and evaluation processes of the CDF project cycle as a way of promoting gender equity.
- b. To describe the constraints experienced in the equal gender participation in the leadership and the monitoring and evaluation processes of CDF in the CDC as well as the project cycle.

1.4 Assumptions of the Study

- a) Men and women play different roles in the leadership as well as in the monitoring and evaluation processes of the CDF project cycle in Gatanga constituency.
- b) Women experience constraints in the leadership and monitoring and evaluation processes of the CDF.

1.5 Justification of the Study

The study findings will add to the existing academic body of knowledge in terms of literature on decentralized funds. In particular, the findings echo similar studies which have called for increased community participation both at leadership and implementation levels of CDF management. Towards this end, the study findings will contribute towards creating more awareness on the importance of both M&E and gender and their linkages to development effectiveness to all relevant stakeholders including the government and communities. These are two critical elements to sustainable development, with the potential to bridge existing gender equity and equality gaps but which have not received due attention in project implementation in the past nationally.

1.6 Scope of the Study

This study sought to find out the extent to which men and women participate in the leadership and monitoring and evaluation functions of the CDF project management cycle in Gatanga Constituency of Muranga County. It focused on gender and monitoring and evaluation. Specifically, the study examined the role of men and women, including the nature and extent to which they participate in the CDC and the M&E of the project cycle.

1.7 Limitations of the study

This was a case study of one constituency out of the 290 constituencies in the country. A common criticism of such a study is its dependence on a single case exploration, making it difficult to reach a generalizing conclusion (Tellis, 1997). It may be argued that a single case out of so many is likely to lack rigour and that there may be the risk of biased interpretation of the data. Grounds for establishing reliability and validity are also subjected to skepticism when a small sample is used. Such a study, one may argue, provides very little basis for scientific generalization due to the small number of subjects. For instance, the question commonly raised is, “How can you generalize from a single case?” (Yin, 2006: 23).

However, despite these criticisms, researchers continue to use the case study method particularly in studies of real-life situations governing social issues and problems like CDF management. Against this backdrop, to ensure reliability and validity of findings in this particular study, the researcher relied on triangulation of data collection methods.

1.8 Definition of Terms

Constituency

In the Kenyan context it is an electoral area being represented in the national assembly by a Member of Parliament.

CDF

A decentralized fund kitty enacted by an Act of Parliament in 2003, that stipulates that 2.5 per cent allocation of national revenue be redistributed to the constituency level as an intervention measure for redressing existing inequalities and inequities in development in Kenya.

Participation

The involvement of communities from an informed perspective and for ownership in the decision-making processes of the project cycle management. This includes monitoring and evaluation.

Gender

The relations between men and women, both perceptual and material, that are not biologically determined but socially constructed.

Gender Perspectives

Clearly and effectively holistic, integrated approaches geared towards the understanding and redressing of gender-based differences, in terms of status and power. They also consider how such discrimination shapes the immediate needs and the long-term interests of women and men.

Projects

Socio-economic activities implemented using the Constituency Development Fund.

Monitoring

Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications or non-thereof, of the extent of progress and achievement of objectives and progress in the use of allocated funds (<http://web.worldbank.org>).

Evaluation

Evaluation is the systematic and objective assessment of an ongoing or completed project, programme, or policy, including its design, implementation, and results (<http://web.worldbank.org>).The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability.

Chapter Two

Literature Review

2.1 Introduction

This Chapter reviews the literature relevant to the research problem. It traces the histories of decentralized funds, gender and M&E. The review is done using the following sub-headings: CDF as a community decentralized fund; community participation in CDF; monitoring and evaluation in CDF; gender mainstreaming in project M & E in CDF and constraints in M&E undertaking. The chapter also discusses the theoretical framework that guided the study.

2.2 Literature Review

2.2.1 CDF as a Community Decentralized Fund

Studies have shown that Kenya is a highly unequal society based on class, gender and regions. For instance, according to one of the Kenya National Commission on Human Rights Report (KNCHR) 42% of the country's income is controlled by only 10% of the population. Regionally, Nyanza has more than twice the proportion of children who die in the first year of their life compared to the Rift Valley region. Further, the life expectancy of a person living in Meru is twice as high compared to a person living in Mombasa (KNCHR, 2003: 29). In view of all these among other inequalities, this state of human rights report commends the CDF Act by the Ninth Parliament as one of the most progressive pieces of legislation in Kenya.

Efforts for decentralization of development in Kenya to redress existing imbalances began in the 1960s and continued till 2010 when this was reinforced in the new Constitution that devolved funds from the central government to the 47 counties. Accordingly, it is stipulated in the constitution that, “*Women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres* (GOK, 2010: 24).

Another example of decentralization efforts is the 1983 District Focus for Rural Development (DFRD) Strategy. However, the particular focus of this study is the CDF which was established by an Act of parliament in 2003 and amended in 2013. The CDF Act was conceived primarily in response to the general failure for development planning and financing in Kenya over the previous two decades. By 1999/ 2000, over half of the Kenyan population was living in poverty. Consequently, poverty reduction, equality and economic growth had become a national concern calling for concerted action (Obok, 2009: 2). The establishment of the CDF was geared towards bridging the wide gap between government’s recurrent (80%) and development expenditures (20%). There were also concerns that the absorption rates for this development expenditure were low and unspent funds by various government agencies were often returned to the treasury. This was further compounded by the fact that there were no well-defined formal allocations’ criteria of the development expenditures (Abdi, 2007: 33). Allocations were based on political patronage (Mapesa and Kibua, 2006: 3-4).

CDF is a Community Driven Development (CDD) intervention geared towards grassroots empowerment for improved development efficiency and effectiveness. Targeted projects for such initiatives are multi-sectoral ranging from health, water, agriculture to education among

others. Sources of funds may be the government or donors (Wandibba, 2008: 9-11). In this regard, the CDF is a public sector reform initiative and an intervention measure in particular to redress existing development imbalances including those related to gender and geographical representation. The overall objective of the Fund is to alleviate poverty at constituency level. Towards this, it is stipulated that a portion of the national budget be allocated for development at the constituency level, *“The Act shall ensure that a specific portion of the national annual budget is devoted to the constituencies for purposes of infrastructural development, wealth creation and in the fight against poverty at the constituency level”* (GOK, 2013: 881). The Act also outlines clear procedures for the submission of proposals including the funding and selection criterion, timelines and types of projects to be funded (GOK, 2013: 889).

Specifically, 2.5% of the Government’s annual revenue is allocated to the Fund for development to the country’s 290 constituencies. Since its inception, about KES 70,956,300,000 has been allocated to the Fund. In the 2010/2011 financial year, the kitty received its highest allocation of KES 22.7 billion, which translates to about KES 108.3 million per constituency (The Standard Newspaper, Tuesday 23 April, 2012). A quarter of the 97% allocated for development is based on the Constituency Poverty Index modelled by the Ministry of State for Planning, National Development and Vision 2030. The remainder 3% is earmarked for administration costs with 2% going to monitoring (GOK, 2013: 881).

According to the CDF Act the above formula estimates that 75% of the net available fund is distributed equally among all 290 constituencies, whilst 25% of the net available fund is distributed according to a weighted value of the constituency’s contribution to national poverty. The weighting factor applied to the constituency contribution to poverty is the ratio of urban-rural poor population derived from the 1999 population and housing census. The

reason behind the urban-rural ratio is because the majority of the poor population live and derive their livelihoods from rural areas. Accordingly, the 1999 census shows that the urban poor to rural poor population was 19% and 81%, respectively (Romero, 2009: 7).

Thus, improving the rural socio-economic outlook is perceived as a priority. Another aspect considered to base the CDF allocation against urban areas was to deter migration from rural to urban areas. The CDF Board considered that the concentration of people in slum settlements in urban areas could be an indication that the living conditions and economic opportunities in the settlers' respective rural areas of origin were probably worse. So the logic of the CDF Board was that if rural areas are better developed and more capable of absorbing a growing population, then fewer people might be attracted to migrate into urban slums (Romero, 2009: 7).

To ensure the efficient and effective management of the CDF, various committees proportionate to regional, political party affiliation and gender balances have been mandated with this by the Act at national and devolved levels. The Constituency Development Fund Committee (CDFC) is the overall national body that provides strategic direction. It is administered by a Board of Directors consisting of the Principal Secretary of the Ministry of Devolution and Planning, the Attorney General, Clerk of the National Assembly and 5 technical experts appointed by the Cabinet Secretary. The Cabinet Secretary may also appoint 2 others to remedy any regional imbalances during the appointment of the 5 mentioned above. The board is responsible for monitoring the implementation of projects and may designate a sub-committee, a ward committee or a project committee to execute this function and reporting to the ward administrator, County Projects Committee (CPC) and sub-county administrator (GOK, 2013: 882).

The National Assembly Committee on Constituency Development Fund (NACCDF) is another of the committees. It consists of not more than 10 Members of Parliament (MPs), proportionate to political party representation. Its main function is to provide parliamentary oversight to the CDF Act including that which is related to policy framework and legislative matters (GOK, 2013: 896). At the devolved level there is the CPC, whose main function is to coordinate the implementation of projects financed through the Fund at the Counties. The composition is made up of the Senator, MPs from the County, county women representative, Governor and all relevant government technical officers among others (GOK, 2013: 899). Significantly, at this level also is the Constituency Development Committee (CDC), chaired by the MP. Essentially, this is the project implementing arm of the CDF. The CDC comprises one representative each from the disabled and NGOs as well as 3 men and women each from the community. One of each gender representatives in the latter category must be a youth (GOK, 2013: 891).

The Fund has a high impact potential for redressing historical injustices including strengthening the participation of men and women at the community level from project identification, design, planning and implementation. It also has the potential of creating strong systems such as those of M&E to inculcate the culture of social accountability by citizens. Studies conducted by the Institute of Economic Affairs (IEA) Kenya and the Kenya National Commission on Human Rights (2007: 42) indicate that beneficiaries of the Fund were positive about some of the outcomes and impact of its projects despite having reservations about how they were identified and managed.

The KNCHR study above reported that village trading centres and dispensaries had mushroomed throughout the country which provided trading opportunities and health care. Projects like the Kitonyoni Dispensary in Makueni Constituency have greatly benefitted from this. Previously people had to walk for 1-2 hours to access the nearest health care facility whose state was deplorable (Obok, 2009). In another study on decentralization and accountability the majority of respondents reported that the CDF helped to reduce poverty and improve services in their constituencies, even though they also believed that the Fund has been misused for political purposes by MPs (Romero, 2009: 5).

Various other challenges are experienced in the management of the CDF across all Constituencies in the country. Key among them is that even the revision of the CDF Act does not appear to respect the constitutional ideals of devolving power. On this, despite past public outcry, the MPs are still involved both at national and local levels in the legislation, execution and self-audit of the Fund's management (GOK, 2013: 892). The principle of separation of powers is the basis for democracy and constitutionalism and stipulates that different arms of government have a clearly defined and separate role. The Act still provides too much power to the MPs, which in turn negatively compromises their adherence to the principles of transparency and accountability (Abdi, 2007: 33).

Consequently, MPs are believed to misuse the Fund for political purposes such as nepotism in the "selection" of the CDC members. A study by Mapesa and Kibua (2006) found that community participation in project selection, execution, selection of committees, and monitoring and evaluation is low. They are marginalized in the affairs of the Fund, even though the letter and spirit of the Act stipulates their participation. The manipulation of tendering processes through corruption at the expense of the public good is also commonly

reported. Further, unqualified people win tenders who in turn provide sub-standard services (Romero, 2009: 5).

To reinforce the above findings, inefficiencies and ineffectiveness in the management of the CDF are also reported in a joint report on the CDF management by The Institute for Social Accountability (TISA, 2011:24) which noted that at least KES 380 million had been misappropriated in the previous financial year alone. The report was based on a sample of five constituencies, namely, Kitui, Machakos, Nairobi, Nakuru and Vihiga. The report further raised concern that the intended aims and spirit of the CDF in addressing the actual needs of the people on the ground have not been adequately met “... *although CDF was designed to consider local needs and preferences, a number of concerns have been raised about the weak institutional framework supporting the CDF, its lack of transparency, and ultimately that it does not address sufficiently the political imperfections that distorted political incentives to serve equally all the poor...*” (TISA, 2011: 12). The revised CDF Act, 2013 has laid down guidelines including institutional structures that involve public participation (GOK, 2013). These have the potential to check the excesses of political interference by MPs. However, this is yet to be translated into practice.

2.2.2 Community Participation in CDF

Participation in project cycle management may be defined as a way of involving people through consultations from identification, design, implementation and reporting. It takes into consideration the local development context based on the views of the people residing there. Participation can take different forms: direct, representational, i.e., selecting representatives from membership-based groups and associations; political, through elected representatives,

information-based, with data aggregated and reported directly; or through intermediaries to local and national decision makers (World Bank, 2001:6).

Community participation procedures are well outlined in the CDF Act. The Act stipulates that in order to ensure representativeness, the MP, through consultations in an open public meeting of registered voters in each of the elective wards, appoints eight representatives to the CDC. The appointments are based on geographical diversity, communal, religious, social and cultural interests in the constituency as well as representation of gender, youth and persons with disabilities. The eight in turn elect among themselves one person to be chair of the CDC (GOK, 2013: 891).

The right to community participation in the Kenyan context was further reinforced in the Kenya Constitution, 2010. In this regard, Chapter 12 stipulates that some of the objectives of the devolution of government are to give powers of self-governance to the people and enhance their participation in the exercise of the powers of the State and in making decisions affecting them, to recognize the right of communities to manage their own affairs and to further their development (GOK, 2010: 14).

Moreover, it is now globally acknowledged that participatory development is the most important approach towards enabling communities to help themselves and sustain efforts in development work. Participatory development is the most important approach as it empowers communities to take ownership and be independent even after a project is complete. It equips people with new skills and voice to speak out for their needs. Communities are no longer seen as recipients of development programmes; rather, they become critical stakeholders with

an important role to play, including that of monitoring and evaluation in the management of programmes and projects in their area (NGO Management School Switzerland, 2009).

Ultimately, participation contributes to poverty alleviation as it also provides access to productive resources and helps in finding and selecting the poor as beneficiaries who in turn identify their local needs. Participation also promotes efficiency as it makes local stakeholders self-reliant and thereby, decreases the recurrent costs of development interventions (Chambers, 2005: 14).

It is further argued that people's participation in development projects may help bring effective social change rather than impose an external culture on a society. This is because it ensures that communities identify and respond to their issues and problems that are unique to their local context. Moreover, community participation in the design and management of a project greatly enhances the likelihood of project success as it provides checks and balances for quality control and relevance that in turn lead to improved efficiency and effectiveness. Decentralization like in the case of CDF is a popular and widely adopted strategy for ensuring people's participation in local development (Mapesa and Kibua, 2006: 9).

However, according to Kituo Cha Sheria (2008:18) effective participation of the communities in the CDF has remained elusive. This is occasioned by inadequate awareness, exclusion of women from decision-making processes and ineffective coordination. Community participation has also been influenced negatively by the politics of patronage practised by MPs which is a constant constraining factor (Mapesa and Kibua, 2006: 4). The CDF Act gives too much power to the MPs which has created conflict of interest as they legislate, execute and audit themselves through the parliamentary committee (Abdi, 2007: 34). Similar to the experience with the 1960s-1990s "Harambee" movement in the country, this has

resulted in social and political networks that influence who participates in a project and in what way (Miroro, 2007: 45). This implies that the adherence to the principles of transparency and accountability in the management of the Fund is low.

This is compounded by the communities' weak capacities on their roles and responsibilities in its governance. Consequently, cases of poor performance and failure of the Fund to achieve its planned objectives are common (KIPPRA, 2008). Inadequate participation often leads to poor prioritization of projects in terms of needs and further exclusion of marginalized groups. Because of this and partly due to inadequate allocations, sometimes CDF has had little impact on the quality of life of communities (Kituo Cha Sheria, 2008: 10).

The level of participation may also be affected positively or negatively by people's previous experiences. For instance, a study in India showed that suspicion by community members emanating from a previous bitter experience of exclusion by the staff of a water project caused them to refrain from participation in subsequent development interventions. This happened despite the fact that the project had positive outcomes on their welfare (Phuyal, 2003: 145). This implies that participation is crucial towards the sustainability and ownership of empowerment and in extension development outcomes as it promotes unity and reduces mistrust. Essentially too, sustainability also requires the building of strong institutional structures to manage development and access to resources upon which to carry them on such as local institutions (Muthengi et al., 2001: 132).

2.2.3 Monitoring and Evaluation in CDF

After the Second World War in 1945, massive financial resources were ploughed into socio-economic development programmes and projects as part of post-war reconstruction efforts. These were spearheaded by the World Bank and the International Monetary Fund (IMF). Consequently, the demand for M&E grew in order to account for the funds expended and to establish the impacts of these programmes on people (Mulwa, 2011: 46).

The history of M&E in Kenya is relatively short (GOK, 2008). The first comprehensive proposal for M&E was prepared in 1983 when the District Focus for Rural Development (DFRD) Strategy was introduced. Subsequent planning and policy documents, however, did not articulate any clear mechanisms for M&E. Although there were Government five-year development plans and documents, such as, the National Poverty Eradication Plan (NPEP), which advocated for the use of participatory approaches to planning (and presumably monitoring), there was no clear and comprehensive monitoring and evaluation roadmap for the country until, 2004 (Daly, 2008: 1).

In 2004, a National Integrated Monitoring and Evaluation System (NIMES) was established to track and provide feedback on the implementation of the Economic Recovery Strategy (ERS) and now the Vision 2030's policies, programmes and projects (Daly, 2008: 2). It is operationalized at the Ministry of Planning and Devolution by the Monitoring and Evaluation Department (MED). The Evaluation Society of Kenya (ESK), a professional network for M&E was established in 2008. Its overall objective is to support a sustainable evaluation culture and practice by the supply of evaluators and advocacy through a multi-stakeholder approach (Akundy et al.2013). Further the CDF Act highlights M&E as one of its areas of

focus with a budget allocation of up to three per cent of any given project (GOK, 2013: 890). These are in line with the Kenya Constitution, 2010, which upholds the principles of good governance, integrity, transparency and accountability for sustainable development (GOK 2010: 15).

However, despite these efforts, the national culture, capacities and practice for M&E in Kenya remain generally weak. This state of affairs is well illustrated in the case of CDF management. According to one study on the Fund, “...*there is lack of adequate community participation in project selection, execution, selection of committees, and monitoring and evaluation and there exists very low awareness levels...*” (Mapesa and Kibua, 2006:12). The limited M&E practised in the Fund’s management is not comprehensive and appears to put emphasis on the monitoring function and not evaluation. Additionally, the financial audits that have been conducted on the Fund have not been commissioned by internal demand to inform evidence-based decision-making and implementation, but externally, e.g., by the National Tax Payers’ Association (NTPA). This is further compounded by the perception and practice that seems to imply that monitoring only entails field visits and not also the systematic collection, storage, analysis, dissemination and utilization of data for improved project efficiency and effectiveness (World Bank, 2001: 7).

M&E is both a performance measurement and governance tool. The development and private sectors need some form of performance measurement to stay on course and to achieve planned targets and results. In the private sector profitability is the guiding principle. Hence, performance assessment models are clear and straightforward and are developed internally for self-assessment with results shared through financial reporting mechanisms and company reports. The strategies and targets of the corporate organizations are also clearly defined and

backed by legislation as well as company rules to guide operations. Thus, the balanced score card is the most popular form of performance measurement according to 52 per cent of firms surveyed (Hudson et al., 2001: 1107). It underscores a balance between the use of financial and non-financial measures to achieve strategic alignment (Kaplan and Norton, 1992: 71).

On the other hand, monitoring and evaluation is the development sector performance measurement tool. It assesses how well a project or programme is performing vis-à-vis planned development results. The development sector performance measurement is much more complex as development itself is very complex and is affected and influenced by different factors and stakeholders with conflicting interests. Accordingly, taking into account the interests of all stakeholders involved may produce many performance measures that are difficult to undertake and meet the targeted needs. The assessments are also difficult to define and measure. These become more complicated in government projects due to the emphasis on supply of services. Consequently, governments produce more output measures (efficiency) than outcome ones (effectiveness) (Chan and Chan, 2004: 203).

M&E also promotes the principles of accountability and transparency by making more information on the workings and results of government programmes available to the public (Krause and Philipp, 2010). It emphasizes assessing how the development outcomes of a project or programme are being achieved over time. It focuses on achieving outputs, outcomes and impacts that are important to the organization and its stakeholders by providing timely and frequent information to staff, helping establish key goals and objectives, permits managers to identify and take action to correct weaknesses and supports a development agenda that is shifting towards greater accountability for money spent (World Bank, 2004:

12). Further, M&E is a tool for budgeting, a system usually referred to as “performance budgeting”. It helps policy makers make strategic decisions on national resource allocations and expenditures (Krause and Philipp, 2010).

While monitoring and evaluation are mutually inclusive, there is a distinction between the two. The monitoring aspect is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Significantly, monitoring unlike evaluation does not provide answers as to “why” a project may or not be progressing as planned or “how” to address related challenges for corrective measures.

On the other hand, evaluation is more rigorous and provides answers to the “why” and “how” questions. According to the Organization for Economic Co-operation and Development (OECD, 1991: 4), “*Evaluation is an assessment, as systematic and objective as possible, of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, relevance, impact and sustainability*”. The standard criteria of efficiency, effectiveness, relevance, sustainability and impact upon which evaluation is based and globally applied, was defined by the OECD’s Development Assistance Committee (DAC). During the evaluation process, these criteria are applied at all levels of the project cycle from design, process/operations and results to determine the extent of success.

Additionally, an evaluation should provide credible and useful information, which allows the incorporation of lessons learned into the decision-making process of both recipients and donors (World Bank, 2004:12). Towards this end, it applies social science research approaches which include literature reviews and field studies. For rigour and validity quantitative and qualitative data is triangulated using surveys, citizenry's score card, case studies and focus group discussions (FGDs), among others.

Effective M&E entails a participatory approach that includes all relevant stakeholders from communities, implementers, government and other development partners. In particular, community members must be organized for effective monitoring. They also need to develop a working relationship with the implementing agency of a particular intervention to ensure that relevant information reaches on time for action (Kituo Cha Sheria, 2008: 74). Further, it calls for the recognition and respect for local community knowledge and experiences, with the evaluator being a "process facilitator". In essence, this calls for a paradigm shift in the attitudes of power elites and professional evaluators to be able to redistribute power in favour of the powerless by allowing them as beneficiaries of development to have a voice in its execution (Mulwa, 2011: 4).

M&E is not complete without the elements of reporting, dissemination and feedback. Accordingly, reporting should include the main findings, lessons learned, conclusions and recommendations to inform future policy and programme development. These should be systematically disseminated to all relevant stakeholders through an elaborate feedback mechanism to ensure improved planning and implementation of projects. The dissemination and feedback measures may include evaluation committees, workshops, online systems,

follow-up procedures, and informal means such as networking and internal communications (DAC, 1991: 11).

Studies show that the uptake of M&E, including at implementation and community levels, are low in CDF management. This has contributed to the misuse of funds (Momanyi, 2011: 30). This state of affairs contradicts the letter and spirit of the Act as well as public opinion which envisage the Fund to have elaborate M&E mechanisms for improved efficiency, effectiveness as well as checks and balances against the excesses of the ruling elite. Gender-responsive M&E also appears to be mostly in theory and not in practice, due to the traditional biased attitudes and practices against the female gender.

Going forward in order to optimize on CDF's high potential towards poverty alleviation and the probability of Kenya becoming a model case that is now given impetus by the advent of Devolution, the culture and practice of M&E need to be promoted rigorously (Momanyi, 2011: 25). For instance, the mainstreaming of baseline studies, as well as mid- and end-term evaluations of the CDF budgetary and project cycle, including the dissemination of their findings and implementation of recommendations, has the potential to improve the Fund's effectiveness. Towards this end, data that includes the characteristics of a particular area in terms of land mass, population and density may be used to inform better project identification and prioritization. As such, it may be deduced that a day secondary school is best suited to serve a large number of people in a high density area, while a boarding option is most suited to a low density one. Also, variables such as income and education levels within the community obtained through such processes can inform the best approaches for community inclusion as these are key determinants of the level of participation and type of projects they may identify. On this, better educated and well-off communities are likely to participate more in project management processes compared to less educated ones. Further, heterogeneous

communities are more likely to identify diverse projects than homogeneous ones. Hence, M&E data can inform prioritization (Momanyi, 2011: 22-33).

Moreover, consistent application of gender-responsive M&E to the Fund's management can ensure efficiency and contribute towards improved accountability and transparency in the way the funds are utilized. This is very much in line with the principles enshrined in the Harvard Gender Analytical Framework which posits that allocating resources and responsibilities to women as well as men leads to more efficiency and equity because development affects men and women differently (March and Mukhopadhyay, 2005: 32).

2.2.4 Gender Mainstreaming in Project M & E in CDF

Mainstreaming gender in monitoring implies that the process will not leave behind or put any men or women in a disadvantageous position. On the other hand, mainstreaming gender in evaluation ensures checking that the benefits brought about by the programme/project will lead towards "gender equality" and "women's empowerment" (as traditionally, they are marginalized). Gender responsive M&E entails a participatory approach involving men and women in the identification, development and tracking of gender disaggregated indicators as parameters for measurement. The process of gender impact evaluation involves an assessment of policies and practices to see whether they will affect women and men differently with a view to adopting a non-discriminatory approach (<http://www.mymande.org/elearning/course-details/1>).

Gender mainstreaming in development is important because women represent the majority of the rural poor (70%) and even though largely unrecognized, they play a major role in the

survival strategies and economies of poor rural households, globally. It has also been proved that they are a driving force in achieving project effectiveness and reducing poverty. In this regard, gender-responsive M& E is important as it shows the extent to which a project has addressed the different needs of men and women, and the impact this has on their lives and the socio-economic well-being. It also shows project performance during implementation including allowing for mid-term corrections for improvement where necessary and as well as providing lessons for future projects (World Bank, 2001: 7).

In the case of CDF, the three compelling arguments for undertaking a gender impact evaluation assessment would be to fulfill legal obligations, achievement of equality and fairness (equity) goals and improving efficiency and effectiveness of project management. The Kenya Constitution, 2010, in one of its clauses, also stipulates the ensuring of equitable sharing of national and local resources throughout. Gender-responsive M&E is judged on its outcomes and opportunities presented by the process must be accompanied by the resources and political will necessary to actualize them. The long-term outcome is full and equal participation of women and men at all levels of society, which is a very worthy investment (http://www.agroviet.gov.vn/en/Pages/news_detail.aspx) .

It is commendable that out of the total funds under the CDF national budgetary allocation, 2% is earmarked for M&E. However, the desk review of this study reveals that the existence of a gender-responsive M&E framework that tracks and demonstrates the gender outcomes and impact on the management of CDF is missing.

2.2.5 Constraints in M&E Undertaking

In Africa the general national culture, capacities and practice for M&E remain weak especially in the public sector. This includes technical capacities at individual and institutional levels in terms of skills and knowledge. For instance, an evaluation capacity assessment by the African Evaluation Association (AFREA), underscored the gap in Monitoring and Evaluation education and research at African universities. People are not trained within the African context and indigenous knowledge. The few African universities offering training, it was further found, this is in the form of generic modules in evaluation as part of a degree programme. The module has not evolved to include the African context and indigenous knowledge in data collection, analysis and dissemination, which are crucial for the relevance and effectiveness of the training for the continent. As a result the trainees are qualifying without the appropriate skills to be fully effective members of the African evaluation community. Hence, Current evaluation is not influencing African development (AFREA, 2007).

In Kenya, as stated above, the NIMES exists but its capacities remain weak and especially at the devolved levels. It tracks and provides feedback on the implementation of government policies, programmes and projects outlined in *Vision 2030*. Its overall objective is to improve development efficiency and effectiveness. Towards this end, Annual Progress Reports (APRs), mid- and end-term evaluations of initially the Economic Recovery Strategy (ERS) and now Vision 2030 are produced. However, limited attention is given to systematic data collection, storage, analysis, dissemination and utilization of recommendations to inform evidence-based decision making and development implementation (Daly, 2008: 8). Moreover, the evaluation function is under- utilized as more focus has been on monitoring

(GOK, 2012: 26). This limits the effectiveness of the NIMES to the country's development agenda as monitoring unlike evaluation which is rigorous and provides recommendations, does not provide answers to the "why" and "how" questions.

The Kenya National Bureau of Statistics (KNBS) conducts decennial censuses and ad hoc surveys including demographic and health surveys (DHSs). On these too, not enough attention is paid to data analysis, dissemination of reports' findings and further research into the findings and recommendations of the surveys. Besides, even though administrative data mostly originate in communities, through villages and districts, linkages between these levels and the national levels, including feedback to the grassroots, is weak (Daly, 2008: 1).

Another constraining factor is the low level of community participation, awareness and ownership of M&E including at CDF level. For instance "*...there is lack of adequate community participation in project selection, execution, selection of committees, and monitoring and evaluation (M&E); and there exists very low awareness levels...*" (Mapesa and Kibua, 2006: 1). Specifically, one of these related gaps in CDF management is the lack of awareness by communities on their roles and responsibilities in its governance. This has resulted in some cases to poor performance and failure of the funds to contribute towards substantial poverty alleviation as envisaged (KIPPRA, 2008). Inadequate participation, often leads to poor prioritization of projects in terms of needs and further exclusion of marginalized groups. Because of this and partly due to inadequate allocations, sometimes CDF has had little impact on the quality of life of communities (Kituo Cha Sheria, 2008: 17).

Further, monitoring requires the right skills for data collection, analysis, reporting, archiving and sharing to ensure quality and validity of information. Such skills are often non-existent among community members and they need paid-up professionals to interpret the data for

them. However, even with this constraint community monitoring is still necessary for effective development execution as *“the responsiveness of any project to the needs of a particular community is not anything to be measured in technical terms”* (Kituo Cha Sheria, 2008: 74).

Inadequate financial resource allocation is another constraining factor for effective M&E globally. For M&E to be effective there is need to allocate adequate resources for the function including in the national budget. Another challenge is that evaluation findings and recommendations are not effectively disseminated and utilized for evidence-based decision-making and implementation (Daly, 2007: 11).

This is compounded by the fact that M&E is a political process and sometimes, e.g., it may be used by politicians and those in power to *“accord credibility to often lousy projects, through manipulation of the evaluation outcome or to show cause why a project should be discontinued if it serves no political purpose”* (Mulwa, 2011: 45). Evaluation findings may also be resisted as, generally, M&E is perceived as an “investigative” or “policing” tool rather than one for efficient and effective management. This in turn may lead to low level political buy-in, and the lack of champions by top level policy makers ranging from the presidency, cabinet to parliamentary and technocratic levels (Kusek and Rist, 2004). In this regard, it is worth pointing out that in countries where there is relatively adequate resource allocation and political buy-in like South Africa and Canada, M&E is more effective in influencing policy for improved economic growth. In Kenya even though the NIMES exists inadequate resource allocation for its operationalisation in the national budget, low political buy-in and low public awareness of its existence and their role in it, are hindrances to its

effectiveness in influencing policy for improved development efficiency and effectiveness (Daly, 2008: 12).

Further, a study conducted by the Gender Research Rural Travel and Transport Programme (GRTTP) titled, “*The cultural constraints women face in project planning and implementation*”, found that women are usually excluded from participating in feeder road programmes that enhance their income levels (Maramba and Bamberger, 2001:134). These findings were attributed to the fact that in many societies, as exemplified in Caroline Moser’s gender analysis framework, there are socially constructed and culturally constraining roles for men and women in the form of “productive” and “reproductive” work. In the RTT findings, cash related work was ascribed to men while ‘food for work’ or ‘voluntary activities’ was ascribed to women. The RTT research also established that these constraints inhibit the monitoring and evaluation of the gender dimensions of project activities, as it was found that when men and women are mixed for discussion purposes, women are reserved, especially if their husbands are present. In such cases, women are expected to do the listening and the men most of the talking and decision-making. Accordingly, men’s decisions are presumed to represent those of women (Maramba and Bamberger, 2001: 134).

2.6 Theoretical framework

This study was guided by the Harvard Gender Analytical Framework. This framework posits that it makes economic sense for development aid projects to allocate resources to both men and women. This makes development more efficient, a position named the “efficiency approach”. The principles of the Harvard framework are based on the gender and development (GAD) approach which emerged in the late 1980s. GAD was a shift from focusing on women as a group to socially determined relations between men and women. It

focuses on the social, economic, political and cultural forces that determine how women and men can best participate and benefit from development (<http://www.ilo.org/declaration/principles/eliminationofdiscrimination/lang--en/index.htm>).

Towards this end, in the Harvard framework gender analysis, data are collected on men and women's activities at the micro levels (individual and household) and then classified either as "reproductive" or "productive". The classification is important because men and women have different needs and are affected by development differently. This is to inform project gender analysis and planning for improved and effective development results. The analysis which is done based on the access and control of income and resources identifies the gender differences including the "constraints" and "incentives" which men and women face. It makes men and women's work visible. The framework can be conceptualized as shown in Fig.2.1.

2.7 Relevance of the theory to the study

The relevance of the theory to the study is that it advocates for both men and women to have access and control over development resource allocations and participate in the project cycle's management decision-making. The theory aims at identifying and addressing existing gender inequalities and inequities in the allocation of resources as well as roles and responsibilities that impact on the power relations between men and women.

Accordingly, its application in development execution ensures that both men and women participate in decision-making as well as the project cycle processes for more efficiency and effectiveness. The Harvard framework is well suited to agricultural and other rural production systems like those targeted by the CDF. The ultimate goal of this framework, similar to

M&E, is to inform better planning and implementation of projects for enhanced development efficiency and effectiveness.

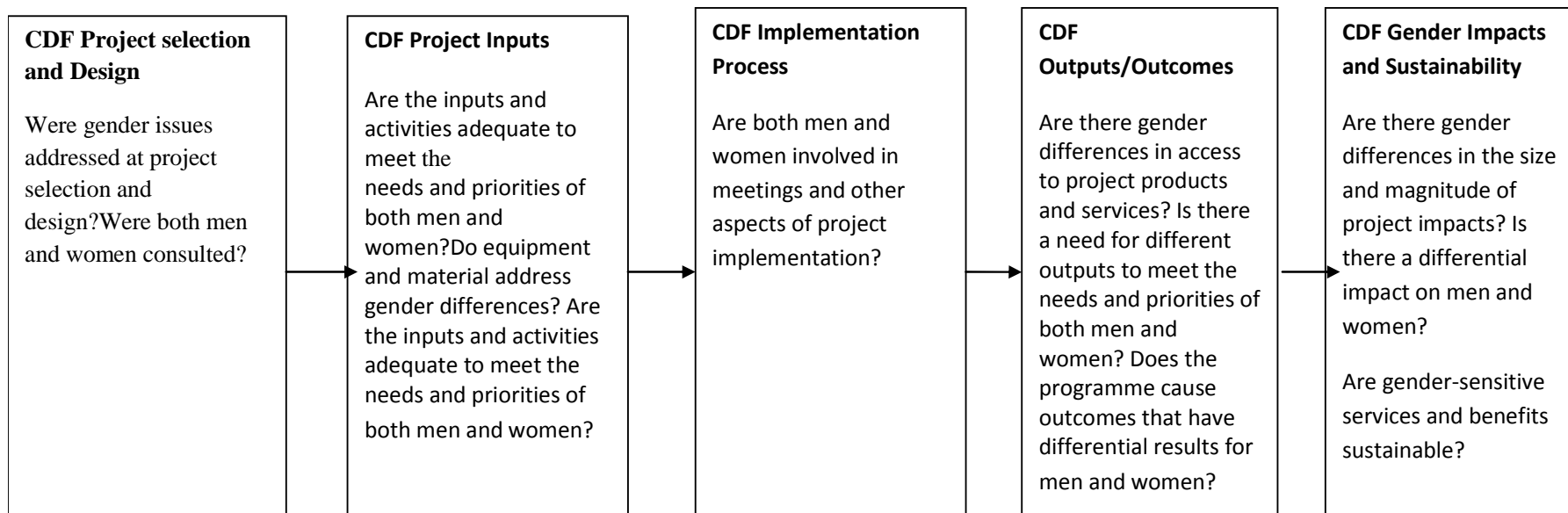


Fig.2.1: Conceptual Model

Source: World Bank, (2009)

Chapter Three

Methodology

3.1 Introduction

The following topics are covered in this Chapter: research site, research design and study population, sample population, sampling procedure, data collection, data analysis and ethical issues.

3.2 Research site

Gatanga Constituency is found in Murang'a County. It is made up of the following divisions: Gatanga, Kihumbuini and Mitumbiri (Fig.3.1). The constituency has a total population of 163,597 with 80,987 males and 62,610 females (KNBS, 2010). The total number of registered voters is 76,184 with 41,460 being females and 34,724 males (IEBC, 2010).

The weather patterns are characterized by two rainy seasons and it is predominantly agricultural with small farm holdings. The growing of tea, coffee, maize and dairy farming are the main economic activities. Other economic activities include trade and commerce, with a fully fledged district treasury at Mabanda shopping centre (<http://www.gatanga.com/index.php>).

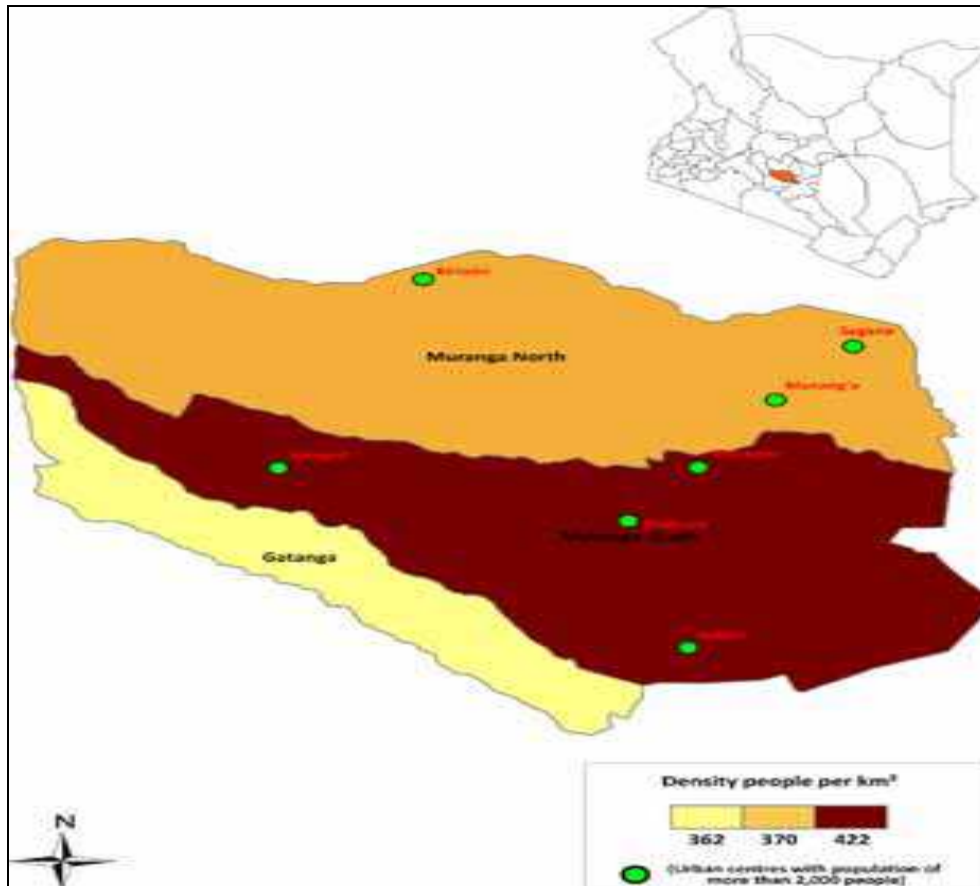


Fig.3.1: Gatanga Constituency (Source: Kenya National Bureau of Statistics, 2010)

The constituency has consistently been ranked as one of the best performing in terms of CDF management. A total of KES 258,008,948 has been allocated to the constituency since 2003/04. The key findings of an audit for projects funded and monitored in the 2009/10 financial year show that none of the money has been unaccounted for or wasted on poorly implemented projects. The projects implemented include infrastructural structures related to education, health, police and chiefs' posts and hydro-power facilities (National Tax Payers Association, 2012).

Thirty-four to forty-four per cent of the population lives below the poverty line (KNBS, 2005). These levels of poverty may be attributed to socio-economic and environmental factors. For instance, like in the rest of the country there are high incidences of youth unemployment due to inadequate opportunities for gainful labour force participation. According to media reports Murang'a County in the past few years has been faced with high incidences of alcohol consumption. This has affected the productivity levels of men and caused dysfunction in the family including alarmingly low birth rates (NACADA, 2010: 23).

Consequently, women are reportedly compelled to fend for families mostly through casual labour and subsistence farming. The cost of living, as in the rest of the country, is also high and is characterized by high inflation rates. With the prudent management of CDF reported above, an impact evaluation study can go a long way in assessing how this may have impacted the overall quality of life of the community including poverty alleviation.

3.3 Research design

According to Kerlinger (2007), a research design is a plan, structure and a strategy of investigation conceived so as to obtain answers to research questions and to control variance. Additionally, according to Singleton et al. (1988: 5), research design is "...the arrangement of conditions for collection and analysis of data in a manner that aims to combine research purpose with economy in procedure...". It is the research design that guides the gathering and interpretation of observed facts.

This was a cross-sectional and exploratory study. Quantitative and qualitative data were collected through semi-structured interviews and key informant interviews. The qualitative data from all respondents, FGDs and key informants were coded by identifying themes and according to emerging issues, with direct quotes and selected comments used to strengthen the arguments, based on the field notes. Interpretation was done by attaching importance to the themes and patterns noted in the field.

3.4 Study population

The study population consisted of men and women in the constituency. The unit of analysis was the individual member, defined as any man or woman residing within Gatanga Constituency and is in the register of community members at the local CDF office.

3.5 Sample size and sampling procedure

A random sample to select the study population of 10 men and 11 women was conducted for in-depth interviews from the community in Gatanga Constituency. They were selected randomly from each division using a register of community members at the local CDF office.

3.6 Data collection methods

3.6.1 Semi-structured Interviews

Face-to-face interviews were conducted for the sampled men and women from the community using a semi structured-questionnaire (Appendix I). The questions in the questionnaires were

both open and closed ended to allow for both quantification and quality of the data collected. This included bio data of the respondents including age, gender, occupation employment status, education and income levels. They also provided information on personal experiences and perspectives for men and women from the community to determine the extent of their participation in the monitoring and evaluation function of the CDF project management cycle.

3.6.2 Key Informant Interviews

Key informants are people knowledgeable about the study topic and are key players in its operations and implementation, in this case the CDF in Gatanga Constituency. These consisted of the men and women serving in the CDC, namely, NGO representative, District Development Officer (DDO), the project manager, as well as the chair and secretary of the CDC. The aim of the key informant interviews was to collect information from these people as they have firsthand knowledge about the community and the CDF. These experts, and opinion leaders, with their first-hand knowledge and understanding of the way CDF is managed, provided insights into the nature of implementation, problems and recommendations for solutions. In particular as key players, they were able to give information on the roles of men and women in the CDC leadership and M&E of CDF project management including the constraining factors. A key informant interview guide (Appendix II) was used to collect the data.

3.6.3 Focus Group Discussions

The researcher conducted 2 focus group discussions on men and women, respectively, with 6 members in each. These gave rich qualitative data on perceptions and opinions on the

participation of men and women in the CDC's leadership as well as in the M&E of CDF management. The discussions of the FGDs validated the information obtained from the in-depth interviews. A focus group discussion guide (Appendix III) was used to collect the data.

3.6.4 Secondary Data

Background information for this study was obtained from secondary data sources to identify the research problem and other aspects of the study. It was also used to inform the discussions of findings of the study. The data were obtained from books, individual and NGO research study reports, the internet, MA theses, project papers and newspapers.

3.7 Data processing and analysis

Data were analyzed using both quantitative and qualitative methods. In this regard, demographic data were analyzed using both excel and SPSS computer softwares. On the other hand, qualitative data obtained from key informant interviews and focus group discussions were analyzed thematically. For each of the data set, a separate code sheet was created in an attempt to establish and interpret the patterns and relationships of the observations.

3.8 Problems encountered in the field and their solutions

The researcher was not able to use the voter register as the sampling frame for the respondents at Gatanga constituency as planned. This is because contrary to what was initially expected, it did not have any telephone contacts for tracing the respondents to the Divisions. To mitigate against this, the study used an alternative list of register with community members and contacts from the

local CDF office. At the data collection stage, some in-depth interview respondents from the community did not turn up at the scheduled time or date. This necessitated rescheduling or having to find other respondents altogether. Significantly related to this, for all the key informants, interviews had to be post-poned several times due to the busy schedules of the officers involved.

Language barrier in some instances was also a challenge. For instance, some of the respondents were over 54 years and could only express themselves in Gikuyu and not in Kiswahili or English. In such cases the researcher was obliged to use the support of an interpreter.

3.9 Ethical considerations

The researcher ensured that informed consent from the people targeted for the study was obtained way in advance. This included informing them of the purpose, objectives and potential use of the study findings. Specifically, they were informed that the study findings would be disseminated through a copy of the final report being shared with the CDF office at Gatanga constituency.

The respondents were also informed of their right to disqualify themselves or withdraw from participating in the study at any stage. Assurance of keeping and adherence to the principle of confidentiality was shared and a related document signed accordingly, with the respondents.

Chapter Four

The Gender Perspectives in the Monitoring and Evaluation of the CDF in Gatanga

4.1 Introduction

The chapter presents the findings of the study. It starts by describing some demographic characteristics of the respondents. It then moves on to present the findings as per the objectives of the study.

4.2 Demographics of the Respondents

The respondents were a mix in terms of age, with the majority being those over 54 years at 48 %. Those between 18 and 35 years were at 28 %, while those aged 36-53 years were at 24 % (Fig.4.1). The researcher found it curious that the majority of the respondents were over 54 years. This perhaps may be explained by the fact that during the interviews this age group appeared to be the neediest of CDF assistance. For instance, most of them did say that they take care of their children and grand children mostly because the former are either unemployed or engaged in self-destructive habits such as drug abuse and alcoholism. It also perhaps confirms the sentiments among the younger respondents that the youth are marginalized in CDF affairs.

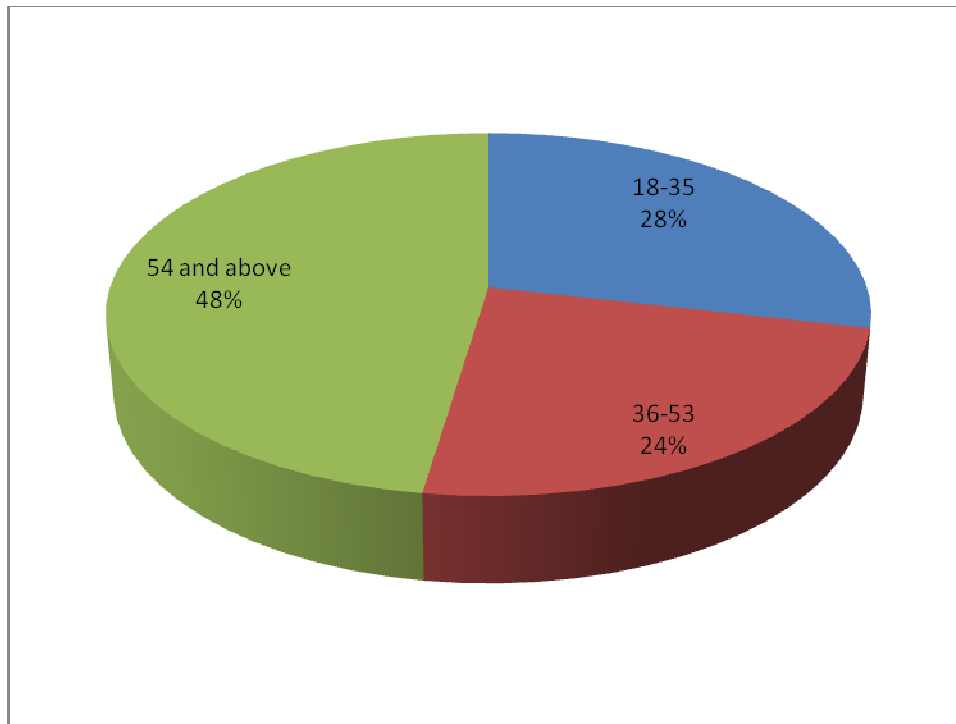


Fig 4.1: Age of respondents

In terms of gender disaggregation, men comprised 60 % of the respondents compared to women at 40 %. The difference may be explained by what was mentioned above by the older women in terms of sometimes the overwhelming burden of having to take care of their children and grand children, when under normal circumstances the case would be the reverse. In this regard, one may deduce that the women were more constrained than men to appear for the interviews as they had to tend to these social responsibilities. Marital status analysis showed the singles at 23.8 % while the married were at 52.4 %. Those that are divorced or separated stood at 14.3 % while the widowed were at 9.5 % (Fig.4.2).

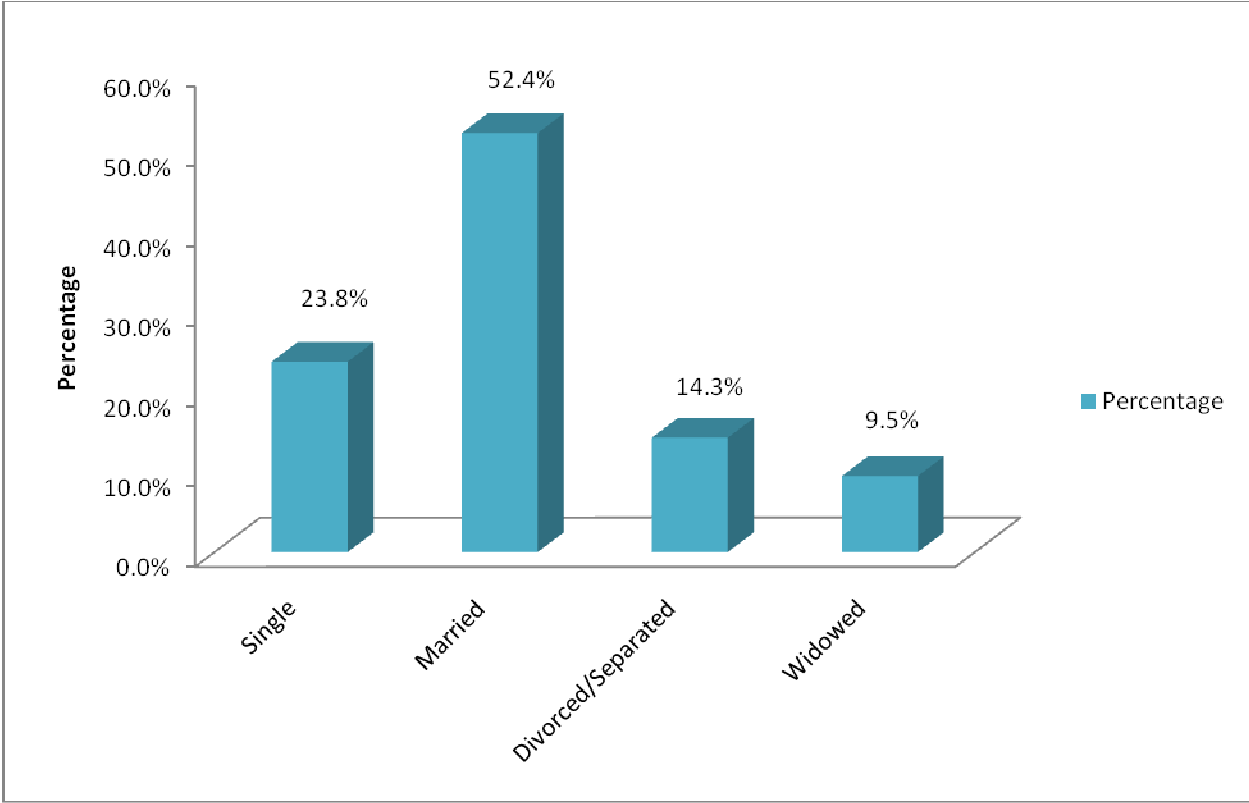


Fig 4.2: Marital status of respondents

Further, education level analysis showed modest achievements among most of the respondents. Those who had completed primary school were 26.8 % with those who did not complete being at 19 %. For secondary education level 28.6 % reported to have completed it. Those who had obtained college and/or university education were at 23.8 % (Fig.4.3).

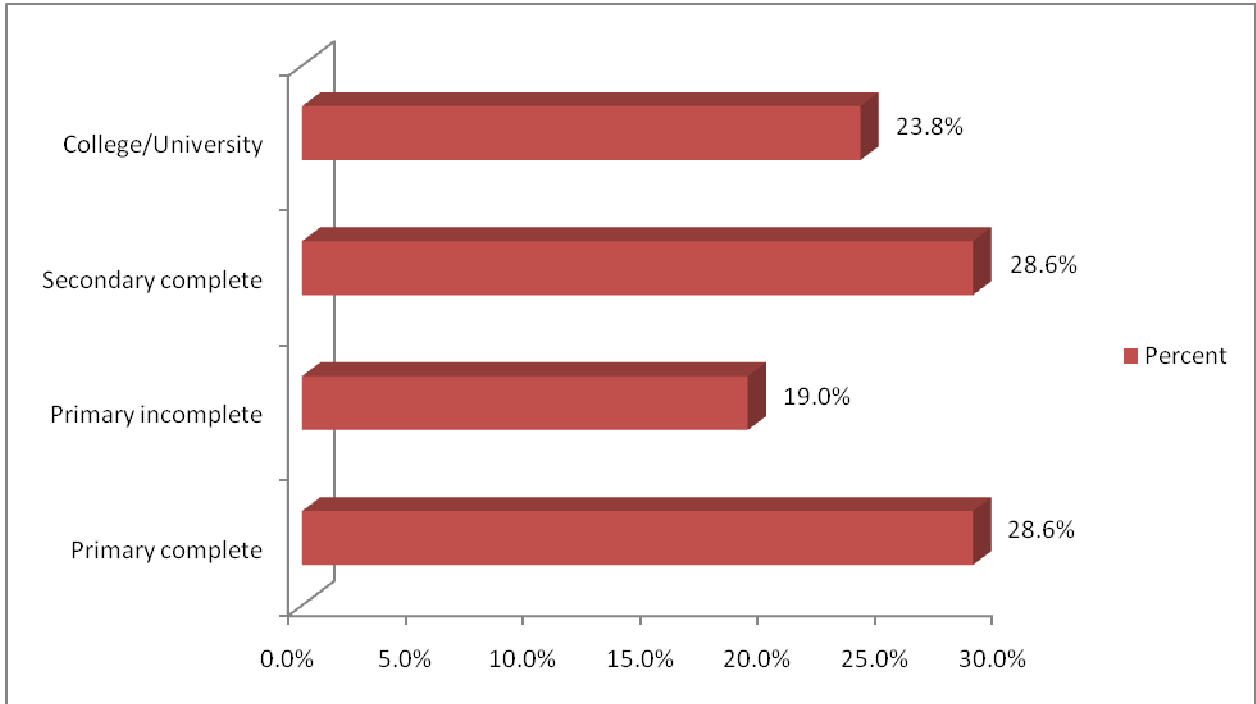


Fig. 4.3: Education level of respondents

Analysis on income levels showed that the prevalence of poverty is rather high with 61.9% of the respondents earning between KES 0 and 3,000 a month. Those earning between KES 4,000 and 7,000 were at 23.8 % while those with an income level of more than KES 10, 000 a month were at a mere 14.3 % (Fig.4.4). These grim statistics may perhaps explain why most of the respondents felt disillusionment that even though in their understanding and expectations CDF was to assist the needy, this was really not the case on the ground.

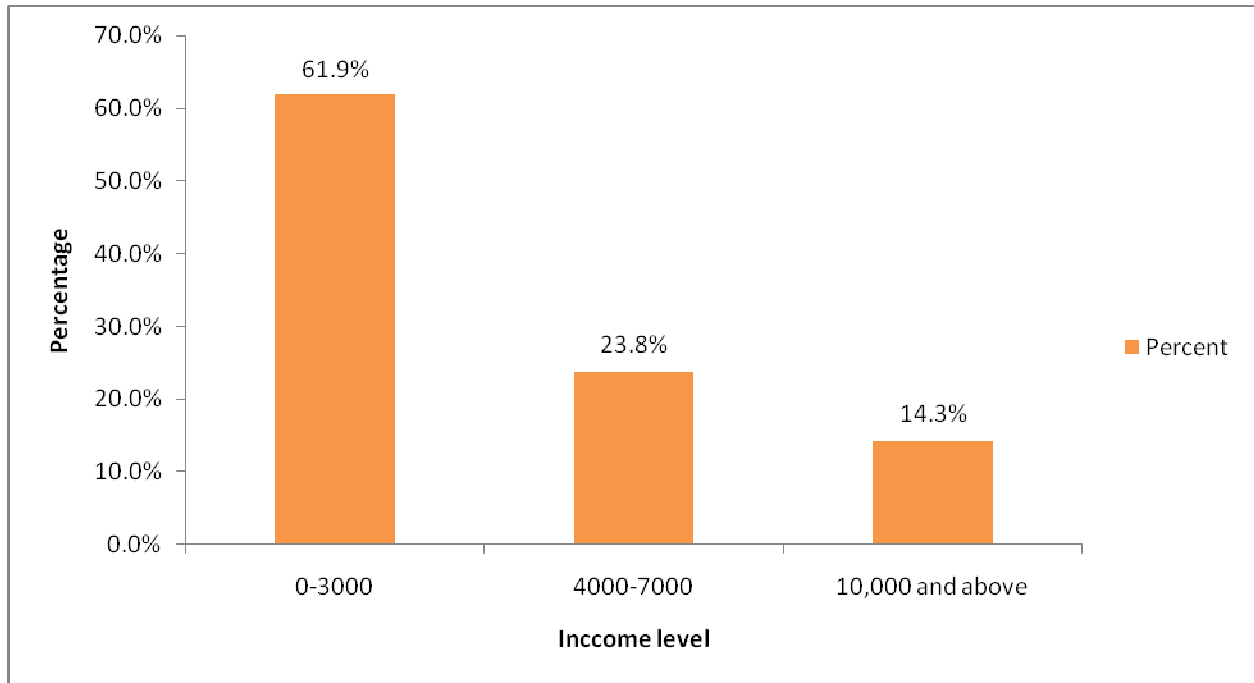


Fig 4.4: Income levels of the respondents

4.3 The Community's CDF Awareness, Understanding and Participation

In order to determine the role played by men and women in the community within the leadership and monitoring and evaluation functions of CDF management, the study sought to know their level of awareness and understanding of the Fund. In this regard, 76.19 % of the respondents reported that they were aware and understood what CDF is, while 19 % reported little awareness and understanding with 4.76 % saying they knew nothing about it at all (Figure 4.5) .

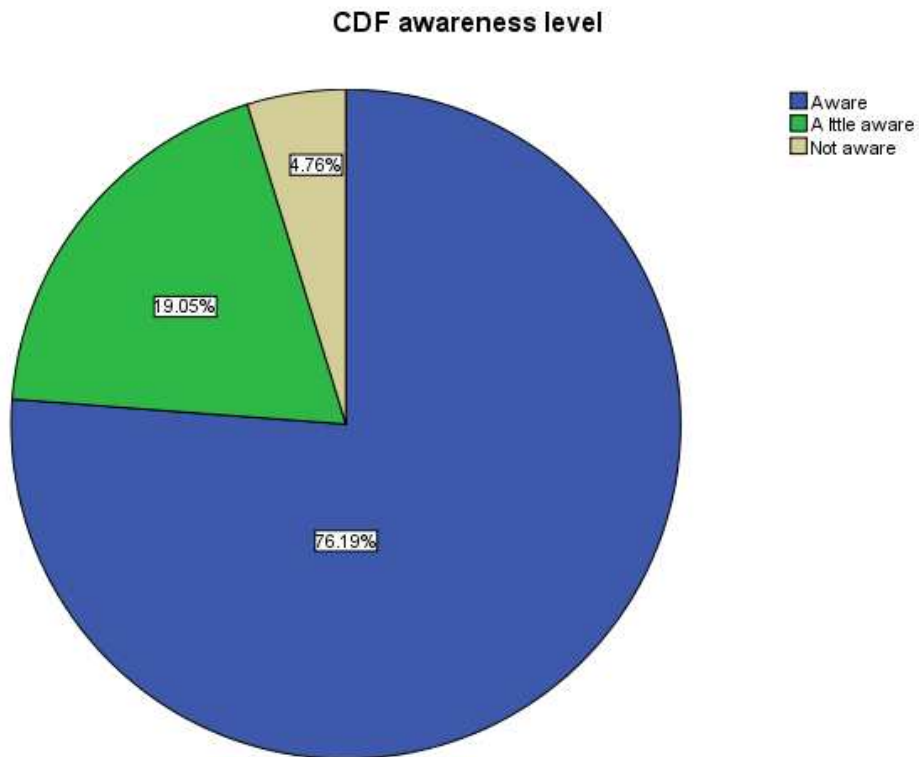


Fig 4.5: CDF awareness and understanding levels

When probed further to explain their understanding of the Fund, 76% pointed out that they understood CDF to be money from government collected through taxes and which is allocated to each constituency for development projects with a special focus on promoting the welfare of the neediest in the community. Key among the projects they highlighted to know that are targeted by CDF were education bursaries, construction and equipping of dispensaries as well as building police posts. A few reported that it is money that belongs to the MP, "...ni pesa ya MP...".

Significantly, even though most responded that they possess awareness and understanding of CDF, they added that they have not participated in its project management processes including

the leadership and monitoring and evaluation functions. When probed further to explain this state of affairs, most respondents, in apparent disappointment and anger, said they have never been called to any meetings even though they get to hear that such meetings occur. Others said that they have visited the CDF offices several times with dire needs but have never been attended to, including efforts to see the MP.

Further, it was observed that the community appeared to be very empowered in terms of awareness that it is their right to elect leaders of their choice. However, they felt that they had been denied this right. Ironically though empowered with this knowledge, they appeared helpless to exercise this power in the election of CDF leadership the previous week occasioned by the general election earlier in the year. This was particularly evident to the researcher because the new leadership had been put in place just the previous week and the fact that the community felt they were not involved was very fresh and raw in their minds. This was reflected in the angry speech and body language of the respondents at that point and time. They actually wondered aloud why an election was not called.

The same feeling was reinforced during the FGDs as when asked about the composition of CDF leadership for men and women in the community, there was a unanimous response that the “mwananchi”, does not know those “selected” as they had been handpicked from Nairobi by the MP. Evidently, they all seemed very angry at their lack of involvement in the election of the new leadership. On leadership regional representation by division in CDF affairs, the respondents from Gatanga felt that their area has been marginalized. The young respondents also felt that the youth had been marginalized in CDF leadership and management.

4.4 Understanding, Nature and Role of Gender Participation in CDF Leadership

Most (57.14%) of the respondents seemed to understand that gender refers to the social differences ascribed to men and women in terms of roles and responsibility in the community. Additionally, 38.10% said that they had limited understanding of what gender is with 4.76 % saying they did not understand at all. Fig.4.6 below summarizes this understanding. On whether gender issues are discussed in CDF or other community meetings and whether they understood their role in leadership committees of the CDF, some of the respondents reiterated what they had said earlier that they felt marginalized in this kind of participation. They also said that they understood their roles as men and women, but are not given an opportunity to participate.

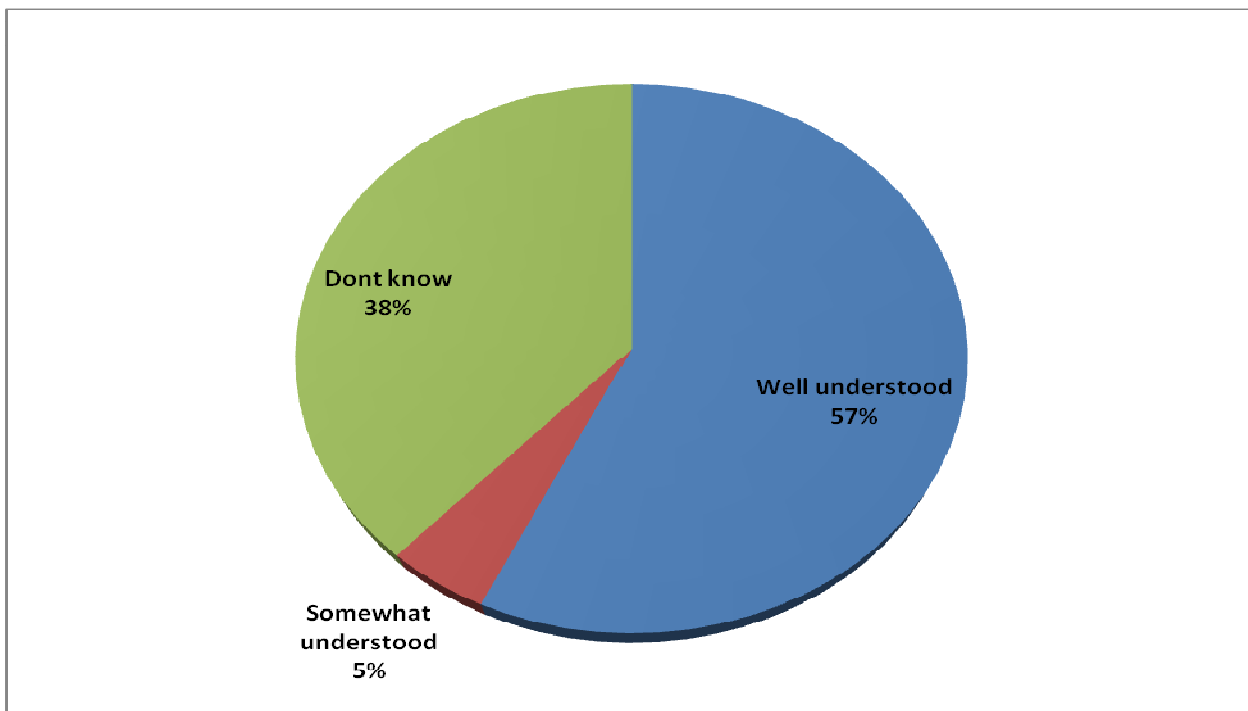


Fig.4.6: Understanding, nature and role of gender participation in CDF leadership

For instance, some said that it is to represent each gender's interests including speaking out against the marginalization of women, men or youth. When probed further, some respondents, mainly men, expressed concern that the male gender was being discriminated against in the community as too much focus seemed to have been given to women's affirmative action to the detriment of the male gender. Consequently, they noted, this had led to severe cases of drug and alcohol abuse and general despondency among many youth.

For those respondents who said they did not quite understand gender, they also did not seem to quite understand the importance and linkage between this and their participation as men and women in CDF leadership committees. It appeared that this understanding was too technical for them. They were, therefore, not quite able to give an accurate perspective on the importance of their participation as men and women in CDF leadership.

In contrast, the key informants' response on their understanding of the role of men and women's participation in CDF leadership committees confirmed their technical understanding of the subject. They said that it is to ensure equality in terms of the right project identification, design, implementation and reporting based on the needs and experiences of each gender. On how gender sensitivity is operationalised in the leadership committee, the key informants said that this is stipulated in the CDF Act and, in the case of Gatanga, the gender composition of leadership is equal. Thus, the new committee has 4 men and 4 women. Additionally, they reported that in the meetings, both men and women are given equal opportunity to speak out.

4.5 Community Understanding of M &E, its Role and their Participation in it

Asked to explain their understanding of monitoring one respondent said that, “...it is follow-up in order to know whether progress of something like a project or business is profitable or not in terms of desired results”. Another said of evaluation “...it is a general observation and calculation/assessment of achievements, e.g., to know whether money for an allocated purpose has been used according to plan and achieved results or not...”. Significantly, a majority of those who knew about this function seemed to understand the monitoring but not evaluation aspect and did also not seem to know the distinction, between the two.

When asked if they had ever heard of M&E discussed in any community meetings including those related to CDF, youth or women groups, 33.3% responded in the affirmative regarding monitoring, 38.1% said that they had never, while 9.5% gave no response. This is summarized in Fig 4.7 below. Those who understood monitoring, however, said that they did not know how money was allocated and spent on community projects and that there was need for transparency and accountability.

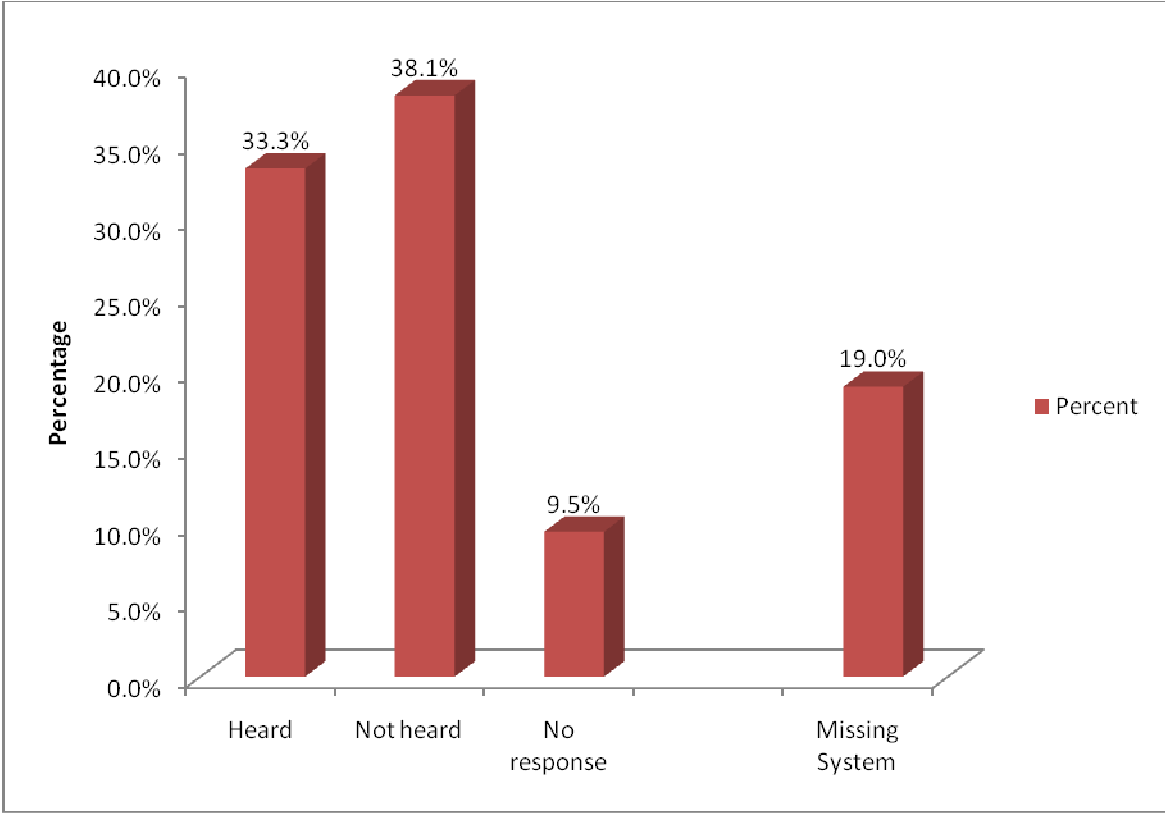


Fig 4.7: Proportion of respondents who had heard about M&E in CDF and other meetings

Further, when asked about their understanding of their role as community members in the M&E of CDF project management, 52.40 % said yes, 38.10 % said no, while 9.5 % gave no response. However, when probed further, a majority of those who responded in the affirmative did not seem to understand the linkage between gender, M&E, CDF project management and their role. To underscore the observation that a majority of the community members are not generally involved in CDF M&E, all but two respondents said they had ever been involved in any M&E activity of CDF or know anyone who had.

The FGDs also confirmed the low participation, understanding and capacities for the community involvement in CDF management both from the gender and M&E perspectives. In this regard,

one participant had this to say on M&E participation, “...*what is on paper is good but it is not actual on the ground*“. The participants also reiterated earlier responses that the community is not involved in all phases of the project management cycle from identification, design, planning, implementation and M&E, “*We just see projects springing up and are never involved in the tendering of these...we also do not know the criteria used to select beneficiaries*”.

4.6 Constraints in Equal Gender Participation in the M&E Processes of CDF Management

The study sought to know the constraints experienced in the equal gender participation in the monitoring and evaluation processes of CDF management. Accordingly, the constraints were assessed based on the community’s awareness and the understanding of the CDF, participation in the leadership of the Fund, awareness and understanding of gender and M&E, including the linkages of these in CDF management, as well as the community’s understanding of their roles and their actual participation. The assessment of these constraints was deemed important because overcoming them is key to efficient and effective CDF management.

However, the study findings as reported above indicate that even though there is equal representation of men and women in the leadership of the CDF’s CDC committee, there is generally very low participation of the community in its choice. In this regard, most of the participants felt disenfranchised. They expressed anger and disillusionment that leaders are “selected” and not elected. With this kind of scenario, it may be concluded that the community’s gender perspectives and general interests are not taken care of.

As a follow-up on this, in the discussions with the key informants the researcher sought to get the CDF leadership's perspective. On equal participation of men and women in the leadership of CDF one of the key informants reported that the new team comprises 9 members with 4 men and 4 women and the MP as the patron. Further, it was affirmed that CDF is purely a community initiative and its focus is on the community's interests. When probed further to understand why the community felt very excluded as outlined above, one of the key informants explained that while the Act was revised just before the end of the last parliament to allow for elections, there may have not have been adequate time to sensitize the community on this. Accordingly, the informant noted that the old way of "hand-picking" the leadership by the MP is what was applied in this case.

In terms of the community's awareness and understanding of gender and their role in its participation, a majority of the respondents, even though they responded in the affirmative, felt generally marginalized in the affairs of CDF management. Most of them also did not seem to have the technical capacities to understand the importance and linkages between their understanding of gender and its application through their participation from a project management perspective.

The researcher's observation, in addition to the information above from both the semi-structured interviews and FGDs, is that it appears that there is a simplistic general understanding or misunderstanding among the majority of the community members that CDF is a kitty to provide hand-outs for the very needy in the community as opposed to the project aspect and what this entails in terms of development. So, when people go to the CDF offices and they do not get

hand-outs, they feel that the government does not care about their plight. The observation, therefore, and which many of the respondents agreed with, is that there is need to manage public expectation of CDF through serious awareness and sensitization campaigns that clearly articulate what **CDF is** and **is not** as well as **what it can do** and **cannot do**.

Further, when asked about their understanding of their role as community members in the M&E of CDF project management, 52.40% said yes, 38.10 % said no, while 9.5 % gave no response (Fig.4.8 below). A majority of those who responded in the affirmative still pointed out the issue of participation as a constraint. For instance, when probed further to explain this they said that when it comes to participation in the monitoring and evaluation of CDF projects, they would never be allowed because, “...*ni ya watu wa Nairobi...na some people wanataka kujitajirisha na hizi pesa za serikali*”. They, in essence, were reiterating the earlier sentiments where they felt that the Fund is for the elite in the community some of whom reside in Nairobi and are the ones with the decision and participative power. The majority also expressed ignorance in and lack of awareness of their role in M&E as one of the reasons for not participating in CDF management. For instance, they said there are no public meetings to sensitize them on this.

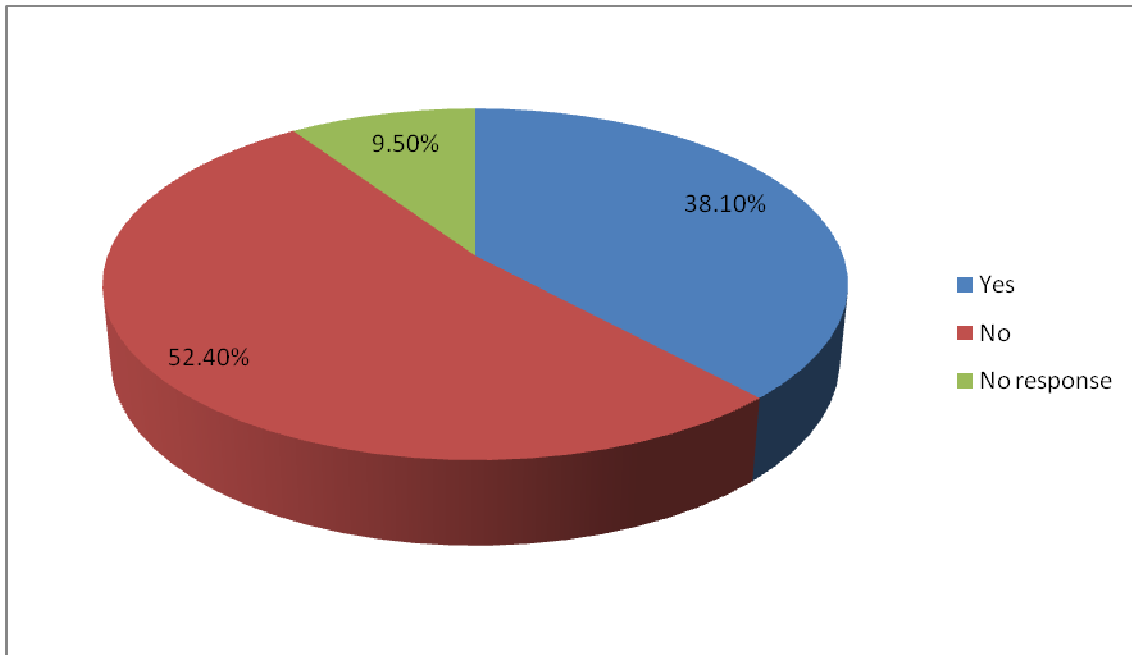


Fig 4.8: Respondents’ understanding of their role in CDF M & E

Moreover, it was observed that the majority, even those who responded in the affirmative, did not have the capacity to understand the linkages between gender, M&E and CDF project management, let alone their participation in its management both from gender and M&E perspectives. It was also observed that the key informants’ general understanding and practice of M & E is by conducting monitoring field visits as the way of assessing project implementation status. Information from key informants revealed that even though some forms of monitoring administrative data were collected and disaggregated by gender, e.g., for bursaries, it was not clear whether this was the case in all other relevant aspects of project management and whether this is used to inform project identification, design and implementation. It was also observed that even though financial audits have been conducted, outcome or impact evaluations to assess whether the Fund has improved or not the welfare of the “Mwananchi” have never been done for any of the projects implemented in the

constituency, since its inception almost 10 years ago. Hence, while it is commendable that there have been some aspects of M&E, on their own they are not adequate and more needs to be done in the form of outcome and impact evaluations to determine the extent to which the CDF projects have changed the life of “Wanjiku” in the constituency.

Accordingly, for effective and efficient CDF management, comprehensive and participatory gender-responsive M&E that includes formulation of project Strategic Plans and Annual Work Plans with monitorable indicators and targets as well as periodic evaluations to assess the outcomes and impacts and provide lessons for evidence-based management is key. Overall, it was evident that the culture, practice and capacities of M&E are generally weak not only at the community level but also within CDF management. Capacity strengthening at all levels, including relevant sensitizations and trainings of the relevant stakeholders, as pointed out by the respondents, is necessary to inculcate this.

Chapter Five

Discussion and Conclusion

5.1 Introduction

Gender responsive M&E and leadership with the participation of the community are now considered imperative for the efficient and effective delivery of projects like those under the CDF. This study involved an assessment of the participation of men and women in the leadership of the CDC as well as the community and leadership's understanding of the concepts of gender and M&E, their roles and their participation in both of these and the constraints faced.

5.2 Discussion

The study findings indicate that the community has not been involved in all aspects of CDF management, including choice of leadership and M&E. These are similar to earlier ones, for example, according to Mapesa and Kibua (2006: 1) “...*there is lack of adequate community participation in project selection, execution, selection of committees, and monitoring and evaluation (M&E)*”. This has partly been explained by the high political patronage of MPs that characterizes the management of the Fund.

To underscore the lack of community participation, the findings of the present study show that even though the composition of the new leadership at Gatanga constituency is gender-responsive at 50% men and 50% women with the MP as patron, the community was not involved in its selection as there was no election but “hand-picking”. This lack of community involvement in

the choice of CDF leadership further reinforces the general public perception in Kenya that for one to benefit from the Fund, one has to be well connected with the local MP.

The general feeling among the study population was that the selection of the committee was not done publicly or fairly and is not representative of them. In this particular instance the community felt that they were denied their right to vote. The sidelining of the community in the selection of the new CDF leadership may appear to set the stage for undermining the principles of transparency and accountability in its management since the leaders are supposed to provide some of the necessary checks and balances.

It is particularly an issue of concern because 2.5% of the Government's annual revenue is allocated to the Fund for development to all constituencies. Community participation in the leadership of CDF and other aspects of project management is critical for its effectiveness. This includes providing the necessary checks and balances that prevent political excesses for the prudent management of the fund for the public good. The current state of affairs is also contrary to the "Spirit" and "Letter" of the Fund's Act which upholds public participation thus, "*... a community shall, maintain an elected committee to represent the interests of that community during and after the implementation of the project*" (GOK, 2013: 898).

On gender, most of the respondents understood what it is and their roles as men and women. However, it was observed that even with this knowledge most of these respondents were constrained to articulate the linkage between the participation of men and women and effective project delivery. In addition, many felt that the male gender is discriminated against in the

community as too much focus seemed to have been given to affirmative action to the detriment of men. According to them, this has led to severe cases of drug and alcohol abuse among some male youth. However, when probed further to explain how this may be addressed through their participation in CDF project management, they pointed out that they did not understand or know how to do this as they viewed it as a CDF leadership's responsibility.

Gender considerations in the project cycle of CDF are largely not factored mainly due to inadequate technical capacities, ignorance and marginalization of the community in the management of the Fund. For instance, those respondents who did not understand what gender is, still acknowledged that ignorance of the community is one of the constraints to effective gender participation in the project cycle management, including M&E. This is compounded by the fact that, even for some of the respondents who said they understood gender, some of their perspectives on this did not appear objective but were based on the general gender stereotypes and biases towards women. Even for the key informants who seemed to understand what gender is in theory, it was evident that translating this into practice at all the stages of the project cycle is still a challenge.

It should be noted that gender considerations cannot be overlooked if effectiveness of the kind of massive resources ploughed into CDF is to be achieved. This is because, as rightly pointed out by Maramba and Bamberger (2001:134), the unequal participation of men and women in projects inhibits the monitoring and evaluation of the gender dimensions of project activities. The findings of that study indicated that when men and women are mixed for discussion purposes, women are reserved, especially if their husbands are present. In such cases, women are expected

to do the listening and the men most of the talking and decision-making. As such, men's decisions are presumed to represent those of women and by so doing become a barrier to project effectiveness as women's needs and experiences are not taken into consideration. In this present study, this is compounded by the non-participation of the community at the leadership level, which is likely to limit the consideration of the local needs and experiences of men and women in decision-making.

The community attributes their marginalization to the fact that they are poor and so, according to them, the CDF management does not think their perspectives or choices are important. All this has led to feelings of anger, voter apathy and despair among the respondents on whether CDF can ever involve them. Ultimately too, these become a barrier to effective and sustainable human development outcomes that the Fund espouses.

Regarding monitoring and evaluation of CDF in Gatanga Constituency, the findings suggest that the culture and practice of participatory M&E are, to a large extent, non-existent. For instance, it was evident that the community and the CDF management lack sufficient awareness and understanding levels as well as technical capacities on the linkage between M&E, gender and community participation for effective project delivery.

This is aggravated by the observation that even the few who seemed to understand the concepts and the linkages between gender and M&E including key informants, were mostly referring to the field monitoring visits and the periodic financial audits conducted by the National Tax Payers Association. Besides, the community is never involved in these audits since the auditors are

sourced externally. Some of the respondents think that they will never be allowed to participate in CDF for fear of transparency and accountability by the management as M&E is generally perceived as a “policing” tool and not a management one.

The findings are similar to the ones of the IEA (2006: 43) CDF citizen report card, which found that low participation among communities in CDF activities and weak accountability mechanisms at the grassroots are some of the constraints in CDF project effectiveness. This seemingly cynical perception can be changed through the community’s involvement in the formulation and implementation of project Strategic Plans and Annual Work Plans with gender indicators and targets as well as demystifying the fear of M&E.

Moreover, from a technical perspective the key informants reported that some forms of monitoring administrative data were collected and disaggregated by gender. While it is commendable that there have been some of these aspects of M&E in Gatanga Constituency, on their own they are not adequate and more needs to be done. Besides, even though financial audits have been conducted externally, outcome or impact evaluations to assess whether the Fund has **improved or not**, the redressing of gender inequities or inequalities has never been done for any of the projects implemented in the constituency. It can, therefore, be deduced that projects in Gatanga constituency so far have been identified, designed and implemented on an *ad hoc basis* with no sound evidence for improved decision-making based on the gender needs and experiences of the community.

5.3 Conclusions

The study concludes that the participation of the community in the current CDC leadership of CDF in Gatanga is non-existent. Additionally, even though the composition of the “selected” leadership is gender-balanced, it was evident that they do not apply gender-responsiveness in the project management cycle of the Fund. Further, even though the majority of the respondents reported to being aware and understanding of what CDF is, they felt marginalized in its management. Consequently, they openly expressed their anger and feelings of disillusionment when it came to their involvement in the selection of the current leadership and participation in the Fund’s affairs.

The culture and practice for M&E is also weak. This is compounded by lack of community participation for the necessary checks and balances in promoting the spirit of transparency and accountability. For instance, it was observed that M&E is only limited to monitoring field visits by the management team and external audits commissioned by NTA. Some of these may be attributed to weak gender mainstreaming and M&E capacities of the CDC leadership and community at large, which were readily acknowledged.

5.4 Recommendations

On the basis of the conclusions the study recommends that:

- The MP and the CDC should ensure that both genders are represented in this committee as stipulated in the CDF Act.
- Relevant stakeholders including the CDC under the leadership of the MP should ensure community inclusion in the CDF's project management cycle including in monitoring and evaluation.
- Sustained public awareness campaigns be conducted by the CDC and NGOs to empower the community on their roles in the CDF project management cycle including from gender and M&E perspectives.
- M&E and gender technical capacities of CDC leadership be strengthened through targeted trainings by NGOs and other relevant stakeholders.
- For the demystification of the fear of M&E that it is a “policing” rather, than a management tool through advocacy spearheaded by relevant stakeholders such as MED and ESK.

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APPENDICES

Appendix 1: Introductory Letter

My name is Jennifer Mutua undertaking a master's degree in Gender and Development, at the University of Nairobi (UON). As part of the requirement for the fulfillment of this degree program, I am conducting a study entitled "*A gender perspective in the monitoring and evaluation of CDF in Gatanga Constituency of Muranga County*".

This interview will assist me to know more about the extent to which men and women from the community participate in management of CDF projects with a particular focus on the monitoring and evaluation function of the project cycle. Your honest answers are important. I wish to assure you that all of your answers will be kept in strict confidence. You are free to stop participation in the interview at any time, or not to answer any question you may feel uncomfortable with. There are no rights or wrong answers.

Please answer honestly where choices are given and tick the options which match your answers. Alternatively, write the information asked for in the blank space after each question. The interview will take approximately 45 minutes to complete. Do you agree to be interviewed? Thank you for your cooperation.

Appendix 2: Semi-Structured Questionnaire

1. Bio Data of the Respondents

Name of respondent (Optional) _____

Age

18-35 Years 36-53 Years 54 years and above

Gender

Male Female

Marital status

Single Married Divorced Widowed Separated
 Others (specify)

Occupation

Government employed Private sector Private Business
 Unemployed Others (specify)

Income per month

0-3000 4000-6000 7000-9000 10000 and above

Education background

Primary: Complete Incomplete

Secondary: Complete Incomplete

College/University: Complete Incomplete

Place of residence

Gatanga District Kihimbuni Mitumbiri

2. Do you know what CDF is? If so, tell me your understanding of it.

3. Have you ever attended a CDF community meeting? How many and when? If not, why?

4. Do you understand what gender is? If so, tell your understanding of it.
5. Were gender issues discussed in CDF community meeting (s) you have attended or in any other kind of meeting you have attended within the community? If so, please explain how this is conducted.
6. Do you know what your role is in such meetings as a man or woman representing the community?
7. Do you know what is meant by monitoring and evaluation? Please tell me how you understand it? If not, why?
8. Is monitoring and evaluation discussed in the CDF community meetings or have you ever attended any awareness meeting related to this elsewhere?
9. Do you understand your role as a community member and in particular as a man or woman in the monitoring and evaluation of CDF project cycle management? If not, why?
10. Have you ever participated in the monitoring of any CDF project? If so, please tell me how and when? Do you know any community member that is not in the CDC or PMC leadership that has participated? Is it a man or a woman?
11. Have you ever participated in the evaluation of any CDF project? If so, please tell me how and when? Do you know any community member that is not in the CDC or PMC leadership that has participated?
12. What do you see as the challenges that may hinder the participation of both men and women in the monitoring and evaluation functions of CDF project management cycle?
13. What would you want changed to ensure you as a community member and in particular as a woman/man participate in the monitoring and evaluation of the CDF?

Appendix 3: Key Informant Interview Guide (CDC Leadership)

1. What is the nature and role of men and women's participation in the CDF management committees?
2. How is gender sensitivity created and operationalized in CDF project management?
3. What is your understanding of M&E and its role in the management of CDF?
4. How is M&E promoted in the project management cycle to ensure the needs and experiences of men and women are factored in?
5. What is the extent of achievement on this? That is, what are the unique characteristics which show this is done and that men and women participate in the M&E of the project management cycle?
6. What are the strengths of male and female participation in CDF leadership? M&E and the weakness which need to be addressed?
7. Are there issues that you may want to bring to the attention of the researcher on how to improve male and female participation in CDF leadership and project management through M&E?

Appendix 4: Focus Group Discussions Guide

1. The participation of men and women in the monitoring and evaluation of CDF project management.
2. The constraints faced by men and women in the monitoring and evaluation of CDF project management.
3. How do you think the participation of men and women in the monitoring and evaluation of CDF project management can be improved?