

**FACTORS INFLUENCING IMPLEMENTATION OF
CONSTITUENCY DEVELOPMENT FUND (CDF) PROJECTS
IN KITUI CENTRAL CONSTITUENCY, KITUI COUNTY,
KENYA**

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DECLARATION

This research project report is my original work and has not been presented in any other University for academic award.

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

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DEDICATION

I dedicate this work to my husband Brian Ndambuki and my daughter Ryann Museo for their continuous financial and moral support. Also to my loving dad, God bless.

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ABBREVIATIONS AND ACRONYMS

AFLI	Africa Leadership Institute
CDF	Community Development Fund
CDFC	Constituency Development Fund Committees
M&E	Monitoring and Evaluation
NACCSC	National Anti-Corruption Campaign Steering Committee
NTA	National Taxpayers Association
PDAF	Priority Development Assistance Fund
PMCS	Project Management Committees
RDT	Resource Dependence Theory
SPSS	Statistical Package for Social Sciences
US	United States

ABSTRACT

The Constituency Development Fund (CDF) was a strategy for devolution of resources. It was hoped that the strategy would enhance people's participation and power in decision-making processes; promote good governance, transparency and accountability. However, various issues and concerns were being raised regarding the CDF processes and structures and community participation in decision-making in the administration, management, monitoring and evaluation of the fund in various constituencies. The purpose of this study was to examine the factors influencing implementation of constituency development fund (CDF) projects in Kitui Central constituency, Kitui County, Kenya. The study was guided by the following specific objectives: To establish the influence of community participation in all stages of project influence implementation of CDF projects in Kitui central constituency, Kitui County, To determine the influence of resource adequacy on implementation of CDF projects in Kitui central constituency, Kitui County, To determine the extent to which management factors influence implementation of CDF projects in Kitui central constituency, Kitui County and to determine the influence of monitoring and evaluation on implementation of CDF projects in Kitui central constituency, Kitui County. In order to undertake the study, a descriptive survey design was used. The target population of the study was all the 930 Project Management Committees (PMCs) and 62 project contractors of the 62 projects implemented by CDF in the financial year 2016/2017 in Kitui Central constituency. Cluster sampling and simple random sampling were used to select the projects to be used in the study and the respondents respectively. In order to investigate the research objectives stated above, both secondary and primary data was collected and analysed. The collected data was prepared for analysis through editing of the data, coding as well as cleaning so as to make it easier to analyse through use of the Statistical Package for Social Sciences (SPSS) version 16.0 - a computer program. This program was preferred due to its systematic nature and ability to cover a wide range of the most common statistical and graphical data analysis. The study established that the community participation influenced the implementation of CDF projects. The study also revealed that there is inadequacy of resources meant for implementation of CDF projects which interfered with implementation of projects. Monitoring and evaluation and management factors were also found to influence implementation of CDF projects. This study recommended that community members need to be involved in implementation of projects; funds need to be increased and be disbursed on time as well as continuous review of project activities.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globally, it has been noted that, there has been failure of the top-down approach to development especially in Africa (World Bank 2008). In addition, poor execution of projects has characterized many projects as well as low provision of public goods in the developing countries. Apart from the funds provided by World Bank for various projects around the world, several governments provide constituency development fund to be used to improve development at the constituency level. A CDF type of fund has existed in the Philippines, in various forms for many years. This fund, the Priority Development Assistance Fund (PDAF), is a fund allocated to the congressmen with the intention for infrastructure projects development. In one stage, the kitty was termed as the ‘countrywide development fund’, (CDF). Those who support the funds argue that it’s a tool for development and is mainly significant for addressing the growing needs of rural communities who are often ignored in national development programmes (World Bank, 2008). Similarly, the parliament in Pakistan first apportioned funds for use in the constituencies in 1985 (World Bank, 2008: Chweya, 2009). The provision of CDF for development purposes dates back several years in Uganda (UDN, 2007). This is also true for Tanzania according to Africa Leadership Institute (AFLI) 2007 report, (Semkae Kilonzo, 2009). This shows that the involvement of government in grassroots projects as well as in community development has continued to increase in developing countries.

In Kenya, one of the policy tools for this involvement is the Constituency Development Funds (CDFs), which was introduced in 2003 with the passage of the CDF Act 2003 by the ninth parliament of Kenya. It entails dedication of public money to benefit specific political subdivisions (constituencies) through allocations and spending decisions influenced by their

representatives in the national parliament. The making of CDF policies, comprising of size of the funds as well as goals, decision making structure on the funds usage at all steps of execution, CDF operations oversight, as well as the influence of diverse persons and groups in policy making. The CDFs operations have proved controversial sometimes since they raise vital questions on the efficacy service delivery by the government, the extent of accountability on how such service delivery can be made, legislators' role in prioritizing development, and how the participation of the public in making of policies can be prepared more significant (Baskin, 2010)

The Constituency Development Fund (CDF) is an annual budgetary allocation by the national government to each of the country's constituencies (Mwangi, 2005). While there are several rules that govern the utilization of CDF to ensure transparency and accountability, decisions over the utilization of the funds are supposed to be mainly by the constituents. The aim of CDF was to devolve national resources at the community level with the aim of spurring economic development at the grassroots level, which would then translate to overall national economic growth and poverty reduction. The rationale behind CDF was to recognize the fact that decentralizing funds to the local community was critical for strengthening the capacity of individuals at the grassroots level in order for them to workout economic governance with an effort to improve development at the lower levels. Inevitably, this would empower communities to distribute resources to important projects that would help address their economic necessities towards alleviation of poverty. It also seeks to avail resources to the local people and fund development projects at the constituency level to achieve bottom up development and improve the economic status of all people. Eventually, CDF would contribute to reduction of poverty, better-quality well-being of the Kenyans as well as produce politically empowered communities.

However, there has been a lot of criticisms, from various quarters, on the way the CDF is being implemented and managed. According to Bagaka (2008), execution of CDF in current years has revealed a divergence between the grassroots nature of expenditure on capital decisions and the financing for the operations and maintenance of such projects with local benefits. Also, numerous reports by professionals, scholars, civil rights organizations and the media have indicated that the whole CDF system is being used as an avenue for the embezzlement of public resources instead of being a vehicle for devolved development. Consequently, this has attracted a lot of reproaches from several entities concerning how the CDF is being managed and executed. This study therefore, sought to find out the factors influencing implementation of CDF projects in Kitui central constituency, Kitui County, Kenya.

1.2 Statement of the Problem

There has been a lot of reproach from various entities on the way the CDF is managed and implemented. According to Transparency International, doubts have been raised as to whether the constituency development fund has met its stated objectives. Also reports by the Auditor General Edward Ouko details billions of shillings in unsupported expenditure, idle CDF-funded projects as well as irregular payments and procurement which shows lack of transparency in distribution of funds meant for development projects, unclear decisions on the development projects to be implemented and the creation of the CDF committees responsible for decision making characterized by political backing. According to a report by the Kenya Tax Payers Association (2013/14), 40% of the CDF remained unaccounted for, 20% of the projects had been unsuccessfully completed with only 5% being completed successfully, and above 35% had been properly utilized. Nevertheless, most of the CDF projects have stalled making them of no benefit to the community in any way as far as improving their lives is concerned. The above-mentioned status consequently, calls for questions on the factors influencing implementation of CDF projects in Kenya. It is against this background that this study sought

to establish the factors that influence the implementation of CDF development projects in Kitui central Constituency, Kitui County.

1.3 Purpose of the Study

The purpose of the study was to establish factors influencing implementation of constituency development fund (CDF) projects in Kitui Central, Kitui County, Kenya.

1.4 Objectives

The objectives of this study were to;

1. To establish the influence of community participation in all stages of project on implementation of CDF projects in Kitui central constituency, Kitui County.
2. To determine the influence of resource adequacy on implementation of CDF projects in Kitui central constituency, Kitui County.
3. To determine the extent to which management factors influence implementation of CDF projects in Kitui central constituency, Kitui County
4. To determine the influence of monitoring and evaluation on implementation of CDF projects in Kitui central constituency, Kitui County.

1.5 Research Questions

1. What is the influence of community participation in all stages of project on implementation of CDF projects in Kitui central constituency, Kitui County?
2. What is the influence of resource adequacy on implementation of CDF projects in Kitui central constituency, Kitui County?
3. To what the extent do management factors influence implementation of CDF projects in Kitui central constituency, Kitui County?
4. What is the influence of monitoring and evaluation on implementation of CDF projects in Kitui central constituency, Kitui County?

1.6 Significance of the Study

It is hoped that the findings of this study would be of importance to various agencies including governments and the policy makers. The study will provide knowledge on factors influencing implementation of CDF funded projects. This would enable them to take appropriate policies that would ensure effective implementation of CDF projects. The study findings would also be of benefit to the CDF implementation committees at the constituency level as it would provide them with more knowledge on the factors influencing implementation of CDF funded projects hence enabling them to effectively manage the projects. Finally, the outcome of this study would provide information on performance measurements to potential and current scholars. This would expand the body of knowledge on factors influencing implementation of CDF funded projects and also identify areas of further research.

1.7 Limitations of the Study

Key limitation encountered by the researcher was respondent's truthfulness. The respondents might have failed to be fully truthful, and therefore might have provided what they think the researcher wanted to hear as opposed to what was the exact situation. To address this, the researcher did assure the respondents' of their anonymity and confidentiality. The respondents were also re-assured that the feedback was only to be used for the purpose of the study. Additionally, the researcher faced difficulties in accessing top level management of the CDF kitty in Kitui Central constituency due to their busy schedule. However, the researcher tried to reach them via use of emails. Finally, the researcher faced financial and time constraints in collecting the information from the sampled CDF funded projects in the area of study. To counter this, the researcher used research assistants to aid in dropping and picking the questionnaires.

1.8 Delimitations of the Study

The study only covered the factors influencing implementation of CDF projects in Kitui central constituency, Kitui County, Kenya. The study focused on CDF funded projects only for the financial year 2016/2017 in the constituency and concentrate on community participation, resource adequacy, management and monitoring and evaluation.

1.9 Assumptions of the Study

The study assumed that the respondents were knowledgeable on the factors influencing implementation of CDF funded projects in Kitui central constituency. It was further assumed that there were correct responses from the respondents without delaying effective data collection process.

1.10 Definition of Significant Terms

Community Participation: Taking part of community members in the activities of project implementation from the beginning to the end.

Constituency Development Fund (CDF) - The Constituency Development Fund (CDF) essentially provides additional resources for development at the local level by channeling money to constituencies under the management of Members of Parliament.

Management factors: Management factors refer to using expertise in coordinating desired goals and objectives using available resources efficiently and effectively.

Monitoring and evaluation – for the sake of this study, monitoring and evaluation is geared towards learning from what you are doing and how you are doing it by focusing on efficiency, effectiveness and impact of the implementation of CDF projects.

Project Implementation: It is the actual execution of the activities designed in the planning stage of the project life cycle. The implementation starts from the site handover to the project handover.

Project: Is an individual or collaborative enterprise that is carefully planned and designed to achieve a particular aim.

Resource Adequate: Availability of enough human, financial and material resources for successful implementation of CDF projects.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of the literature review is to assist in identifying gaps which exist in past studies, the strength of the studies and its recommendations which could be used in further research in this study while at the same time avoiding duplication. This section review previous literature on factors influencing implementation of CDF funded projects in relation to the study objectives. The theoretical and conceptual framework models are also presented in this chapter.

2.2 Community participation and Implementation of CDF Projects

According to Okumbe (2011), a community is a group of people who belong to a locality and exercises local autonomy. The locality also satisfies their daily needs such as education, health, cultural, social and historical heritage among others. Community participation is further termed as, “a social process where groups with shared attributes like needs and living in a certain geographical area identify needs together, come up with decisions, and design mechanisms to achieve certain solutions or goals” (Adesina, 2010). Community participation is one of the keys factors that influence project implementation and sustainability as it replicates a grassroots or bottom-up approach to problem solving. A research conducted by the NACCSC (National Anti-Corruption Campaign Steering Committee) showed that ,there are low levels of public participation, that is ,nearly 60 percent of Kenyans are not given the opportunity to be involved in project selection or prioritisation (NACCSC, 2008).

Lack of community participation at the start of project activities lead to unclear project activities and adoption of poor projects which fail to benefit the community as a whole which is at the core to the CDF Act 2013, which states that all projects funded under this Act should be community based. This is in order to ensure that the intended benefits are available to a large

group of people of a specific area. According to Joseph Kimani Mwangi(2015),in his study on Factors that affect the efficiency of Monitoring of CDF Projects recommended that, Community involvement makes everyone feel part of the project; they take the project as their own and assume all essential steps to protect the required quality. Communities can also be engaged to use and coordinate their resources of personnel, time, money, goods, and services in a broad range of structures and strategies at different levels of projects activities. Kaufman & Alfonso, (1997) stated that, effective community participation lead to social and personal empowerment, economic development, and socio-political transformation. Community participation therefore, helps to facilitate smooth and transparent implementation of projects.

2.3 Resource adequacy and Implementation of CDF Projects

The CDF act 2013, section 23 (1) requires the Chairman of Community development fund committee(CDFC)in every Constituency to submit a list of between five and twenty five project proposals in every financial year to the board for approval. Besides, the Act states that, funding criteria should give priority to completing on-going projects. According to Kairu, P. N. & Ngugi, P. K. (2014, in most of the constituencies given the discretionary nature of capital spending and the intrinsic value attached to political symbolism in launching CDF projects, more often, new projects are undertaken, while the existing ones are either left to deteriorate or are inadequately funded (Tanzi & Davoodi, 2008). Also the same Act Section 20(1), talks about the budget ceiling for each constituency to be determined in accordance with the basis for allocating resources among counties. This implies that the CDF projects implementation can be compromised by the budget leading to substandard outcome.

A study conducted in Zambia found out that, out of the 88 per cent of projects sampled, there were concerns from community members about some projects being inappropriate, inadequate

adherence to CDF guidelines and misuse of funds. Nine per cent of the completed projects were also left lying idle (Micah, 2012)

According to a study conducted by the National Taxpayers Association on “Citizen’s CDF report card for Kibwezi constituency,” Kenya established that Kshs 19.7 million of taxpayers’ money has been wasted on badly implemented projects. That is, 31% of the total CDF funds allocated to the monitored projects in the financial year 2009/10 were alleged to be on badly implemented projects. Moreover, Kshs 2.4 million of taxpayers’ money which is equivalent to 4% of the total CDF funds allocated to the monitored projects in the same financial year was on abandoned projects. On the other hand, 8% (Kshs 5.15 million) of the allocated funds in the same year was unaccounted for (NTA, 2012). This implicates that, there is still lack of transparency and accountability on the CDF funds despite clear guidelines by the CDF Act 2013.

CDF programs are said to allow for policy decisions to be made by individual legislators. The legislature accepts the overall budget for the CDF and can also set limits how it will be spent. However, within these extensive constraints it is still assumed that the individual legislators as well as their committees, from a constitutional perspective, have a free hand. It is stated that, “CDFs are the wrong answer to the very real problems of underfunding in areas that are in need of development, the national government’s failure to address the needs on the ground, and the practice of withholding funds from areas controlled by opposition parties.” The solution to this problem is not to give individual MPs money to spend in guise of CDFs; rather, it is to devise more effective ways of devolving resources to the grassroots and directly involving the communities in decisions on how to use these resources (Murray, 2011).

The amount allocated to the CDF projects was found to be insufficient according to the UDN study. The current CDF allocation in Kenya is 2.5% of the national budget and it’s felt by

several people to be small and therefore needs to be improved to at least 5%. In a survey by Ochanda (2010) it was noted that it is still clear that the cumulated amount of funds that go through the district treasuries are much higher than the overall CDF allocation. The entire amount assigned to each constituency, at the constituency level is to be spent according to the functional principles established in the law. One criterion emphasizes that not less than 73% of the CDF allocation should be spent on development projects. According to the laws, projects that qualify for CDF funding must fulfill three main criteria. First, the projects must be geared towards development and not periodic; for example, funds may be distributed to build school classrooms and not for payment of teachers. Secondly, projects must be community-based so as to spread the benefits to many constituents. Lastly, the funds can only be disbursed to a defined, auditable phase, unit or element of a given project. It is also noted that once funds are allotted to a certain project, they cannot be diverted or reallocated to another project the same year.

A report by NACCSC (2008) indicates that the CDF Act (2003) assigns some money for crises though without stipulating what an emergency constitutes. Furthermore, through setting aside some money for office running costs for CDF, the Act allows for diverting the needed funds for development of higher priority projects and also makes the Constituency Development Funds' office to be considered as development project by itself. Consequently, this move reduces the funds needed to be distributed to developmental projects which are more deserving. This report recommends the present CDF kitty to be doubled. Based on the fact that some constituencies have more development needs compared to others and due to the CDF allocations being almost equal in all the constituencies, more money is required into the CDF kitty. This will not only avail more resources meant for local development but it will also increase inclusivity and equity.

2.4 Management factors and Implementation of CDF Projects

These factors include; experience and skills of the project management committee, the knowledge-ability of the management committee, the commitment of the CDF management committees and decision making power of the CDF management committee. Kuen *et al* (2008) concluded in a study of critical factors influencing the project success amongst manufacturing companies in Malaysia that three main factors determined success of a project. These factors were top management support, clear project mission and competency of the management team. This was true as without top Management support especially with resource allocation and formulation of clear missions, the project may not be successfully implemented. A competent team with the requisite qualifications in project management and with proper technical skills was also required for the success of the project. Munns *et al* (1996) observed that selecting the right project at the outset and screening out potential unsuccessful projects would be more important to ensuring total project success. Indeed this should have been a very useful observation for CDF funded projects as no proper project screening was done leading to poor project selection and eventually failure of the projects to meet stakeholder needs.

Hussen (2010) resolved that leadership which is goal oriented as well as participatory, among others, increases project execution. In Kenya, where projects funded CDF are supposed to be acknowledged by the local community, the Members of Parliament are expected to forefront this process by holding meetings at the local level after every two years. However, this remained elusive as the MPs only decided which of the projects were to be executed without the stakeholders' participation. This explains the reason why most of the projects funded by CDF were unaccepted by the intended beneficiaries. Most of the projects also lacked specific goals making them vague investments.

Bjeirmi *et al* (1996) observed that successful projects management techniques would contribute to the achievement of projects, but project management would not stop a project from failing to succeed. This would be interpreted to mean that what matters in the successful implementation of projects was not just project management but rather the techniques that were employed in project implementation.

2.5 Monitoring and evaluation and Implementation of CDF Projects

Monitoring is a continuous process of collecting information at regular intervals about on-going projects or programmes concerning the nature and level of their performance. It can also be defined as an on-going activity to track project progress against planned tasks to ensure that the project is moving towards the right direction at the right speed so as to achieve its initial self-objectives (Mulwa, 2007). Project evaluation on the other hand, can be viewed as the process of systematic collection, analysis and interpretation of project related data that can be used to understand how the project is functioning in relation to the project objectives. It is a process of ascertaining decision areas of concern selecting appropriate information and collecting and analysing information in order to report summary data useful to decision makers in selecting among alternatives (Alkin, 1969).

The CDF Act 2013 has permitted for 2% of the total CDF portion to be used in monitoring and evaluation of projects and the capacity building. It has also given the CDFC and CDF board the responsibility of CDF projects monitoring and evaluation. The CDF board may also oblige PMCs the roles of supervising the projects which are on-going and give response on such projects. Monitoring and evaluation process helps to ensure that the major objectives and goals of the CDF projects are achieved. Monitoring and evaluation of project therefore helps to improve overall efficiency of project planning, management and implementation. The CDF Act and Implementation Guidelines place great emphasis on the monitoring and evaluation of CDF money. In CDF, the responsibility of monitoring is placed upon the various stakeholders.

To be effective, monitoring must ask the right questions, investigate the real issues and generate relevant information to enable those monitoring the project to make an accurate assessment of the project. Unfortunately, currently, the monitoring systems established under the CDF Act are considered not thorough enough. Most CDF monitoring exercises involve visits to the project location and a verbal report on the project, giving a very superficial picture.

Monitoring, as an on-going function employs the systematic gathering of data related to some specified indicators in public projects. Monitoring and evaluation (M&E) is described as a process that assists project managers in improving performance and achieving results. The goal of M&E is to improve current and future management of outputs, outcomes and impact (United Nations Development Programme, 2002). Williams (2000) asserts that, “monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds.” Monitoring offers essential contributions for evaluation and hence constitutes part of the complete evaluation procedure. Evaluation is an organised and objective assessment of an on-going or concluded policy, program/project, its design, execution and results. The aim is to provide timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of interventions and overall progress against original objectives. According to Ballard et al., (2010), “monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and program effectiveness, using objective evidence.”

2.6 Theoretical framework:

The study was based on three theories, that is; the stakeholders’ theory and the resource dependency theory and theory of effective project implementation.

2.6.1 Stakeholders theory

This theory suggests that the aim of a business is to create as much worth as possible for the stakeholders. This implies that for success and sustainability over time, managers must keep the interests of the suppliers, customers, employees, shareholders and communities aligned and heading in the same direction. R. Edward Freeman (1984) asserts that a stakeholder is a group or an individual that affects or can be affected by an organization. Stakeholders can come from within the business or from outside the business. Such stakeholders include employees, suppliers, stockholders, government, customers, non-profit groups and the local community. The CDF projects therefore have numerous stakeholders whose interests they seek to meet. As key stakeholders in community projects, the community members therefore needs to be involve in projects activities from the onset. The stakeholder's theory contends that each legitimate individual or group contributing in the activities of an organization, do so to obtain benefits, and their priority of the interest is not obvious (Donaldson, and Preston, 1995). This theory accords equal credibility to the internal and external stakeholders including the managers and owners, employees, customers, financiers and suppliers, community and special interest groups as well and governments.

Community participation increases social cohesion as they appreciate the value of working together with each other and the organizations. It further adds economic value to both through skills development and the mobilization of voluntary aids to deliver reinforcement, which boosts the opportunities for work and an increase in the wealth of the community. It also gives residents the chance to develop the networks and skills needed to address social marginalization. The CDF committees should ensure that the community members voluntarily and actively participate from the beginning of the projects. The theory also stresses that the local community members likewise benefit from participations in projects. Community members should also participate in the decision making. The CDF staffs should also be trained

on handling the members of the community and also ensure that the interests of the community members are considered. Stakeholders' theory therefore addresses research question one which inquires on how community participation affects the implementation of the CDF projects.

This theory is also essential in the study in explaining managerial factors because it guides managers on how to communicate the shared sense of the value they create, and what brings its main stakeholders together. It further explains the role of management in promoting the interests of the stakeholders. Freeman advocates that this stakeholder approach to projects implementation assist the managers by highlighting how the organization fit into the larger environment. It also helps understand how its procedures and operations affect the stakeholders as well as cautions them against coming up with major decisions without analyzing their impact on each of the stakeholders. This theory therefore assisted in the better understanding of the importance of community participation as well as management factors in the success of CDF projects.

2.6.2 Resource dependency theory

The study was also anchored on Resource dependence theory (RDT). This is one of the most influential approaches in organizational theory and strategic management. RDT characterizes the firm as an open system which depends on contingencies in the outside environment (Pfeffer & Salancik, 1978). The CDF is consequently not an independent entity because it must, on a large extent, depend on the society from which it is functioning and for which it serves (Joseph Kimani Mwangi, 2015). The institutional organizational theory further supports this statement by postulating that an organization can have all the resources such as raw materials, capital and labour from the environment nonetheless if it is unaccepted by the same society, success will be elusive.

The Resource Dependence Theory is founded on how the exterior resource of organizations affects the behavior of the organization. The theory is based on tenets such as organizations depends on resources, that the resources originate from the organization's environment and that this environment to an extent comprises other organizations. This implies that the resources needed by one organization are in the hand of other organizations. These resources form the basis of power and therefore legally autonomous organizations can be dependent on each other (Pfeffer and Salancik 1978). The RDT theory argues that organization depends on resources for them to survive and therefore, for any of them to achieve successful implementation of projects, resources are indispensable. For CDF projects to be successfully implemented, resources are important. These resources will come in the form of human resource – therefore the need to involve all the stakeholders in the project for effective implementation.

2.6.3 Theory of Effective Project Implementation

Implementation is a series of phases responsible organizational agents take to plan change process to elicit compliance needed to install changes (Nutt, 2006). He further contended that managers use implementation in order to make planned changes in organizations by making environments where changes can survive and be grounded. This phase of implementation involves putting the plan of the project into action. It's in implementation that the project managers direct and coordinate resources for the project in order to meet the goals of the project plan. As the project develops the project managers direct as well as manage every step of the way and each of the activities (Adrienne Watt, 2017).

The project implementation theory further emphasizes numerous critical factors of success in project implementation. Schultz and Slevin (1975), noted that, top management support is crucial. The top management support for implementation of projects has long been reflected of great importance in differentiating between the ultimate success and failure of projects.

According to Beck (1993), project management is not only dependent on the top management for direction, authority and support-it is ultimately the channel for implementing the plans of the top management or the goals for the organization.

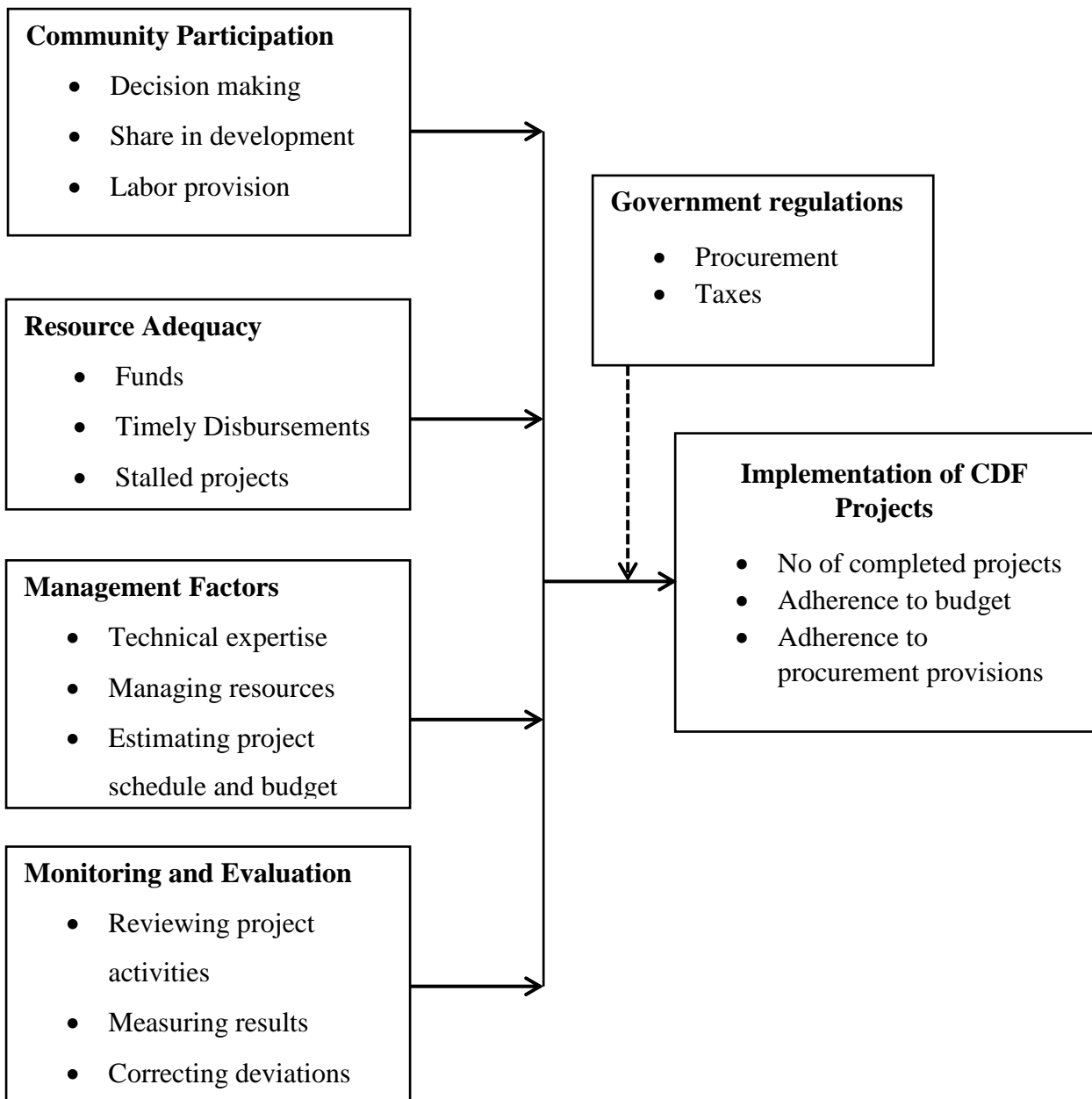
Project schedule plan is another critical success factor referring to the developing of a comprehensive plan of the mandatory stages of the process of implementation. Pinto and Slevin (1989) drew parallels between the phases of process of implementation. In addition, the need for client consultant has appeared also to be increasingly vital in attempting to implement a project successfully. Anyanwu (2003) found that the extent, to which clients are involved personally in the process of implementation, will result to a great disparity in their support for that particular project. He also viewed client consultant to be the first stage of a programme geared to execute change. It is often essential during the life cycle of the project. Schultz, Pinto and Slevin (1987) warn that it would be risky for project managers to assume that since the client consultant was adequate at an early stage, this action could be overlooked for the remaining part of the project.

In connection to project implementation theory, it is claimed that a number of factors, which are also inherent to projects funded by CDF, determine the success of the project execution. For example, the project costs escalation, frequent change in the leadership of both the CDF Committees and legislator in the constituency, bureaucracy which hinders payment of the contractors, amongst others. Similar to the emphasis of this theory, there are a number of important success factors that should not be overlooked regarding implementation of projects funded by CDF. Such factors include the legislators support to the projects, existence of a project schedule plan, consultation of the community and involvement in the project execution since they form the indirect clients of the projects. Additionally, the CDF project committees

need to be composed of professional members. The CDF committees ought to have the capacity in terms of resources and skills for addressing challenges during project execution/implementation.

2.7 Conceptual framework

The Conceptual Framework provides an illustration on the relationship between the variables of the study.



Independent Variables **Dependent Variable**
Figure 1: Conceptual Framework

In this study, the implementation of CDF projects is the dependent variable while community participation, resource adequacy, management factors and monitoring and evaluation constitutes independent variables. According to Mugenda (1999), an independent variable is a variable that affects and determines the effect of another variable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the various methodologies of study. This section covers the research design, the target population, sample and the sampling procedures, research instruments, validity and reliability of instruments, data collection, data analysis procedures and ethical considerations.

3.2 Research Design

Research design is the process of creating an empirical test to support or refute a knowledge claim. The study used descriptive survey design since it makes enough provision for protection against bias and minimizes reliability of the findings (Mugenda and Mugenda, 2003). This study intended to give a detailed description of the selected factors influencing implementation of CDF funded projects in Kitui central constituency. Kisilu (2006) points out that descriptive research design is the most appropriate when the purpose of the study is to create a detailed description of a phenomenon. According to Kothari (1995), descriptive study determines and reports the way things are and commonly involves assessing attitudes, opinions towards individuals, organizations, and procedures. This gave the researcher no control over the variables and only reported what was happening.

3.3 Target Population

Mugenda & Mugenda (2003) define target population as that population to which a researcher wants to generalize the results of the study. The target population was all the 930 Project Management Committees (PMC's) members (15 per project) and 62 contractors of the 62 projects implemented by CDF in the financial year 2016/2017 as indicated in appendix VI in Kitui central constituency in Kitui County (Kitui Central CDF Office, 2017). These projects included education projects, water projects and security projects. The study also targeted the

CDF representative working in the CDF office as the key informant. Table 3.1 shows the representation of the target population.

Table 3.1: Target Population

Target Group	Total
Project Management Committees (PMCs)	930
Contractors	62
Total	992

3.4 Sampling Techniques

Sampling is the process of selecting a number of individuals for a study in such a way that the individual selected represents the large group from which they are selected. According to Dooley (2007), a sample size of between 10% and 40% is considered adequate for detailed or in-depth studies. In accordance to these recommendations a sample of 11% will be used for this study to obtain 114 respondents. Several sampling procedure were used to select the required samples for the study. First, 19 projects were selected using cluster sampling from the five wards in Kitui Central Constituency which include Township, Miambani, Kyangwithya West, Kyangwithya East and Mulango. Simple random sampling was then used to select five PMCs from each of the 19 projects and the 19 contractors of these projects.

The researcher ensured gender parity in each of the respondent categories to avoid gender bias. The sample was considered to give adequate information that covered the whole population hence reducing bias and increasing the validity of findings. Mutai (2006), observes that the advantage of multistage sampling is that it obviates the necessity of having a sampling frame covering the entire population thereby resulting in a concentration of fieldwork and consequently in saving of time, labour and money. The sample size for the study was 114

respondents comprising of 95 PMCs and 19 project contractors. The CDF representative was purposively selected as a key informant for the study.

3.5 Data Collection Instruments

There are two types of data that were used in the study. These were the primary data and secondary data. The data was both qualitative and quantitative. Questionnaires and interview guides were best suited for this study. Semi structured questionnaire and interview guides were used to collect data. The closed ended questions were used for easy coding and analysis while the open ended questions were used to elicit more information from respondents to complete any missing links. The structured questionnaires were administered to the respondents who were present during the study. Questionnaires give respondents freedom to express their views or opinion and also to make suggestions. It is also anonymous. Anonymity helps to produce more candid answers than is possible in an interview. The questionnaires had two sections. Section A was on demographic information and section B was on information concerning the factors influencing implementation of CDF funded projects in Kitui central constituency. This instrument was used to collect data from PMCs and project contractors. Questionnaires were used because of their ability to cover a large population within a short time (Mutai, 2006). In addition, an interview schedule was also used. The instrument was useful in collecting data from a CDF representative on the spot through face to face interviews. The unstructured questions make the responses to give an insight to respondents' background, feelings, interests, hidden motivation and decisions as well as give much more information as possible without restrictions (Mayring 2007). This is because they may not have time to fill in the questionnaires.

3.6 Piloting of the Research Instruments

As a strategy to improve the research instrument, a pilot study is critical (Ngechu, 2004). From the results of the pilot study, improvements can be made. For this study, a pilot study was

conducted to test for clarity and understanding of questions and also to find out whether the questions yielded the answers expected.

3.6.1 Validity of Research Instruments

According to Mugenda and Mugenda, (2003), “validity is a measure of relevance and correctness. It is the accuracy and meaningfulness of inferences which are based on the research results.” Data collection techniques must yield information that is not only relevant to the research questions but also correct. To enhance the validity of the instrument, pretesting was done to determine whether the questions are acceptable, answerable and well understood. Pilot testing of research instruments is important because it reveals vague questions, unclear instructions and enables the researcher to improve the efficiency of the instruments (Nachmias & Nachmias, 2007). The research instruments were piloted in Kitui East constituency.

3.6.2 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability refers to consistency of measurement; the more reliable an instrument is, the more consistent the measure, a pilot study was done through administering questionnaire randomly to selected respondents in Kitui East constituency, an area that has similar characteristic as the case under study. It was further enhanced by making necessary adjustments to the questionnaire based on the pilot study. The data collected from the pilot study was analyzed in order to determine the extent to which the research instrument could be dependent on. In order to check on this reliability, the Cronbach’s Alpha test was applied and a reliability coefficient of 0.75 was obtained. This was considered reliable since a coefficient of any value of 0.70 and above is sufficient.

3.7 Data Collection Procedures

The researcher obtained a permit from National Council of Science, Technology and Innovation (NACOSTI) in order to collect the required data for the study in Kitui Central

Constituency. A clearance from the University of Nairobi was also obtained. Members involved in running the projects were informed of the intended research by the researcher and a date to administer the research instrument was arranged. Questionnaires were administered to the PMCs and project contractors to complete and return to the researcher immediately after completion. Interview with CDF representative was conducted on the spot by the researcher through face to face interaction.

3.8 Data Analysis

The completed questionnaires were collected for data cleaning, coding and analysis. Data was presented according to objectives and research questions of the study using descriptive statistics and analysed using statistical package for social sciences (SPSS). Data analysis was done which generated frequency counts from the responses so as to prepare frequency distributions. As a result, the percentages were calculated and the 5-point rating Likert scale response out of the total study sample responses per item was calculated. Frequency distribution tables were utilized in presenting the data generated. According to Orodho, 2005, “each table should be followed by brief explanations, inferences, and interpretations of the findings from the earlier related reviewed literature with the aim of bridging the research gaps by seeking the study problem.” Consequently, this was greatly used in the study as per research questions.

3.9 Ethical Issues

In adherence to research ethics, the participants were informed about their confidentiality in the study so as to ensure respect for their dignity in the study. The confidential information of the respondents was only read by the researcher and used only for the purpose of the study. The respondents were not required to provide any identifying details and as such, transcripts and the final report did not reflect the subjects identifying information such as their names, in

the case they are not comfortable with it. After the study had been completed and a final report written, the tools that were used to collect data were destroyed.

3.10 Operational Definition of Variables

This section describes the objectives of the study, the variables of the study with their indicators as well as measurement scale and types of analysis.

Table 3.2: Operationalization of variables

OBJECTIVES	VARIABLES	INDICATORS	SCALE	DATA ANALYSIS
To establish how community participation in all stages of project influence implementation of CDF projects in Kitui central constituency, Kitui County.	<u>Dependent</u> Implementation of CDF projects <u>Independent</u> Community participation	Decision making Share in development activities Labor provision	Ordinal Nominal	• Descriptive
To determine the extent to which management factors influence implementation of CDF projects in Kitui central constituency, Kitui County	<u>Dependent</u> Implementation of CDF projects <u>Independent</u> Management factors	Technical expertise Managing resources Estimating project schedule and budget	Ordinal Nominal	• Descriptive
To determine how monitoring and evaluation influence implementation of CDF projects in Kitui central constituency, Kitui County.	<u>Dependent</u> Implementation of CDF projects <u>Independent</u> Monitoring and evaluation	Reviewing project activities Measuring results	Ordinal Nominal	• Descriptive
To determine the influence of resource adequacy on implementation of CDF projects in Kitui central constituency, Kitui County.	<u>Dependent</u> Implementation of CDF projects <u>Independent</u> Resource adequacy	Funds Timely Disbursements Stalled projects	Ordinal Nominal	• Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATIONS AND INTERPRETATION

4.1 Introduction

The purpose of this study was to investigate the factors influencing implementation of CDF projects in Kitui Central Constituency, Kitui County, Kenya. This chapter contains; demographic information of the respondents, presentations and interpretations of the research findings. The presentation was done based on the research questions.

4.2 Questionnaire Response rate

The following table shows the response rate obtained for the study.

Table 4.3: Questionnaire Response Rate

Respondents	Sample size	Response rate	Percent
PMCs	95	86	90.5
Contractors	19	18	94.7
Total	114	104	91.2

The study was conducted in 19 projects selected where 95 PMCs and 19 project contractors were selected from each of the 19 projects giving a total of 114 respondents. The response rate of questionnaire return was 86(90.5%) for the PMCs and 18(94.7%) for the contractors of all the research instruments that were administered. This gave the total number of research instruments as 104 that were fully filled by the respondents making the total response rate to be 91.2% as shown in table 4.3.

4.3 Demographic Characteristics of Respondents

This involved looking at the personal characteristics of respondents based on their gender, age bracket and the working duration in their various CDF projects.

4.3.1 Distribution of Respondents by Gender

The distribution of gender of respondents can be presented in table 4.4 as follows.

Table 4.4: Gender of Respondents

Gender	Frequency	Percent
Male	58	55.7
Female	46	44.3
Total	104	100.0

Results on gender of respondents show that 55.7% were male while 44.3% were female (table 4.4). The balanced responses from the participants indicate the extent to which community members are involved in CDF projects in Kitui Central constituency. In this case, all the respondents were willing to share their views on their participation in projects.

4.3.2 Distribution of Respondents Age Bracket

Furthermore, the respondents were asked to give their age bracket. Table 4.4 shows their results.

Table 4.5: Age of the Respondents

Age of the Respondents	Frequency	Percent
Below 20 years	14	13.5
21-30 years	28	26.9
31-40 years	39	37.5
Over 40 years	23	22.1
Total	104	100.0

On their age category, 39 (37.5%) were aged between 31-40 years, 28 (26.9%) were aged between 21-30 years, 23 (22.1%) were aged over 40 years while 14(13.5%) were aged less than 20 years. The result suggests that the study collected information from a wide section of age category thereby validating the responses of the study.

4.3.3 Distribution of Respondents by Working Duration

The study also sought the working duration of both the PMCs and the contractors of various CDF projects as presented in Table 4.6.

Table 4.6: Work Duration

Working Duration	Frequency	Percentage
Less than 1 year	18	17.3
2-5 years	43	41.3
6-10 years	30	28.8
Over 10 years	13	12.5
Total	104	100

Most 43 (41.3%) indicated that they had 2-5 years duration of work, 30 (28.8%) had 6-10 years, 18 (17.3%) had less than one year while only 13 (12.5%) were found to have over 10 years of work in projects implemented by CDF in the area. The varied work duration shows that the respondents had understanding on the implementation of CDF funded projects in Kitui Central constituency.

4.4 Community Participation and Implementation of CDF Projects

The first objective was to find out the influence of community participation on the implementation of CDF projects. The results were presented in table 4.7 below.

Table 4.7: Community Participation

Statement	SA		A		U		D		SD	
	f	%	f	%	f	%	f	%	f	%
Involving community members in all stages of the projects affects their implementation	33	31.7	38	36.5	3	2.9	18	17.3	12	11.5
Failure to consult the community members affects the implementation of CDF funded projects	29	27.8	28	26.9	5	4.8	24	23.0	18	17.3
The project stakeholders effectively involve the community in every aspect of project implementation	21	20.2	33	31.7	13	12.5	19	18.2	18	17.3
Employment of experts from outside ignoring locally available labour affects the implementation of CDF funded projects	19	18.2	31	29.8	11	10.6	28	26.9	15	14.4
The involvement of the community members adds value to the project.	23	22.1	30	28.8	9	8.6	23	22.1	19	18.2

The study findings indicated that 38(36.5%) agreed, 33(31.7%) strongly agreed that involving community members in all stages of the projects affect their implementation positively. This was a high significant number of residents compared to 18(17.3%) who disagreed and 12(11.5%) who strongly disagreed that such involvement positively affects the implementation

of CDF projects in the constituency. The study also showed that majority (26.9% agreed and 27.8% strongly agreed) that lack of consultation with community members and 31.7% agreed and 20.2% strongly agreed that involvement of community members adds value to the project. In addition, the respondents indicated that employment of external experts and exclusion of the community from management matters also affects the implementation of CDF funded projects though not much significantly. The result shows that when the constituents are involved in the supervision and scrutiny of projects being implemented by CDF in Kitui central constituency, successful implementation of such projects can be achieved. Beneficiary participation in project life cycle is of paramount importance for the realization of sustainable projects so said a community member in the constituency. Indeed any development initiative that excludes or belittles the locals in terms of participation is an antithesis to efforts towards institutionalizing community participation as a fundamental element in ensuring sustainability in projects. Participation of project beneficiaries in identification of projects is critical to its success.

4.5 Resource Adequacy and Implementation Of CDF Projects

The second objective sought to find out the influence of resource adequacy on implementation of CDF projects. The results were recorded in table 4.7 as follows.

Table 4.8: Resource Adequacy

Statement	SA		A		U		D		SD	
	f	%	f	%	f	%	f	%	f	%
Lack of enough resources affects implementation of CDF projects	28	26.9	35	33.6	9	8.6	18	17.3	14	13.4
Most CDF funded projects are unfinished due to inadequacy of funds	18	17.3	31	29.8	11	10.6	32	30.7	12	11.5
Resources allocated for CDF projects are not adequate	26	25.0	33	31.7	12	11.5	17	16.3	16	15.4
Money allocated for CDF projects is not disbursed on time	36	34.6	29	27.8	5	4.8	18	17.3	16	15.4
Inconsistent disbursement of funds affects the implementation of CDF funded projects	31	29.8	30	28.8	8	7.7	16	15.4	19	18.2
Poor disbursement of CDF affects the implementation of CDF funded projects	26	25.0	35	33.6	11	10.6	13	12.5	19	18.2

The responses shows that 35 (33.6%) of constituents said they agree that lack of enough resources affects implementation of CDF projects, 28 (26.9%) said that they strongly agree, 18(17.3%) said that they disagree while only 14 (13.4%) strongly disagreed. The findings further shows that majority (31.7% and 25%) of residents said that they agreed and strongly agreed respectively that the funds disbursed is not enough for the successful completion of the initiated projects.

In addition, majority of the respondents either agreed or strongly agreed that late disbursement of funds (34.6% strongly agreed and 27.8% agreed), inconsistent disbursement of funds (29.8% strongly agreed and 28.8% agreed), and poor disbursement of funds (33.6% agreed and 25% strongly agreed) affects the implementation of the CDF funded projects. This shows that the resource adequacy of CDF funds affects the implementation of CDF projects in Kitui central constituency.

4.6 Management Factors and Implementation of CDF Projects

The third objective was to establish the influence of management factors on the implementation of CDF funded projects in Kitui central constituency. The results were displayed in table 4.9 as follows.

Table 4.9: Management Factors

Statement	SA		A		U		D		SD	
	f	%	f	%	f	%	f	%	f	%
There is sufficient technical expertise to manage the project	22	21.1	25	24	13	12.5	23	22.1	21	20.2
Project managers have adequate and experience (task familiarity) in management	27	25.9	26	25.0	11	10.6	29	27.8	11	10.6
There is sufficient human resource for implementation of the project	19	18.2	18	17.3	8	7.7	25	24	34	32.6
The leadership skills of the managers is satisfactory	26	25.0	27	25.9	9	8.6	20	19.2	22	21.1
The community is satisfied with the overall management of the CDF projects	16	15.4	18	17.3	12	11.5	34	32.6	24	23.0
Top management Influences implementation of Constituency Development Fund projects	22	21.1	23	22.1	8	7.7	27	25.9	24	23.0
Lack of top management backing is the main inhibiting factor for project implementation	31	29.8	29	27.8	6	5.8	21	20.2	17	16.3
The top management's commitment to the strategic direction itself is the most important factor on the implementation of CDF projects.	29	27.8	27	25.9	1	1.0	28	26.9	19	18.2

The study found out that 25(24%) agreed, 23(22.1%) disagreed, 22(21.1%) strongly agreed while 21(20.2%) strongly disagreed that there is sufficient technical expert to manage the project. As a result, the respondents also strongly disagreed (32.6%) or disagreed (24%) with only 18.2% strongly agreeing and 17.3% agreeing that there is sufficient human resource for implementation of the CDF funded projects.

However, most respondents (25.9% agreed and 25.0% strongly agreed) that the leadership skills of the managers is satisfactory with 21.1% and 19.2% who strongly disagreed or agreed respectively. Also, 27.8% strongly agreed and 25.9% agreed that top management's commitment to the strategic direction itself is the most important factor on the implementation of CDF projects while 29.8% strongly agreed and 27.8% agreed that lack of top management backing is the main inhibiting factor for project implementation.

4.7 Monitoring And Evaluation and Implementation Of CDF Projects

The final research objective was geared towards to finding out how monitoring and evaluation influences implementation of CDF projects. Table 4.10 shows the results obtained from the study on monitoring and evaluation.

Table 4.10: Monitoring and Evaluation

Statement	SA		A		U		D		SD	
	f	%	f	%	f	%	f	%	f	%
The project stakeholders ensure that the goals and objectives match the project needs	17	16.3	21	20.2	12	11.5	29	27.8	25	24
Monitoring and evaluation affects implementation of projects	19	18.2	23	22.1	10	9.6	26	25.0	26	25.0
Issues identified in the implementation process are always addressed on time	13	12.5	28	26.9	9	8.6	31	29.8	23	22.1
Project stakeholders often consider all factors that enhance implementation	19	18.2	18	17.3	6	5.8	33	31.7	28	26.9
Analysis of project results are identified	31	29.8	27	25.9	7	6.7	21	20.2	18	17.3
There is a dedicated team that addresses the monitoring and evaluation aspect and the findings are often made public to all stakeholders	20	19.2	18	17.3	13	12.5	27	25.9	26	25.0

Results on monitoring and evaluation show that 27.8% disagreed, 24% strongly disagreed that project stakeholders always ensure that the goals and objectives of all projects match the project

needs while 20.2% and 16.3% agreed and strongly agreed. Also, 31(29.8%) disagreed, 28 (26.9%) agreed, 23(22.1%) strongly disagreed and 13(12.5%) strongly agreed that issues identified in the implementation process are always identified and addressed on time. However, majority of the respondents (29.8% and 25.9%) agreed and strongly agreed respectively that analysis of project results is identified. Others such as monitoring and evaluation, considering all factors that enhance implementation by stakeholders and having a dedicated team to address monitoring and evaluation were found to less influence the implementation of CDF projects tough still significant.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS, DISCUSSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the summary of the study findings, conclusions, recommendations, and suggestions for further research and contributions to the body of knowledge. These are presented based on the objectives of the study, research questions and the findings. The purpose of the study was to investigate the factors influencing implementation of CDF projects in Kitui Central Constituency, Kitui County, Kenya

5.2 Summary of Findings

The purpose of the study was to investigate the factors influencing implementation of CDF projects in Kitui Central Constituency, Kitui County, Kenya. The objectives of the study were to; establish how community participation in all stages of project influence implementation of CDF projects in Kitui central constituency, Kitui County, determine the influence of resource adequacy on implementation of CDF projects in Kitui central constituency, Kitui County, determine the extent to which management factors influence implementation of CDF projects in Kitui central constituency, Kitui County and determine how monitoring and evaluation influence implementation of CDF projects in Kitui central constituency, Kitui County. Questionnaires and an interview schedule were used to collect data which was descriptively analysed using percentage and frequencies. The analysed data was presented using tables and figures.

Based on the findings, the following summary can be made.

The participants were asked to indicate whether the involvement of community members, failure to consult and employment of experts from outside affected implementation of CDF

projects in Kitui Central constituency. Majority of the respondents either agreed or strongly agreed that these elements of community participation influenced implementation of projects as found in the study. On further interview they indicated that their involvement affect CDF project through local leaders fighting the new project for lack of involvement by CDF and local community leaders, failure to attend meetings for project identification. This implies that local communities are very important in identifying projects in the community and they influence their implementation to high level. Further respondents indicated that local leaders are committed to support CDF projects through attending meetings called to discuss their development.

The study also sought to investigate influence of resource adequacy on implementation of projects. From the findings, lack of adequate resources, late disbursement, inconsistent disbursement and poor disbursement affected implementation of CDF projects. The study shows that most of the respondents stated that the CDF fund in the constituency is still low as this could be attributed by the fact that despite the area politicians playing a key role in the CDF projects process they do not prioritize the projects that are needed by the area residents. The study also found out that most of the projects started were never completed according to the stipulated time, others were abandoned or others were over financed, while other projects were not in existence despite funds being allocated to those projects.

Concerning management factors, the study sought to determine how technical expertise, human resource, leadership skills and management commitment influences the CDF projects implementation. From the findings, it was noted that sufficiency of experts was wanting as indicated by more than 44.3% who disagreed that there was sufficient expertise to manage the project. From the study findings also, it was found that there is no enough human resources for the implementation of CDF projects. This negatively affected the successful implementation

of projects in the constituency. Lack of top management back up was also noted as a barrier. The findings also revealed that the successful implementations of projects which have been started under CDF are determined by the expertise of the PMCs in terms of skills and experience. Consequently, poor implementation, stalling of projects, low sustainability amidst absence of support from the local community may arise as a result of lack of such expertise. Also, knowledge in such projects is also pertinent so as to enable versatility and team work to facilitate effectiveness in handling uncertainties during project execution process. Finally, in relation to monitoring and evaluation, the researcher found out that, there is low community members' participation in monitoring and evaluation of CDF projects, and there is need to improve on the same.

5.3 Discussion of the Findings

This section presents a discussion of the findings and compares and contrasts these findings with other scholarly studies done on the same area.

5.3.1 Influence of Community Participation on Implementation of CDF Projects

The study found out that the involvement of community members, failure to consult and employment of experts from outside affected implementation of CDF projects in Kitui Central constituency. This study is in tandem with (Were, 2014) who says that it is generally believed that if the beneficiaries are able to express their views and set up projects that meet their needs, they are more likely to work and are more likely to pay to successful implementation of the project.

5.3.2 Influence of Resource Adequacy on Implementation of CDF Projects

The study also found out that late disbursement of funds, inadequacy of resources, inconsistent disbursement and poor disbursement affects implementation of CDF projects. The study showed that the CDF fund in the constituency is still low as this could be attributed lack of prioritization of the projects that are needed by the area residents. Most of the projects started

were also never completed according to the stipulated time, others were abandoned or others were over financed, while other projects were not in existence despite funds being allocated to those projects. The study findings concurred with the research findings of a study by Kipkorir Limo (2013) on assessment of predictors of success in community development projects. A survey of CDF funded projects in Nyeri town constituency which found out that disbursement of funds had a high influence on the implementation of the projects.

The study however contradicts a survey by Ochanda (2010) which was noted that it is still clear that the amount of funds that go through the district treasuries are much higher than the overall CDF allocation. At the constituency level, the entire amount allocated to each constituency is to be spent based on functional criteria set in the law. One criterion emphasizes that not less than 73% of the CDF allocation should be spent on development projects.

5.3.1 Influence of Management Factors on Implementation of CDF Projects

From the study findings lack of enough human resources for the implementation of CDF projects negatively affected the successful implementation of projects in the constituency. Others factors related to top management including support, skills and experience of the project management committee influenced implementation of CDF initiated projects in the study area. This study concurs with Kuen *et al* (2008) who in a study of critical factors influencing the project success amongst manufacturing companies in Malaysia concluded that top management support, clear project mission and competency of the management team influenced project implementation. This was true as without top Management support especially with resource allocation and formulation of clear missions, the project may not be successfully implemented. A competent team with the requisite qualifications in project management and with proper technical skills was also required for the success of the project.

5.3.1 Influence of Monitoring and Evaluation on Implementation of CDF Projects

Finally, the study found out that, there is low community members' participation in monitoring and evaluation of CDF projects and this influenced the successful implementation of CDF projects. This study agrees with Ameyia, (2011) in a study to find out the challenges facing youth projects in Nyaribari Chache constituency, who found that the absence of regular monitoring and evaluation of the projects affects their successful implementation. Omukhango, (2012) also established that monitoring and evaluation is of great importance to the youth projects since it a driving force its progress and successful implementation. Additionally, she found out that there is little occurrence of monitoring and evaluation of projects which hinders successful implementation.

5.4 Conclusions

From the study findings it can be concluded that the community participation in terms of involvement, consultation and employment of experts from outside sufficiency affects the implementation of CDF projects in Kitui central constituency. In addition, community participation was found to be very critical in ensuring the successful implementation of CDF projects in the constituency. The study therefore concludes that involving the community members in all stages of the project from initiation, planning, implementation and monitoring would affect the project's success. In this case, local community members feel part and own the projects upon which their inputs have been considered through consultation, use of locally produced resources from the community as well as inclusion of the community members in management matters and employment. However exclusion of the local people results to lack of ownership by some members of the community who disregards the project, failure by the same to monitor, evaluate and implement the requirements.

Also the study concludes that the amount of money allocated to CDF projects was not adequate for the successful implementation of the intended projects. This affected the performance of the projects since they were not able to be implemented successfully as they would have wished. They all wished the government would at least double the allocated amount.

In addition, the study concluded that management factors have a positive role to play in the achievement of projects objectives, greatly influencing project implementation. Presence of technical experts, sufficient human resources, commitment and support from the top management influences project implementation. It was however lacking as indicated by some respondents.

It was established that monitoring and evaluation of CDF projects affected their performance and implementation. There is lack of frequent monitoring and evaluation of the CDF funded projects. This translated to the poor implementation of these projects. Monitoring and evaluation is a key element in project implementation and greatly influences the process.

5.5 Recommendations

The study makes various recommendations based on the findings.

First, community members whether influential or not be involved in identification of the CDF projects. Holistic involvement of all stakeholders in all project cycles, decentralization of decision-making to the lowest appropriate level is crucial for all community projects. This demand responsive approach includes key principles such as the recognition of constituents in every location or sub location as principal users and their inclusion by communities at the forefront of decision-making and management rather than concentrating these functions at CDF or constituency level. The involvement of all should trickle down to the grassroots.

Secondly, the research would recommend that in line with the government vision of increasing citizen participation in decision making in development matters in their respective constituencies (Kenya Vision 2030), clear set of policies that minimizes misuse of funds, political interference and prioritizes community participation should be built. This is because the study has found that the factors that hinder efficiency in the management are interference and lack of participation in decision making.

Thirdly, the study recommends that the CDF committee should disburse the funds for fully implementation of the projects at once and then disburse another amount to stand by for successful implementation of their funded projects in time to the community to enable their successfulness. This will minimize stalled projects in the community. The government should also monitor and evaluate the utilization of CDF funds allocated to various projects to ensure that they meet guidelines put in place to govern the CDF utilization.

Finally, it has been observed that some citizens are not allowed to participate in the process of monitoring and evaluation and this could have significant effect on the achievement of project objectives. The study therefore recommends that monitoring and evaluation team should be composed of all stakeholders directly and indirectly affected by the project. The monitoring and evaluation activity should not be left to external team and CDF alone but rather inclusion of citizens affected by the project is necessary.

5.6 Suggestions for Further Studies

The researcher, based on the study suggests further research to be done on the following.

1. Role of PMCs in ensuring sustainability of projects in Kitui central constituency, Kitui County. Kenya. This is pertinent because the PMCs role on CDF can greatly influence the sustainability of projects funded by the CDF.

5.7 Contributions to the Body of Knowledge

This study makes remarkable contribution to the body of knowledge. The study will bring out issues learnt and challenges faced in project implementation in connection to community participation, resource adequacy, management factors and monitoring and evaluation. This will help improve the successful implementation of projects.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

University of Nairobi

P.O Box 30197-00100

NAIROBI

Dear Sir/ Madam,

RE: PARTICIPATION IN RESEARCH

I am a postgraduate student at University of Nairobi undertaking Master of Project Planning and Management. I intend to carry out a research study on *Factors Influencing Implementation of Constituency Development Funded (CDF) Projects in Kitui Central Constituency, Kitui County, Kenya*. Your assistance in responding honestly to all the items in the questionnaire is likely to generate data that will help in improving implementation of CDF projects in Kitui Central constituency.

Thank you for your co-operation.

Yours Faithfully,

Annastacia Kawende Mbavati.

APPENDIX II

QUESTIONNAIRE FOR THE PMCS AND CONTRACTORS

This instrument is meant to gather data on the factors influencing implementation of CDF funded projects in Kitui central constituency, Kitui County. Kindly fill in your responses in the provided spaces or chose among the provided responses my marking the correct choice. Thanks

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

1. Gender?
 - a. Male
 - b. Female

2. What is your age?
 - a. Below 20 years
 - b. 21-30 years
 - c. 31-40 years
 - d. Over 40 years

3. For how long have you worked as a CDF community representative?
 - a. Less than a year
 - b. 2-5 years
 - c. 6-10 years
 - d. Over 10 years

4. Which CDF funded project are you a committee member of? (Please state one)
.....
.....
.....
.....

5. What can you say on the implementation of the projects funded by CDF in your area?

Highly successful [] moderately successful [] Not successful []

Section B: Community Participation on Implementation of CDF Projects

6. (a) Have you ever taken part in implementation of any CDF projects in your village or division?

Yes [] No []

(b). If yes, indicate the frequency

Always [] Occasionally [] Rarely []

Please indicate the extent to which community members participate in various activities on the scale of five: 1 – Strongly Disagree, 2 – Disagree, 3 – Undecided, 4 – Agree and 5 – Strongly Agree.

Statement	SA	A	Undecided	D	SD
Involving community members in all stages of the projects affects their implementation					
Failure to consult the community members affects the implementation of CDF funded projects					
The project stakeholders effectively involve the community in every aspect of project implementation					
Employment of experts from outside ignoring locally available labour affects the implementation of CDF funded projects					
The involvement of the community members adds value to the project.					

In each of the above statements, kindly explain how they affect the implementation of CDF funded projects.

.....

Section C: Resource Adequacy and Implementation of CDF Projects

7. To what extent do you think adequacy of resources affects implementation of CDF funded projects?

Very high extent [] High extent [] Low extent [] Very low extent []

Please indicate the extent to which adequacy of resources affect the implementation of CDF projects on the scale of five: 1 – Strongly Disagree, 2 – Disagree, 3 – Undecided, 4 – Agree and 5 – Strongly Agree.

Statement	SA	A	Undecided	D	SD
Lack of enough resources affects implementation of CDF projects					
Poor disbursement of CDF affects the implementation of CDF funded projects					
Most CDF funded projects are unfinished due to inadequacy of funds					
Inconsistent disbursement of funds affects the implementation of CDF funded projects					
Resources allocated for CDF projects are not adequate					
Money allocated for CDF projects is not disbursed on time					

Section D: Management Factors and Implementation of CDF Projects

Please indicate the extent to which management factors of various CDF activities affect implementation on the scale of five: 1 – Strongly Disagree, 2 – Disagree, 3 – Undecided, 4 – Agree and 5 – Strongly Agree.

Statement	SA	A	Undecided	D	SD
There is sufficient technical expertise to manage the project					
Project managers have adequate and experience (task familiarity) in management					
There is sufficient human resource for implementation of the project					
The leadership skills of the managers is satisfactory					
The community is satisfied with the overall management of the CDF projects					
Top management Influences implementation of Constituency Development Fund projects					
Lack of top management backing is the main inhibiting factor for project implementation					
The top management’s commitment to the strategic direction itself is the most important factor on the implementation of CDF projects.					

Please explain further how the above management factors affect the implementation of CDF projects.....

Section E: Monitoring and Evaluation and Implementation of CDF Projects

8. Please indicate the extent to which Monitoring and Evaluation of various CDF projects affect implementation on the scale of five: 1 – Strongly Disagree, 2 – Disagree, 3 – Undecided, 4 – Agree and 5 – Strongly Agree.

Statement	SA	A	Undecided	D	SD
The project stakeholders always ensure that the goals and objectives of all projects match the project needs					
Monitoring and evaluation affects implementation of projects					
Issues identified in the implementation process are always identified and addressed on time					
Project stakeholders often consider all factors that enhance implementation and all obstacles in order to control their effect					
Analysis of project results are identified					
There is a dedicated team that addresses the monitoring and evaluation aspect and the findings are often made public to all stakeholders					

Please explain further how the above Monitoring and Evaluation affect the implementation of CDF projects.....

Thank you For Your Cooperation

APPENDIX III

INTERVIEW SCHEDULE FOR CDF REPRESENTATIVE

This instrument is meant to gather data on the factors influencing implementation of CDF funded projects in Kitui central constituency, Kitui County. Kindly fill in your responses in the provided spaces or chose among the provided responses my marking the correct choice. Thanks

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

1. Gender?

- a. Male
- b. Female

2. What is your age?

- a. Below 20 years
- b. 21-30 years
- c. 31-40 years
- d. Over 40 years

3. For how long have you worked in your current position?

- a. Less than a year
- b. 2-5 years
- c. 6-10 years
- d. Over 10 years

1. In your own opinion, how does community participation affect the implementation of CDF projects?

.....
.....
.....

2. To what extent do you think the adequacy of resources affect the implementation of CDF projects in the Constituency?

.....
.....
.....

3. How do management factors affect the implementation of CDF projects in Kitui Central Constituency?

.....
.....
.....

4. How does monitoring and evaluation affecting implementation of CDF projects in Kitui Central Constituency?

.....
.....
.....

Thank you for your cooperation

APPENDIX IV: RESEARCH AUTHORIZATION LETTER



UNIVERSITY OF NAIROBI

OPEN, DISTANCE and e-LEARNING CAMPUS

(KITUI LEARNING CENTRE)

Telegram: "UNIVERSITY" NAIROBI

Telephone: 245-020-318262

Telex: 28520Varsity KE

P.O Box 30197 NAIROBI

NAIROBI, KENYA

e-mail: acadreg@uonbi.ac.ke

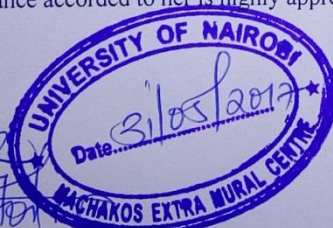
RE: ANNASTACIA KAWENDE MBAVATI REG. No. L50/83906/2016

The above named is a student at University of Nairobi, College of Open, Distance and e-Learning , Department of Extra- Mural Studies she is undertaking her Degree Masters of Arts in Project Planning and Management. We authorize her to carry out her research on (***FACTORS INFLUENCING IMPLEMENTATION OF CONSTITUENCY DEVELOPMENT FUND (CDF) PROJECTS IN KITUI CENTRAL CONSTITUENCY, KITUI COUNTY, KENYA.***)

Any assistance accorded to her is highly appreciated by this Department to enable her compile her final document.

Thanks.

For
Stn



DR. ANGELINE MULWA
REGIONAL COORDINATOR

APPENDIX V: RESEARCH PERMIT



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/67836/17877**

Date: **7th July, 2017**

Anastacia Kawende Mbavati
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Factors influencing implementation of CDF Projects in Kitui Central Constituency, Kitui County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Kitui County** for the period ending **7th July, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Kitui County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

**GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Kitui County.

The County Director of Education
Kitui County.

APPENDIX VI: LIST OF PROJECTS



**NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUND
KITUI CENTRAL CONSTITUENCY
FINANCIAL YEAR 2016/2017**

Ward	Education Projects			Security Projects	Water Projects	Total
	Primary Schools	Secondary Schools	Tertiary Institutions			
Mulango	9	5	0	1	1	16
Miambani	9	1	0	0	1	11
Township	4	0	4	2	0	10
Kyangwithya West	6	2	1	0	2	11
Kyangwithya East	7	3	0	3	1	14
Total	35	11	5	6	5	62