

**CHALLENGES INFLUENCING PROJECT MANAGEMENT
COMMITTEES (PMC) IN THE IMPLEMENTATION OF
CONSTITUENCY DEVELOPMENT FUND (CDF)
SPONSORED PROJECTS: THE CASE OF BAHARI
CONSTITUENCY, KILIFI DISTRICT**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
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DECLARATION

This research project is my original work and has never been presented for award of degree in any other university.

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DEDICATION

To my wife Mary Chepulung' and our children for their love, patience and encouragement

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Much thanks go to the Bahari constituency staff who provided me with the relevant information which I required to concretize the decision on the research area with a firm commitment till the final results of the research are realized.

Last but not least I thank all those who gave me moral and / or logistical support in making the research proposal a reality.

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ABBREVIATIONS AND ACRONYMS

API	African Press International
CACC	Constituency Aids Control Committee
CBI	Constituency Bursary Fund
CDF	Constituency Development Fund
DIC	District Development Committee
DDO	District Development Officer
DEC	District Executive Committee
DFRD	District Focus for Rural Development
DPMF	Development Policy Management Forum
FRS&WC	Economic Recovery Strategy & Wealth Creation
FY	Fiscal Year
GDP	Gross Domestic Product
HH	Household
IMF	International Monetary Fund
IPAR	Institute of Policy Analysis and Research
KIPPRA	Kenya Institute for Public Policy Research Analysis
KNBS	Kenya National Bureau of Statistics
LATF	Local Authority Transfer Fund
MP	Member of Parliament
NGO	Non Governmental Organisation
NPEP	National Poverty Eradication Plan
PMC	Project Management Committee
PRSP	Poverty Reduction Strategy Paper
RDF	Rural Development Fund
RMLI	Roads Maintenance Levy Fund
SAP	Structural Adjustment Programme
SMCCCD	San Mateo County Community College District
SPSS	Statistical package for social scientists
TQM	Total Quality Management
UNDP	United Nations Development Programme

WBS **Work Breakdown Structure**
WMS **Welfare Monitoring Survey**

ABSTRACT

Rural development funding in Kenya continued to take different strategies since independence while fighting poverty, diseases and ignorance as prioritized using Constituency Development Fund (CDF) among other kits. The research investigated the challenges influencing the project management committee in implementing CDF funded projects in Bahari constituency. Three specific objectives to guide the study were: to identify the challenges influencing the project management committees in implementing the CDF projects, to establish the impact of these challenges to the successful implementation of the community project and to establish how these challenges can be overcome.

A descriptive survey research design was used to collect primary data in addition to the secondary data. A pre-tested questionnaire was administered to target population where 19 PMC's participated. Their selection was as follows, firstly stratified according to administrative divisions and then to sectors giving a total of 4 PMC's in Education, 6 PMC's in water, 4 PMC's in health and 5 PMC' in other projects. Key informants were visited and interviewed. The data collected was analyzed both numerically and descriptively.

Statistical package for social science (SPSS) was used, while on the other hand the descriptive analysis of the data collected was mainly put in a narrative form but greatly making use of the values where applicable. The results of the study agreed with other similar studies done previously. The PMC's faced challenges in leadership abilities; education levels were wanting; lack of adequate technical support; issues associated with CDF funds and administration, political interference and siting of projects.

The study recommends that, capacities of the PMC' members be improved so that they are equipped adequately to face the challenges while implementing the projects. The structures of the CDF be proactive and address the needs of the community efficiently and effectively by putting in place the manpower desired.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Rural development funded by the Government in Kenya was having disparities skewed to the economic, social and ruling (political) elite leaving the greater population living in poverty (DPMP, 2009). For many years the poor in Kenya took the role of a passive participant for their own development (Omiti et al 2002) this was after Kenya prioritized fighting poverty among other ills (diseases and ignorance) as one of their greatest enemy at independence time, 1963, thus the trio constituting the main development objectives for the country

Poverty level was on the increase afflicting majority of Kenyans in spite elaborate policies being put in place by the government. It was until 1992 when Kenya conducted the first Welfare Monitoring Survey (WMS) only to realize up to 45% of her population was living below the poverty line (Nyanjom, 2006). This scenario continued worsening even after the government implemented the Structural Adjustment Policies (SAP) as was stipulated by the Breton woods institutions (World Bank and International Monetary Fund – IMF) in the 1990's. With more people getting trapped in poverty circus as revealed by subsequent WMS more strategies were put in place. These included the National Poverty Eradication Plan (NPEP) in 1999 & Poverty Reduction Strategy Paper (PRSP) in 2002 to 2003; Economic Recovery Strategy for Wealth and Employment Creation in 2003 to 2007.

Currently the national poverty level stands at 46% (KNBS 2009) though it remained fairly constant but the number of people getting into this bracket steadily increased due to increase of population, which was estimated at 35.7

million persons (2009 estimate) with a growth rate of 2.758% annually (2008 estimate).

Success in poverty eradication in this country otherwise gave a sigh of relief (safety net) to over 80% of its population residing and earning their livelihoods in rural areas. Since the communities knew and still know their needs but required resources to implement their aspiration. The resources remained the major limiting factor, thus most households (HH) continued to languish in poverty. Non governmental organizations (NGO) and bilateral programmes had tried to alleviate the situation and they are still doing it but had achieved little due to funding condition which most a time conflict with community's interest. Donor funds normally approved for particular project activities thus making it difficult to redirect the funds to meet some pressing needs of the community. Also there exists duplication of effort by key development stakeholder and the government agents thus weakening the community's capacity to direct their development (Omiti et al 2002).

It was until 2003 when the constituency development fund was created to normalize the situation by allocating 7.5% of the national own revenue direct to communities at constituency level through an ACT of parliament as its in The Kenya Gazette Supplement No 107 (Act No 11) of 9th January 2004 (KIPFRA 2009). The fund had a primary aim of funding grass root projects initiated by the people and implemented by the people upon accessing the kitty. Four years down the line many of these projects have either stalled or never taken off despite being funded. In other instances where the implementation was in progress the projects either took too long to complete or it suffered a budget overrun while in some instances the quality of the project remain wanting. It was from this premise that this research was conceptualized to investigate the challenges communities were going through as they implemented initiatives which were otherwise intended to reduce their suffering by bringing the services closer to them

Success in having a project completed within the desired time, performance and budgets while giving the desired results continued to be a challenge to many project management committees. The decentralized funding of constituencies in Kenya found many projects initiated by beneficiary forums and implemented under the stewardship of project management committees which were at different levels in terms of capacities to perform across constituencies and even intra constituency. It was in these differences that some projects were poorly implemented thus the need to find out the major challenges the PMC faced and how they impacted on the overall performance. From these findings proposals have been made on some of the interventions required for the project management committees to perform to a bare minimum. The later was critical in the sense that the big amounts of money being drawn from the exchequer were saved from going to waste without communities drawing social-economic benefits from projects implemented using their taxes. Since the fund was provided by the Act of parliament was likely to increase over time and that no member of parliament was likely to have a moral standing to repeal this law in the near future meaning more and more money was to be available to implement community projects which were a more sustainable way than over reliance of donor funds and NGO directed funds for social, economic and transformational development in the rural areas.

Project management committee (PMC) is a team of individuals with varying capacities that is charged with the responsibility of ensuring the execution of a project plan to the desired results within a given timeframe and budget (Bernardy 2004-2009). The appointing authority for rural development projects would either come from the beneficiaries or the funding agency. The former had been the practice for the CIDI funded projects where the sitting MP was the patron and whose influence cannot be underestimated.

The process of identification and execution of CDF funded project in the community was such that, public meetings were held at Locational level for the beneficiaries to come up with project titles. During this time the area Councilor

and the Chief compile and authenticate a priority list of project to be forwarded to the constituency development fund. The various lists of projects from all the locations in the constituency were then discussed by the Constituency Development Fund committee chaired by the area MP in the presence of the Fund Manager. During that time the committee shared the funds by allocating them to first project in each location and when the money remains the second project would be allocated funds. Most a times the projects were allocated funds in phases while taking political interests by giving cross cutting projects a chance for funding. The list was then forwarded to CDI hqs in Nairobi for fund allocation and disbursement.

Once the funds were received in the constituency office the community beneficiaries were then requested to constitute a project management committee. The committees so formed for the various types of projects were bound to differences in capacities of members across location and even within members of a committee. The study envisages understanding the various challenges these committee members were facing and how they affect / impact on the CDF funded projects. It was from such understanding that explains why there are projects which have remained incomplete for a longtime while those completed lack sustainability measures.

1.2 Statement of the problem

The research study focused on investigating the challenges influencing the project management committee (PMC) in implementing CDF sponsored projects in Bahari constituency of Kilifi district. The government of Kenya through its devolved fund strategy uses a hefty budget (7.5% GDP) to finance CDF projects where a good number of them remain incomplete. These stalled projects have continued to deny the beneficiaries the intended services.

The government in her effort to decentralize the planning and implementation of projects to the districts was actualized in 1983 when policies were developed to come up with the District Focus for Rural Development (DFRD). The DFRD strategy aimed at broadening the base of development while encouraging local participation for effective resource mobilization as delays in disbursement of funds were eliminated (IPAR 2004). DFRD as a development strategy was dogged by a variety of drawbacks which, included capacity building that was done more on field staff and not the communities while monitoring and evaluation component was omitted in the strategy. The strategy was more political than development thus carrying with it the political influence of allocating resources from the central level. However some of its notable achievement included initiation of district development plans by the economists (DDO), likewise staff with appropriate capacities became available at the district level while decision making was institutionalized DDC, DEC etc.

The constituency development fund (CDF) ensured the available funds for developments were directly administered to the lower levels for the implementation of initiatives by the people as proposed by them. Unlike the Rural Development Fund (RDF), which its donor driven and centrally controlled denied the beneficiaries in executing, their priorities on time and where implementations were done sustainability remained doubtful RDF funds were used to fund sector projects appraised by the District Development Committee (DDC) and funding levels managed from the central government unlike the CDF funds which were allocated as a block to constituencies on a given criteria and released against approved projects by the CDF committee thus making it more sustainable for accelerated development. It was in this context that the people at lower levels exercise their powers in decision making on the kind of projects to implement in the light of reducing poverty. This left all pointers to the PMC, which constituted a critical factor of production management. Hence, the essence of this study to investigate the challenges influencing the Project Management Committee (PMC)

of CDF funded projects to identify the relevant strategies that would otherwise minimize the challenges they were facing as they implemented the projects.

1.3 Purpose of the study

To investigate the challenges influencing the project management committees in implementing community projects while understanding their capacities.

1.4 Objectives of the study

In this study, the specific objectives were: -

1. To identify the challenges influencing the project management committees in implementing the CDF projects.
2. To determine the impact of these challenges to the successful implementation of the community project.
3. To establish how these challenges can be overcome

1.5 Research questions

In this study, the research questions were as follows: -

1. What are the main challenges influencing the project management committees during project implementation in Bahari constituency?
2. How do these challenges influence the implementation of the projects?
3. How can these challenges be overcome?

1.6 Assumptions

The researcher assumes that the PMC charged with responsibilities to implement CDF projects at the community level did not had trainings to equip them with the necessary knowledge and skills thus resulting into unsustainable project which they may have either stalled, not taken off, have budget overruns and / or are not completed in time.

1.7 Significance of the study

The findings of this study will not only benefit the academicians pursuing future related studies but were also to be of great importance to the administrators of CDF funds: the government of Kenya and finally the beneficiaries of the CDF funded projects.

1.7.1 CDF Committee

The CDF committee normally administers the fund from the constituency level. It was until after three years after the fund was set up some funds were allocated for capacity building at a tune of 3%. Thus, this research was critical to the management of CDF funds to realize the importance of building the capacities of the grass root project management committees to realize the desired benefits of the fund alleviating poverty.

1.7.2 The Government of Kenya

The government since it is committed in disbursing these colossal amounts (FY 2008/2009 was Kshs 9,797,000,000) to constituencies will have to use the findings of this research to minimize taxpayer's money going to waste through misappropriation of project funds, abandoned project, and unrealistic projects among others. It is through these study findings that appropriate policies are put in place to minimize the wastage of public resources

1.7.3 The Beneficiaries

It's also through these findings, the beneficiary were to appreciate the need of effective participation in decision making at their levels to improving the governance issues in the PMC' and the entire CDF fund administration. The

finding are thus to provide the necessary explanation to the beneficiaries (community members) to actively participate in identification and electing the PMC. Also at the same time giving them support during the cause of implementing of the projects to minimize wastage of resource, while at the same time the projects are completed in time to meet their needs.

1.8 Scope of the study

This research study primarily focused on the challenges influencing the project management committees in implementing the CDF funded projects in Bahari constituency of Kilifi district. The study was conducted within a period of five months thus narrowing down to the PMC.

1.9 Limitations of the study

The study was conducted within a very short time frame, July 2009, because it had to fit within the academic period of the University. As a result, the number of PMC that were interviewed restricted to the time frame and that repeat visits were limited. The period to collect and analyze the data was constraining given the distribution of the PMC clusters to be visited. This coupled with the rain season the roads in the rural became an accessible.

On the other hand, this being a self-sponsored research the funding constraints were inevitable thus restricting movement. Where PMC was politically aligned the results so obtained were to some degree of inaccuracy. Language barrier at the time of interviews remain a challenge where proverbs and in depth Chonyi, Kauma and Giriama languages were used by the respondents.

These limitations were overcome by appropriately engaging a suitable mode of transport that ensured the penetration of those difficult places. That was the only

way, which ensured a more than 10% of the PMC were reached and administered with the questionnaire.

1.10 Terms

For the purpose of this study, the following meaning are used for each term shown below

Project management *a set of well-defined methods and techniques for managing a team of people to accomplish a series of work tasks within a well-defined schedule and budget*

Project Management Committee *this is a team of people charged with the responsibility of delivering implementation of a project within budget and time*

Project *involves a set of activities, chronologically carried out to produce results outputs thus beneficiaries realizing some services from it*

Community empowerment *to mean building the capacity of a particular community in both software and hardware to be able to take up their own development initiatives*

Poverty *a condition, which makes one not to access necessities of life*

Constituency *the geographical area represented by an elected person to the parliament of Kenya*

Project implementation *the gathering of all resources required and assembling them to realize a project completion*

Community capacity *to mean the ability of the community to perform particular task*

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter previous studies have been reviewed in the light of understanding the challenges influencing the Project Management Committees for the CDF funded projects. This review was in the perspective of the development strategies the Kenyan government has employed in fighting poverty since independence. The percentage of people entering into the poverty brackets (vulnerability) has continued to increase from 37.09 to 45.34% in 1994 and 1997 respectively (Kakwani, Son & Hinz 2006). The DFRID strategy, which was put in place in 1983 so little achievement in development given the constraints outlined earlier where there was no capacity building, was done for the project beneficiaries thus making ownership of completed projects difficult i.e projects lacked sustainability. This was the period when "white elephants" projects spotted the country. Indeed the DFRID was a decentralized system of development where appropriate decisions were to be made at the level of action. Yet the policy makers may not have been comfortable with community empowerment at the grass root. The fears ought not to be there if the definition of decentralization as suggested by Paudyal, D P (2006) was to be relied on: decentralization is the defining of responsibilities at each level of governance eg local level (community level) will require technical, human resources, research and other support from the regional and central level authorities government

The change in approach to development in 2003 saw I-RS&WC being used as a blue print that was to see the people of Kenya come out of poverty. It was this time the CDF fund was created among other funds that so direct funding of the beneficiaries at the lowest levels to implement initiatives projects that would

otherwise see their poverty situation alleviated. CDF funding has been acknowledged in conferences for contributing towards the safety nets to the society in response to unacceptable levels of vulnerability and poverty thus providing relief to those parts of the population who are not able to provide for themselves (Anampiu, J 2007). In the event the funds achieved such magnificent results the study did strive to analyze the challenges the project management committees faced during the implementation of the CDF funded project. Alongside the CDF funding of community projects there are other funds available at the constituency level from the central government. These funds included local authority transfer fund (LATF), roads maintenance levy fund (RMLF), constituency bursary funds (CBF), constituency aids control committee (CACC). The administration and sourcing of these funds differed with that of the CDF; the later was a percent of the gross domestic product for the country and the community priority projects were funded directly upon approval by the relevant committees. That approach of direct funding had been a challenge to PMC as envisaged by stalling project, budget overruns and non take off of some projects. It was from the missing gaps that the study had been designed to look at the challenges influencing the PMC members implementing the CDF funded projects in Bahari constituency.

2.2 The CDF funding

Kenya was the first Sub-Sahara country in Africa to embrace on the Constituency development fund this was followed closely by Uganda where CDF was introduced in 2005 but lacked regulatory framework (Kaduuli, 2008) The idea of CDF funding had been tried in other countries like India – MP development fund and Solomon Island's Rural Constituency Development Fund with marked success (Kimeny, 2005).

The constituency development fund (CDF) in Kenya was established in 2003 through the Constituencies Development Fund Act in The Kenya Gazette

Supplement No. 107 (Act No. 11) of 9th January 2004 (KIPPRRA 2009). The fund was established to address development disparities in the country while aiming at uplifting the poverty levels of the very poor as represented by the poverty index. This was to be achieved through funding projects initiated at the grassroots by the communities in a demand driven manner. Currently the government is using 7.5% of its budget for distribution in the 210 constituencies in the country where in the current financial year 2008/09 Bahari constituency received Ksh 60,786,097. See table below for the previous allocations

Table 2.1: CDF allocation for Bahari constituency

FY 03/04	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09
6,000,000	33,718,686	44,309,511	60,412,955	60,786,097	60,786,097

Source: Summary of the Bahari CDF projects per the sectors

At the National level 75% was shared equally to the constituencies (210 no.) while the remaining 25% was based on the poverty index (I). The index takes into account both the number of poor and the extent of their poverty. The index was as developed by Amartya Kumar Sen

$$I = (P/N)(B-A)/A$$

Where

P = number of people below the poverty line

N = total number of people in the society

B = poverty line income

A = average income of those people below the poverty line

The higher the index the more a constituency received a higher allocation. This has seen MPs wanting their constituencies categorized as poor. The higher allocations to these constituencies were aimed at closing the development gap that existed across the country. This is why it was important to have an in-depth of

reasons that make the CDF projects not to be implemented on time and within the budget to give the desired result. This study concentrated on the PMC by collecting data that would give some insights when analyzed. At the constituency level the distribution of the fund was as follows: A minimum of 75% for direct investment on community project, maximum of 10% was used for educational bursary scheme, 10% for capacity building and 5% retained for emergencies during the accounting period. The funds were managed by a Fund Manager as the MP remained the patron. Fund managers were posted to minimize misappropriation of the funds and that it could realize its intended purpose by having an improved completion rate of projects.

CDF funds allocated to community projects had largely gone to waste and even projects stalling mainly because of lack of managerial know how of the implementing teams (API 2008). In some instances the projects had failed to take off completely. This was largely attributed to by misappropriation of allocated funds by the implementing teams, under funding of the project budget, poor feasibility studies if any to establish the viability of the project in the locality and/or poor work done by the contractors. Contractors were always known to be out for making profits by saving on labour, materials and time to complete a project. The traditional method of project delivery by most community projects (Design Bid Build) as was well established and the roles of each party in the project were clearly defined (SMCCCD 2007). That delivery method provided the owners of the project with the upper hand in the control of the project as they desired a particular end product as they designed it. This was where the project know-how of the project implementing team (PMC) became so critical. This was the major aspiration in which the research was set to find out the challenges influencing the project implementation teams of CDF projects. For those who may have done a good work in the project implementation were to be a show case and that would form the basis of putting forward workable recommendation to all the stakeholders in the CDF funded projects.

In his (Kimenyi, 2005) working paper on efficiency and efficacy of Kenya's CDF raised a few things which gave this study a bearing to achieving its objectives. The national budget did not prove to be an efficient tool to matching the available resources with the people's priorities at the lower level because of the cost that may be involved in carrying out the surveys. In such a case it was prudent to fund what the local communities prioritize as their development need. Further to this the locals demanded outstrips to the available resources, thus by people ranking their choices against the available resources made the CDF funding arrangements more handy. The efficiency in the utilization of funds allocated by the national budget greatly depended on the involvement of the local people and also their capacity to hold the fund administrators and politicians more accountable. That was one thing that lacked during the DFRD implementation, so the study was designed to assess the challenges influencing the PMC and their impact on project sustainability.

In the earlier studies conducted by Schall (1998) on the DFRD (District focus for rural development) which was conceptualized in 1983 revealed that much of the capacities were imparted to the technical staff leaving out the implementing committees and the beneficiaries thus making most of the projects to failure. As a follow-up this study was to create an understanding of the major challenges the various PMC's in the study areas were facing with a view of coming up with recommendations which were otherwise when implemented increased the project completion rates thus making it possible for the poverty levels go down. It was from the findings of this research that was to further inform policy make in coming up with more viable development strategies which was to ensure successful project implementation meaning that the value of money was to be realized thus resulting to better living standards.

2.3 Project Management Committee

According to Visitask (2004-2009) project management was a set of well-defined methods and techniques for managing a team of people to accomplish a series of work tasks within a well-defined schedule and budget. Thus it was the PMC which was required to play this role in an ideal situation of implementing project at the grass root – community level. In doing this they had to employ a variety tools / techniques such as work breakdown structure (WBS), Total quality management (TQM), flow charts, participatory monitoring and evaluation, project control, project communications, participatory methodologies among other techniques. It was therefore the interest of this study to find out how much of these capacities do the PMC members had in an effort to counter some of the challenges they faced and their effects to the ultimate quality of the projects they were entrusted to implement. Thus the type of data to be collected had strived to carry out an audit of the members capacities while at the same time assessing their training needs for effective project implementation. Mapesa & Kibua (Feb 2006) in their study “an assessment of the management and utilization of constituency development fund in Kenya” found that institutions of decision making were weak; mechanisms of transparency and accountability were absent; there were design problems especially lack of technical staff to support communities during implementation; there was lack of adequate community participation in project selection, implementation, selection of committees, monitoring and evaluation and there existed very low awareness levels among the community / beneficiaries. It was in this context therefore the study was set out to analyze the impact of PMC’s capacities on the projects they were implementing using the CDF funds. PMC remains a critical factor in any project implementation regardless of its size. It was the PMC that mobilized the other available resources to achieving the desired goal. Kerzner (2006) pp 140 advocates that when electing a PMC it was critical to answer a few questions so as to be sure that it (PMC) was able to deliver the project as desired. Among the questions includes: -

- i. The requirements for one to be a successful chairperson / manager.

- ii. Who should be a member of a project team
- iii. Who should be a member of a project office (where applicable for big projects)
- iv. What were likely to be challenges that were encountered during placements / recruitment / election?
- v. What was likely to happen downstream to loose a member of the team?

As stated earlier the success of a project implementation was hinged on the satisfaction of the three parameters of time, performance and budget. These parameters were principally in the implementation stage. However according to (Lock 2007 pp17) a successful project must be in a position to satisfy the beneficiaries by delivering the initial promise and there be a value of investment. Similarly other stakeholders had different parameters of measuring the successes or failures of the project. So the study was to try to establish the satisfaction levels of the primary stakeholders – community members whether for the completed projects or the PMC were able to deliver effectively.

2.4 Theoretical Framework

It aims at giving the big picture (research) of the study by visualization. The frame work essentially guides the study by giving direction. It summarizes the literature review by showing the relationship between the variables in the study. Covered here includes the theory of project management, project management committee and the conceptual framework (illustration) as shown in figure 1

2.4.1 Theory of Project Management

The theory of project management aims to explain how actions contribute to the goals set to it (PMI 2002). That essentially involved the designing of a system, making it to work and finally improving those systems work. Just like any other production unit, project management had three principle goals: one, the goal of realizing the product in general, second the internal goals which included cost

saving, efficiency, effectiveness and finally the external goals which include all parameters that surround the customer, like performance, quality, reliability, taste & preferences. It was the project management process which included initiation, planning design, implementation/execution, controlling and closing which actually made it to have a project management committee which attained a certain level of capacities to be able to perform during the life of a project - from conception to handing over to the project owner beneficiary

2.4.2 The Project Management Committee

It was the PMC which had the responsibility to deliver a project as was designed to meet the desired goals. In the community set, the PMC was actually the think tank as it was required to come up with appropriate strategies which were to ensure the implementation remains on course. It was because of this massive responsibility that the personalities holding the office were legally elected so that they can enjoy the support of the beneficiaries. To be able to mobilize the beneficiaries towards implementation of the project then participatory approaches / methodologies to development remained critical. Participatory approaches to development had been known to unlock the local energies (Modv, 2003 pp214) this was mainly achieved through networking among the beneficiaries and also their leaders. It was through such the PMC had valuable interactions which effectively facilitate the implementation of the project. In the event the beneficiaries were made to participate in project cycle the ownership of such a project becomes high hence its sustainability.

2.4.3 The Conceptual Framework

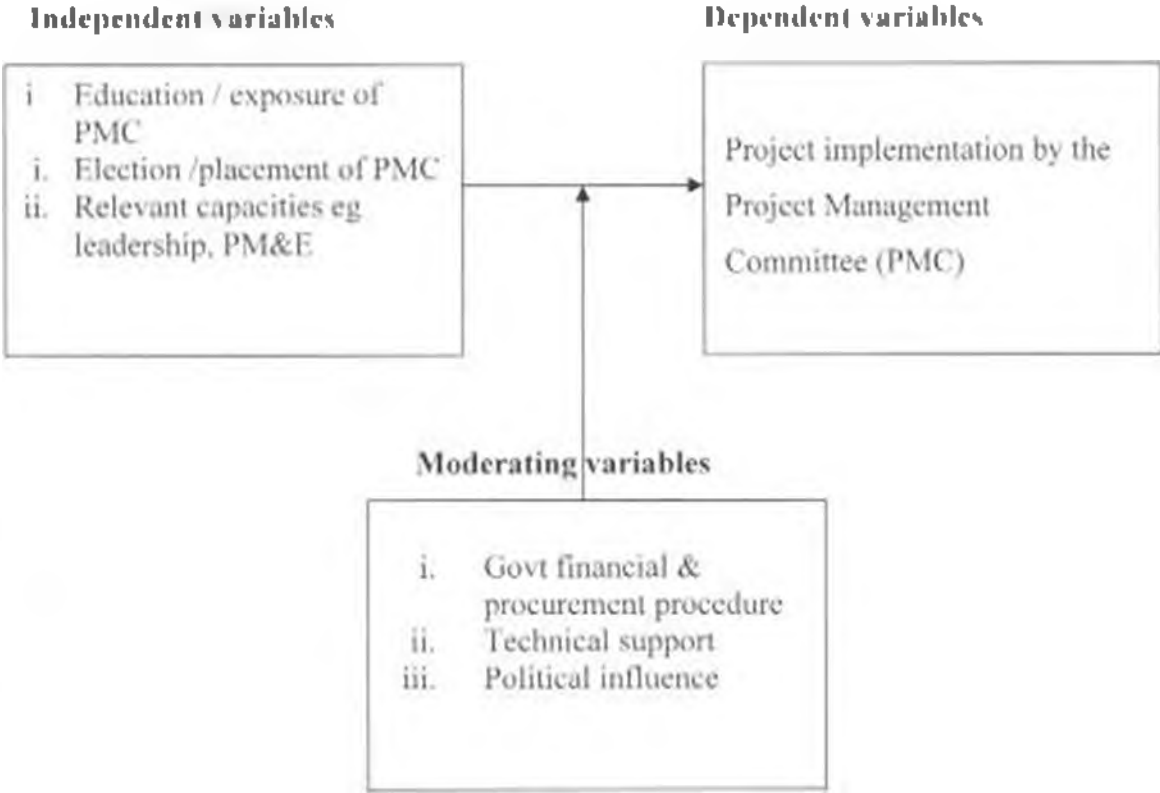


Figure 1: Conceptual Framework

2.5 Chapter summary

In this chapter literature review was done on studies that focused in reviewing the previous development strategies and the role which the beneficiaries project committees played. From these findings an in-depth understanding of the CDF creation and purpose had been explored and how it involved the beneficiaries in the project cycle management. Further to this, why there should be interest by all parties given on the level of funding from the National budget. It further crystallizes and defines the variables used in the research proposal as summed up by the conceptual framework and operational definitions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section of the study gives an in-depth analysis of how the research was organized right from its design, target population, data collection methods and tools used. Based on the research questions were being addressed, the study was mainly qualitative in nature; however, it was also to utilize fundamental skills and concepts of quantitative research in analyzing and presenting results.

3.2 Research design

A descriptive survey research design was used in the study to collect primary data in addition to the secondary data that was available. The study aimed at collecting information that helped to bring out the challenges influencing the PMC while implementing projects sponsored by CDF and their impacts to the projects. The primary data was collected by administering questionnaires to target population but being a social science oriented research an in-depth descriptive interaction was employed to capture other valuable information while giving justification to all concepts employed in the narratives in the study.

3.3 Target population

The study area was Bahari Constituency in Kilifi District. Bahari constituency has three administrative divisions namely Bahari, Chonyi and Kikambala divisions. The target population mainly comprised of Project Management Committees (PMC) for CDF funded projects and the leading sector heads by number of projects in the divisions in the following proportion 70% and 30% respectively.

The distribution of respondents was based on the proportion of the projects in the administrative division while taking into consideration the type of projects that accessed CDF funding. It was the diversity of these projects that enabled the exploration of the challenges in project implementation that existed among the PMC's of the CDF funded projects. There were a total of 160 projects categorized in different sectors of development with education having the largest proportion of 46.25% followed by water at 24.38%. It was in this context that the key informants were drawn from such sector to ascertain their degree of support extended to the PMC during the project management cycle. Below are tables showing the number of respondents and how they were distributed.

Table 3.1: Distribution of PMC responses by divisions and sectors

Sector	Administrative division			Totals
	Bahari	Chonyi	Kikambala	
Education	1	1	2	4
Water	1	2	3	6
Health	2	0	2	4
Others*	1	2	2	5
Totals	5	5	9	19

* includes provincial administration, security, wildlife, roads, power supply, social amenity, veterinary, juu kali, transportation, polytechnic projects.

Table 3.2: Distribution of Sector heads responses by divisions and sectors

Sector Head	Administrative division			Totals
	Bahari	Chonyi	Kikambala	
Education	1			1
Water	1	1	1	3
Health	1			1
Others	1			1
Totals	4	1	1	6

3.4 Sample size and sampling design

A total of nineteen (19) PMC's were selected in the following manner, first they were stratified according to administrative divisions and then according to sectors giving a total of 4 PMC's in Education, 6 PMC's in water, 4 PMC's in health and 5 PMC's in other projects. In this way a manageable sample was drawn while ensuring a representative sample was obtained which was to ensure reliability, completeness and accuracy of the data to be collected by the researcher in the timeframe available to conduct the research. Alongside the PMC was to be interviewed by key informants from the sectors involved which were also visited and interviewed. This was the category of implementing agents whom their capacity built by earlier strategies, and thus it was necessary to establish whether they had an input into facilitating the PMC's as shall be reported in the next chapter. Observation on the progress of the projects was done given that the PMC's were met at the project sites. The observations were based on the implementation plans of these projects, and for those which were complete; the emphasis was on the performance of the project based on the desired goals and whether the sustainability measures were in place.

3.5 Sampling procedures

The sampling procedures used were to come up with a representative sample aiming at eliminating any chance of coming up with biased results at the end. To be able to effectively address the requirements of the study on the challenges the PMC's were facing while implementing the CDF funded project a probability sampling approach was used (Kombo & Tromp 2006). The projects in each established stratum (see 3.4 above) was arranged alphabetically where the first letter of the projects' name was used to pick the PMC to participate. To avoid concentration of PMC's within a given locality the element of administrative location was brought in where the second letter of alphabet must come from another location. Through such a process it enabled the researcher to come up

with a sample of 19 PMC's that were involved in the study representing 11.8% of the population (PMC's involved in project implementation at the grassroots).

3.6 Data collection instruments / methods

Prior to collecting the data the researcher made formal request to the Provincial Administration while copying the same to the Area Member of Parliament. This was aimed at ensuring that the local leaders see the value of the research while avoiding any possibility for a conflict arising during the exercise. Further to this the target population was notified prior to visiting them.

In this study a survey technique was used to collect the primary data by use of a questionnaire, interviews where applicable and observation as tools of collecting data. The questionnaire was designed such that there were both closed and open questions, where closed questions; the researcher pre-determine the answers while in open questions the respondents were entirely to give their best fit answer / opinion to the questions posed to them. The questionnaires were administered to the PMC members by the researcher this aims at achieving the best consistency while reducing the variation that would otherwise get introduced in cases where research assistants were used.

3.6.1 Reliability of the instruments

Reliability of an instrument refers to the degree to which it (instrument) supplies consistent results (Mbwesa, 2006). To be able to come up with a tool which gave results with accuracy of 0.90 it was necessary to conduct a pilot before exposing it to the target population. The pilot was conducted in the neighbouring Ganze constituency by pre-testing the questionnaire with PMC' involved in education projects like the ones done by the target population. The outcome from the pilot survey questionnaire was then improved in accordance with the observations

made during the pre-testing exercise. In order to improve on the reliability of the tool a combination of observations and interviewing was used alongside the questionnaire.

3.6.2 Validity of the data collection instruments

Validity of a data collection instrument is essentially the accuracy or meaningfulness and technical soundness of the research. Indeed a measure of how well a test measures what it was supposed to measure (Kombo & Tromp 2006). This was in agreement with what Mugenda O. and Mugenda G (2003) proposed that was the degree to which a test measures what it purports to measure. This was because no two interviews are alike and the same person may provide answers to different interviewers. To be able to overcome some of these predicaments the questionnaire was designed such that there was counter checking questions whose answers will verify the earlier given answers. It's because of this a pilot was conducted to a population similar to that of the target population to enable the researcher to check the validity of the instrument by sharpening it more to precisely measure what was desired in the research ' study. This was achieved through instituting the necessary phrasing of questions, logical sequence and addition of extra question for in-depth enquiries.

3.7 Data analysis and presentation techniques

The data so collected was analyzed both numerically and descriptively by detailing the reports and results as responded to in the data collection tools. Measure of the central tendency, mode and median were key in the analysis of the data collected. Statistical package for social scientist (SPSS), a computer based programme was used. This package had the capacity of analyzing data in the manner a researcher would desire while presenting the results in different formats eg percentage, tables, pie charts, histograms for easy of interpretations and

understanding by the consumers of the information. Thus with the help of the packages it was possible to represent the various challenges faced by the PMC's while implementing the CDF projects in different forms. On the other hand the descriptive analysis of the data collected was mainly in a narrative form but greatly making use of the values where applicable to make a point clear.

3.8 Operational definitions

Table 3.3 below shows the operational definitions for the variables used in the study and the decisions made.

Table 3.3: Operational definitions

Variables	Indicator	Measure	Scale	Tools of Analysis	Decision making
Independent variables					
Relevant capacities	Meetings held & documented	Frequency	Ordinal	Measure of central tendency: mode; median	Fair
	Scheduled and held PM&I	Frequency	Ordinal	Measure of central tendency: mode; median	Poor
	Resource mobilization	Ability	Nominal	Measure of central tendency: mode;	Fair
	Participatory approaches	Ability	Nominal	Measure of central tendency: mode;	Fair
Education / exposure	Record keeping	Accuracy	Nominal	Measure of central tendency: mode;	Fair
	Schedule of work	Availability	Nominal	Measure of central tendency: mode;	Poor
	Decision making process	Involvement	Ordinal	Measure of central tendency: mode; median	Fair
	Project plans & BQs	Ability	Nominal	Measure of central tendency: mode;	Good
	Ability to read and write	competence	Ordinal	Measure of central tendency: mode; median	Good
	Achieved credentials	Grade	Ordinal	Measure of central tendency: mode; median	Fair
	Experience in projects	Existence	Nominal	Measure of central tendency: mode;	Fair
	Quality of work	Satisfactory on progress	Ordinal	Measure of central tendency: mode; median	Fair
Identification / Placement / Election	Criteria for election /recruitment	availability	nominal	Measure of central tendency: mode;	Good
	Defined roles & responsibilities	availability	nominal	Measure of central tendency: mode;	Fair
	Age	Numerical	Ordinal	Measure of central tendency: mode; median	Fair

Independent variable					
Project implementation by project management committee (PMC)	Satisfaction on timely completion of project	Magnitude	Ordinal	Measure of central tendency: mode; median	Fair
	Budget & control	Control	Nominal	Measure of central tendency: mode;	Fair
	Quality of project	Magnitude	Ordinal	Measure of central tendency: mode; median	Fair
	Constitution	Availability	Nominal	Measure of central tendency: mode;	Good
	Financial management	Ability	Nominal	Measure of central tendency: mode;	Fair
	Resource utilization	Decision maker	Nominal	Measure of central tendency: mode;	Poor
	Misappropriation of funds	Incidence	Nominal	Measure of central tendency: mode	Good
	Experience to manage	Served in other committee	Nominal	Measure of central tendency: mode	Fair
	Trained on project met	Are PMC members trained	Nominal	Measure of central tendency: mode	Poor
Moderating variable					
Political influence	Skewed decisions	Choice of projects & location	Nominal	Measure of central tendency: mode	Fair
Technical support departments / volunteers	Approved plans	Whether they assisted	nominal	Measure of central tendency: mode	Fair
	Logical implementation	Technical back up / support	Ordinal	Measure of central tendency: mode; median	Fair
Govt Financial & procurement procedures	Flow of resources	Rate	Ordinal	Measure of central tendency: mode; median	Poor
Resources – CDF funds	Budgeted amount	Adequacy	Ordinal	Measure of central tendency: mode; median	Fair

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

As outlined in the previous chapter the data collection was by way of administering the questionnaire to the PMC members of selected projects while employing focused group discussion. Analysis of the data collected was mainly by the SPSS. The computer programme also generated tables and pie chart to represent the findings. Though the study was mainly qualitative in nature techniques in quantitative research were employed in the analysis. The selected tables were to make the findings meaningful to the consumers of this study when seen from its objective(s) point of view. Thus the interpretation was based on the set objectives and the research questions.

4.2 Questionnaire return rate

A total of 19 questionnaires were administered to 19 PMCs involved in the four categories of the projects which are education, water, health and others (Provincial administration, cattle dip, and roads). During this time, focused group discussions were held at the project site to enable cross reference as the interviews were carried out while important issues not in the questionnaire were captured. Discussions were most challenging where the project was completed and PMC disintegrated or there has been a change of a team midway the implementation stage. This was easily overcome as the PMC's essentially comprise of people in the locality where the projects were. The completion rate of the questionnaires was over 95%, as some personal information of the missing executive members could not be generated.

4.3 Profile of respondents

This was done in accordance to the satisfaction of the independent variables. The appropriate explanation with a help of tables or charts was provided while keeping it in line with the set objectives of the study.

4.3.1 Age of respondents

The age of the committee members could be seen in two perspectives when it comes to the performance of the Project Management Committee (PMC). From table 4.1 below it shows that the majority of the executive members of the PMC are above 50 years a reflection that majority of rural people involved in development are elderly. The elderly members of the PMC are more exposed to challenges when implementing the projects due to their educational limitations

Young members of the society were bound to have access to better and current education thus they are assets to the PMC and the village at large. The elderly may not have had adequate education but they were readily found in the village. Indeed the youthful officials in some projects were said to have moved to the urban areas and only comes home occasionally as a result most of the meeting do not take place in the desired frequency. Old is gold but at the age of 70 years with rural life will such a chairperson of a PMC still visionary or is elected for social gains and not economic aspiration of the village.

Table 4.1: Age

Age (years)	Frequency	Percentage
30 and Below	1	5.3%
31 to 50	8	42.1%
51 to 70	8	42.1%
71 to 90	2	10.5%
Totals	19	100%

4.3.2 Experience of PMC's

The table 4.2 below shows the previous positions held by the PMC members prior to their election to the current committee. From the PMC members who were interviewed it was evident that over 80% have served in various capacities in other committees. But what was interesting was that they were elected and only worked with the abilities they had and there were no trainings for most of them. My observation in working with communities there are no budgetary provisions put in place for the purpose of initiating the newly elected officials. Past experiences were not a pre-requisite for their election to the current positions neither was it evident to most projects that were visited. Thus the type of exposure was more of a gamble and not something to rely on.

Table 4.2: Past Experience

position held	Frequency	Percentage
None	13	11.1%
Chairperson	46	38.9%
Vice Chairperson	7	5.9%
Secretary	26	22.2%
Asst Secretary	7	5.9%
Treasurer	13	11.1%
Member	6	5.1%
Totals	118	100%

4.3.3 Educational level

From table 4.3 below the education level of the PMC members was a reflection that at some stage they may not be able to perform well as seen in most of the projects which visited. Most of the projects had stalled and there were no concrete measures being put in place to jump start them. Over 80% of the interviewed PMC members have secondary education and below. In some cases a good ol

these PMC members had not completed form four level of education due to various reasons which were not part of this study. With the current development issues which are complex we still need trusted young villagers to take a leading role in the implementation of these projects as the elderly take a patronage role. Incases where a treasurer does not have formal education meaning reading and writing is very difficult let alone championing resource mobilizations and accounting processes. Thus education is evidently a critical capacity for the PMC committee to perform.

Table 4.3: Education Level

	Chairperson	Vice Chairperson	Secretary	Asst. Secretary	Treasurer	Frequency	Percentage
University	-	-	-	-	1	1	1.92%
Tertiary	-	-	5	1	-	6	11.54%
Secondary	8	1	7	2	8	26	50.00%
Primary	7	1	2	-	7	17	32.69%
None	1	-	-	-	1	2	3.85%
Totals						52	100%

From figure 2 below though the people with secondary and tertiary education comprise of a big population was mainly because in school projects the Secretary was the head teacher while the deputy was the Assistant Secretary and they both had tertiary level of education.

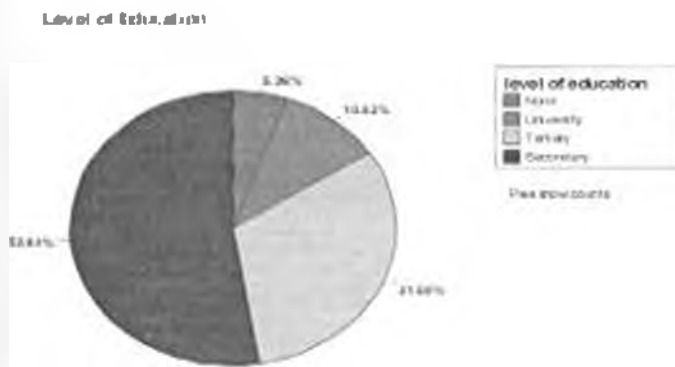


Figure 2: Level of Education

4.3.4 Project Distribution

The representation of PMC's in each sector had minimal variations though skewed to water projects as shown in table 4.4 below. Other projects were not institutional based unlike the education, health projects. Projects that were visited in the others category included a cattle dip, a social hall, chief's offices and rural access road. It's the road project that was being implemented with the involvement of the neighbouring constituency thus requiring funds from both CDF kits. The project of its kind lacked adequate documentation from the two CDF committees in terms of commitments by the Fund managers and the Members of parliament of the respective constituencies - Bahari and Ganze. Such a project clearly brought out some deficiencies in capacities for both PMC's engaged in implementing cross cutting project whose mode of funding had not been clearly discussed and documented. The PMC thus required a political good will for the other partnering CDF release the funds for the projects' completion.

Table 4.4: Project distribution

Sector	Frequency	Percentage
Health	4	21.1%
Education	4	21.1%
Water	6	31.6%
Others	5	26.4%
Totals	19	100%

4.4 Challenges facing PMC's

Those Project Management Committees were facilitated to bring out challenges that faced in the course of carrying out their functions. The challenges were broadly categorized in line with both the independent and moderating variables as used in the study as shown in table 4.5.

From the results obtained upon asking the respondents – PMC members outlined some of the challenges they faced as they carried out their tasks it was evident that leadership and related issues took 38.75% this was followed closely with CDF fund administration with 23.75%. Other areas, which gave the PMC challenge was Education 16%, location of the project 8.75%, political interference 7.5% and technical support 5%.

Its from such categorization that the interpretation of the results were discussed in the subsequent sub-sections as leadership and related issues, CDF funds and administration, education, location of project, political interference, technical support.

Table 4.5: Challenges Facing PMCs

Type of Challenge	Frequency	Percent
<i>Leaderships and related issues</i>	31	38.75
Blames from the beneficiaries on implementation rate/quality/resource	7	
Changes in project design	2	
Internal conflict of the committee members - PMC	1	
Inability to manage conflict among PMC members	1	
Quality and stds of materials delivered	1	
Lack of volunteerism spirit in kind difficult without pay	5	
Poor attendance in meetings/effectiveness	3	
Gender disparity - women cannot manage funds	2	

Registration of the new PMC	1	
Leadership not proactive	1	
PMC members who are working away from the village	1	
Difficulty in sourcing recommended materials Cedar post,	2	
Under utilization of the facility - cattle dip,	1	
Coordinating PMC implementing proj across two constituencies	1	
Inadequate teamwork among the PMC members	1	
Delays in making returns to CDF office	1	
Education	13	16.25
Education level of the community members not mobilized	2	
Lack of confidence while performing the PMC functions not trained no experience	5	
Differences in ideas among the PMC members / communication	2	
Incompetence in project planning	1	
Lack of knowledge and skills on project matters	2	
Ability to prioritize projects with immediate impact by community	1	
CDF funds & administration	19	23.75
Inadequate funding by CDF	6	
Delay in fund disbursement from the CDF - leading to inflation	1	
Procedure for release of funds are cumbersome - MP to hand over chqs	2	
CDF funding rules - discriminating people's needs	1	
CDF funding lacks logistic support for PMC - Bokini	2	
Lack of CDF funds from Ganze constituency Road project	1	
Allocating fund at a flat rate - Common with Chief's offices	1	
Time lag between project approval and fund disbursement	3	
CDF requirement to award contract to those with capital	1	

Some CDF funded takes too long to realize benefits	1	
Kanamai well		
Political interference	6	7.50
Political influence – project to be relocated to another area	3	
No political motivation – no role models	1	
Political interference	3	
Political change – election period	1	
Technical support	4	5.00
Lack of technical support during implementation	1	
Lack of follow up by sector department	1	
Contractors abandoning work – 3 times in one project yet not finished	2	
Location of projects	7	8.75
Project located on individuals land	2	
Availability of land for communal projects	1	
Delivery of materials to construction site weather	4	

4.4.1 Leadership and Related Issues

Leadership and related issues were the main source of challenges to the PMC implementing the CDF funded project where they comprised of 38.75% as shown in table 4.5. Most of the PMC's conceded that there were some dissatisfaction from the beneficiaries on the rate of project implementation and its quality. While on the other hand the community members did not want to volunteer their time and resources to have the projects completed. That could have emanated from the premise that the CDF money is taxpayer's money and thus the taxpayer need not contribute or volunteer labour in kind. That kind of attitude could be stemmed out by effective community mobilization prior to starting the implementation. Normally the CDF committee rely on the public barazas (community meeting) called by the chief in consultation with the councilor where the community members prioritize their needs which are in turn turned to project. In addition, the PMC leadership would have used participatory approaches as they implemented

the project thus bringing the citizens on board at very early stages but they lack the capacity. Is CDI funding of projects going against our social fabric where community members are not willing to volunteer their time and resources to support projects?

4.4.2 CDF Funds and Administration

On the CDI funds and administration came out as a major challenge to the PMC as shown in table 4.5 above. The reasons advanced were mainly that the funds allocated to most of the project were less than what was in the bill of quantity (BQ). Even where the BQ was executed there, were no provisions for review when the disbursement period was delayed meaning inflation will have caught up making it impossible to get the project completed on time. Also because of the weak process of allocating funds to the projects (No clear criteria of allocating funds to projects instead the CDF committee just approximate) this has inculcated the culture of endless refinancing of projects. CDI funding process lacked field appraisal system which would otherwise filter out projects that are problematic and would otherwise not be of immediate beneficial to the people. There were cases of a project standing on a privately owned land. With this kind of practice the PMC found itself staying idle while awaiting for the next allocation which has no pattern like that of the central government financing on quarter basis.

Further to reasons given above situations where release of cheques has to be done in person by the member of parliament was cited as challenge which at times make the schedule of implementation falling in a bad whether especially for water well projects. Together with this is the drawing of funds in the banks where some PMC accounts had to be countersigned by a CDF committee member. Though a safety measure on misappropriation of funds but on the other hand made the PMC members feel mistrusted thus making the whole exercise of returning accounts upon expenditure not motivating.

4.4.3 Education

From the results depicted in Table 4.5 above most PMC members interviewed they faced a challenge of lack of confidence to what they are doing. This was as a result of lack of training on what they are expected to implement. Equally project implementation has been taking place in communities which are not well mobilized thus ownership of such projects and sustainability becomes questionable resulting to more stalled projects.

It was revealed most of the communities because of low literacy levels were not in a position to come up with both short term and long term project. It's the short term projects where communities are able to see quick positive impacts thus getting more motivated.

4.4.4 Location of Project

From the data collected *see table 4.5* it shows that the site where some of the projects remained a challenge to the PMC' due to poor accessibility when it comes to delivering construction materials. Most of the rural access roads are not passable when it rains and there are no funds allocated to hire manual labour as the beneficiaries fail to volunteer. That then remains a burden to the PMC' members who are equally hard hit with the current economic crunch

In some instances it had proved difficulty to get public land for common utilities. While in one instance a project was sited on an individual land by an earlier committee leaving the current committee to negotiating with the owner who was demanding some payments which they don't have and community members were not willing to contribute. On the other hand the CDI committee withheld supplementary funding making the project to stall. The anomaly of the site was realized after more than 50% of the work had been done. With field appraisal for projects forwarded for funding by the CDF will ensure the PMC have put all what is required in order prior releasing for the first disbursement of the agreed funding. Maybe that could be the opportune times for the CDF constituency office

engage the services of a qualified Monitoring and Evaluation officer who could give backup to the Fund Manager as the value of money realization is stepped up

4.4.5 Political interference

From the results so obtained after data analysis and as shown in table 4.5 it was evident that the political interferences were as a result of change of the political representative of the area. Projects that were seeking for supplementary funding found it difficult for their interests to be integrated in the new administration. But due to their inability to negotiate their interests to be integrated to the incumbent law maker the PMC found it a big challenge. However some of these issue should not even exist should the CDF Act comes out clearly with detailed guideline. The current system being instituted to fund projects in full is yet to bare fruits.

4.4.6 Technical Support

The CDF funding process operates under the premise that when communities are funded they will access technical support from the relevant department. From the data collected and analyzed it was evident that this service was lacking in most areas. The PMC members were deficient in technical knowledge thus required a lot of support from the sector person to provide technical know how. Some of the projects being implemented by these PMCs are very technical in nature thus the need of the support. Where such support lacked the projects had serious deviation which at times led to stalling of the same project resulting to denial of services to the beneficiaries.

There were cases where a project had been completed but could not be used simply because other accessories were not included in the initial plan. While in another it was situated where communities had alternatives of drawing the same services hence remained underutilized. In all these cases the sector people were not involved in the siting of the projects.

4.5 Satisfaction on the Project

Since one of the measure of the project success in implementation is the satisfaction of the beneficiaries. Here the beneficiaries' gives a summary of several considerations like the services the project will offer, quality of the service, cost-effectiveness of the project and the list may continue. From table 4.6 below it was evident that over 70% of the persons talked to have expressed there was some dissatisfaction. This emanated from the low pace of implementation (Most projects had stalled waiting for fund disbursement), use of incomplete structure, use of low quality materials, incomplete project plans, breaking down of the project etc.

Due to lack of competence by the PMC to presenting progress report to the beneficiary left a lot of room to speculation hence marked increase in the dissatisfaction by the beneficiaries

Table 4.6: Beneficiaries Satisfaction on the Project

Rating	Frequency	Percentage
Poor	7	36.8%
Fair	6	31.8%
Good	6	31.8%
Total	19	100%

4.6 Impact on Poverty

The table 4.7 below showed how the PMC rated the projects in relation to their effects in combating poverty in their area. Most of the projects visited were at a level where the community members (beneficiaries) have not started enjoying the benefits of the project. There projects where essential components were not

included thus no services while in others the funds allocated were too far below the BQ costs. While some of the projects had taken too long to receive supplementary funding from the CDF hence rendered incomplete and stalled. It was only the cattle dip that was well done but it was grossly under utilized by livestock farmers not taking their animals for dipping. That equally gave a pointer on the ability of the community members in selecting projects that have both immediate impacts to poverty while others like infrastructure projects took time for their effects to be realized.

Another issue that was notable for projects which were rated poor to fair showed clearly the appraisal system for these projects prior to funding exhibited some inadequacies. A case in mind is where a project is standing on a privately owned land which had some dispute for the subsequent funding had to be delayed.

Table 4.7: Effects of CDF on poverty in the area

Rating	Frequency	Percentage
Poor	7	36.8%
Fair	5	26.3%
Good	6	31.6%
Very Good	1	5.3%
Total	19	100%

4.7 Summary of the chapter

The major findings of the study were represented by selected tables which formed the basis of interpretation alongside the set objectives. A total of 19 questionnaires were administered to 19 PMCs involved in the four categories of the projects – Health (4), Water (6), Education (4) and others (5). The others category included a cattle dip, a social hall, chief's offices and rural access road.

Through focused group discussions the questionnaires were 95% completed. The age of the committee members was varied but majority of the PMC executives were above 50 years a reflection that majority of rural people involved in development are elderly. Over 80% of the PMC interviewed had served in various capacities in other committees while accessing minimal training if any and had secondary education and below.

The PMC identified the following categories of challenges and their magnitudes as leadership and related issues took 38.75% this was followed closely with CDF fund administration with 23.75%. Other areas which gave the PMC challenge was Education 16%, location of the project 8.75%, political interference 7.5% and technical support 5%.

Leadership issues were reflected in beneficiary's dissatisfaction in implementation rate & the quality of work; communities not taking their development initiatives; poor resource mobilization and lack of participatory approaches. On the CDF funds and administration, the funds were allocated without bill of quantity (BQ) and the process not clear; delays in disbursement; lack of field appraisal and cumbersome procedures in account operations & funds release.

Without adequate knowledge and skills left the PMC members, operate in doubts resulting to poor work. Most projects had problems to access while others were allocated in privately owned land. The monitoring and evaluation of projects was weak. The political interference that existed was mainly due to change of political guard. Technical appraisal and support to projects was not adequate for successful implementation. About 70% of the beneficiaries expressed dissatisfaction based on what the project will offer; quality of the service; cost-effectiveness of the project. With such it implied that the impact on poverty by those projects was low.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter essentially represents the summary of the findings of the data collected, discussions, conclusion(s) made thereof and proposed recommendations. They are based on the three objectives of the study in chapter one as shown below;

- i. To identify the challenges influencing the project management committees in implementing the CDF projects.
- ii. To determine the impact of these challenges to the successful implementation of the community project.
- iii. To establish how these challenges can be overcome.

5.2 Summary of findings

The findings of the study have managed to address both the research questions and the objectives. The representative sample from the four broadly categorized sectors spread across the constituency provided adequate information for the results to be relied on. The PMC members need to be capacity built to be able to manage projects that not only cut across locations within the constituency but to be able to manage those running across constituencies or offering services for the two or more constituencies. On this note its high time really strategic planning skills and knowledge are necessary for the PMC to influence projects that will bring really development in their areas.

The PMC members had varied ages which makes it challengeable to project implementation. The old age members though readily available in the community their age remains a challenge when it comes to their level of education while on

the other hand the youth are best placed in conceptualizing the details of the project in relation to their capacities and the challenges that come with the project implementation process. However they (youth) could easily hold the PMC at a standstill when they opt to move out of the village / community to take up employment elsewhere in urban centre / towns. In this circumstance it will be necessary for the CDI to consider building the capacity of more people in the community on the aspects of project management. To further enhance their capacities exposure visits will help a lot to the PMC members of various projects.

PMC members possessing the appropriate capacities to handle the challenges associated with successful implementation of the projects would otherwise serve as good role models in the community. The necessary knowledge and skills could revolve around leadership, financial management, negotiation, community mobilization, decision making. With such capacities the PMC members will be able to steer the project to completion within the specified time, budget and quality. It is the absence of such skills and knowledge that has led to the stalling of some project. Stalled projects are always a cost as they tie tax payer's money as the beneficiaries go without services/goods.

The funding process of CDF projects has to be streamlined to match the capacity of the PMC members. Lack of clear funding regulation for the community projects had continued to elicit a situation misunderstanding between the CDF office and the Community. Comprehensive changes on this are necessary to last longer otherwise change of guard in politics will be seen as a threat to some section of the constituency making some projects suffer budget overruns and time. All these will amount to delayed services to the beneficiaries. Non participation of technical departments along the appraisal system and monitoring activities has made some of these departments not to optimally provide their technical input. This has led at most times having projects allocated funds less than what is in the BQ thus making it obvious that the project will stall. Equally it has led to flat rate funding of similar projects which are located in totally different environments ground, distance for raw materials etc. This continued to pose a serious challenge

to the PMC which normally don't have an extra fund apart from what they receive from the CDF kit.

Given the poor roads in most parts of the constituency it would be necessary that the release of CDF funds timely to allow procurements ahead of the rains so that it becomes possible for the delivery of construction materials. Also this is applicable to wells project where collapsing of internal walls was common during the rain season. In this case the cost of emptying the wells is normally not factored in the budget thus derailing the budget of digging the well. A consolidated fund allocation could be more appropriate in that funds are directed to where the PMC can do a meaningful work as weather changes.

From the focal group discussion some of the challenges raised by the PMC member's alternatives were given on how they could be dealt with. Among the suggestion was where the beneficiaries proposed that instead the CDF investing a lot on stalled projects they could consider training the PMC members who will stir the projects to completion. By doing so issues related to leadership would be greatly be reduced. Training component such as educational tours would greatly fill in the gaps on educational level due to enhance exposure. Also it could then be possible for them to seek technical support whenever they were planning and implementing projects. On administration of the funds the community members felt that the CDF committee needed to build their capacities in financial management and trust. Monitoring and evaluation could then have value on such situations.

5.3 Discussions of findings

Given the magnitude of challenges the PMC are facing while implementing the projects the team required appropriate knowledge and skills. Since the CDF act 2003 recognized capacity building to CDF committee level was a big assumption that the PMC was able. To salvage the situation it was important the PMC members have a component in their project proposals that would cater for basic training. Through such measures it could be possible for the CDF funded projects

to be implemented on time and to a completion. It should be noted that it was lack of capacity building of the beneficiaries was one of the drawbacks that failed the DFRD strategy as was evidenced by Schall 1998. It is until the grass root committees received appropriate capacities that the value of money (CDF funds) can be realized through this critical resource (Human resource).

Because of inadequate education coupled with lack of training in project management of the PMC members puts them in a situation where they are not able to come up with viable decisions that would otherwise propel the implementation of projects forward. That would be actually in line with the study conducted by Mapesa & Kibua Feb 2006 on "an assessment of the management and utilization of constituency development fund in Kenya". Since decision making was a function of leadership its important the PMC members are equipped with adequate knowledge and skills if the team could be able to deliver efficiently. Participatory methodologies would be necessary for the PMC and beneficiaries perform to their optimal levels.

The funds allocated to the Constituency (see appendix 5) outstrip the capacity of the CDF office to manage it without the effective involvement of the sectors whose projects were being implemented by the communities. Therefore given the low staffing levels of the Constituency Development Fund office where they have only a Fund Manager and one Draftsman as technocrats sitting in the committee meeting during desk appraisal leaves many technical issues on projects unresolved. All such issues are encountered by the PMCs which are ill prepared for the task. This coupled with un-stratified elections based on abilities of each member end up leaving the PMC team elected lacking the necessary capacities. A critical criterion need to be set prior to electing PMC members as is advocated by Kerzner (2006). For the success of these projects the issue of regional balance within the community members may not be necessary as it has been the trend.

Effective community mobilization remains a tool of choice for project ownership by the beneficiaries and ultimately sustainability. It's necessary for the CDF structure to embrace on the component in their funding process of community projects. Without that then the beneficiaries become more passive to their own

development (Omiti et al 2002). It would therefore be important to effectively mobilize beneficiaries prior to project selection process and implementation. That would not only improve on project ownership as they (beneficiaries) also keep their PMC on track thus reducing possible cases of resource misallocation which would eventually result to stalled projects.

From the findings of the study there had been minimal technical support from the sectors to supporting the community projects. Though there were some efforts by the CDF committee to hire the services of the draftsman. The draftsman was to fit in technical work that would otherwise be done by the Public works by providing all technical drawings among other things. However it's important to note that the technical support ought to start from the inception period of the project. That would enable the PMC make informed decision on the nature and magnitude of the project. Technical staff could be integrated in the appraisal system of these projects. Since most projects were being implemented with minimal support from the sectors then it could be necessary for a general guideline for the PMC members be developed. For it is from such documents they could get valuable information for particular projects in terms of materials and their treatment; general management of projects, financial management, where to get related services and general government requirements. Such a manual would fill in the gap of both training and technical support. Note the stalling of the project implementation costs taxpayer as funds eventually goes to waste as evidenced by API 2008, due to poor management by implementing team. The CDF could consider sponsoring the same as it could go a long way to mending the dented image of the institution when it became to cost effectiveness in the use of CDF funds.

When it comes to new elections and how the CDF projects implementation is to be continued there was no much experience. Since the inception of CDF funding in 2003 election have been held once, 2007. Apart from relying on the CDI law alone that the incoming MP if different from the previous one it could be necessary to objectively review the strategic plan for the constituency development plan. In doing so the setting of new priorities would not conflict with

the already ongoing project funding as has been the case. As observed by DPMM 2009, that the political elite continued to rally development in their favour such a situation could easily be tamed. It was a general concern expressed by the beneficiaries that they were not able to access supplementary budgets on time because the incumbent MP had to fulfill the promises made during campaign

5.4 Conclusion

In conclusion the results of this study could apply to any PMC of any nature. What is important is to make the PMC and beneficiaries more competent through effective mobilization and capacity building before entrusting them large funds to implement their initiative(s). Its therefore important for the CDI national office to consider allocating funds to train PMC prior to start implementation while community mobilization be a continuous activity to enable communities internalize and effectively identify projects with majority support. Appropriate handbooks/manuals/guidelines could be prepared for the PMC to help them do a better job. Let's make the CDI strategy work by not assuming the challenges influencing the PMC's are not real and instead build their appropriate capacities to encounter them.

5.5 Recommendations

It is evident from the foregoing discussions that capacity building of the PMC members and effective community mobilization will ensure a better performance of the committee. The high performance that shall be realized will ensure better implementation rate of projects in the constituency. The researcher was in agreement with the findings of Schall 1998 on training of the beneficiaries.

Further to the above the CDI committee could consider the development of a manual handbook to guide the PMC on their critical role in project implementation and the possible approaches when handling different types of

challenges they may encounter. CDF committee could consider a continuous training programme for the PMC members involved in various projects.

The process of approving projects for funding could be made competitive by including field appraisal involving the relevant stakeholders. Also with this is to recruit a Monitoring officer who shall be making follow up of various projects thus informing the system.

Last but not least the CDF committee to start embracing upon members across constituencies to start identifying project which has effective impact to the people.

5.6 Suggestions for further studies

A study is necessary to evaluate the impact of CDF funds to the culture of volunteerism in the community social fabrics. Most members of PMC confirmed the community members / beneficiaries to these projects showed no will to volunteer their time and resources like in the past.

The capacity of the CDF offices in the constituency and the role they are expected to perform in administering the funds. Do the members of this committee have the appropriate skills and knowledge to make decisions on such large amounts of money from the exchequer? (Given the approval process of projects at the CDF committee there is need for a study to evaluate their capacities given the varied nature of projects presented by the communities).

To study on the structures of CDF in delivering the cost effective services to the beneficiaries.

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APPENDICES

Appendix 1: Permission to conduct research

Samson M Mwamachi
District Livestock Production Office
P O Box 553 80108
Kilifi

26.3.09

District Commissioner
Kilifi District
P O Box 1
Kilifi

Dear sir/madam,

Re: Permission to Conduct Research

As a student with the University of Nairobi am required to write a thesis which will form part of the partial fulfillment for a masters degree in Project Planning and Management. To be able to do this I have to conduct a research within the area of specialization. Thus requesting permission to conduct research in Bahari constituency focused in **investigating the challenges influencing the project management committee in implementing CDF projects in Bahari constituency of Kilifi District.**

The findings of the research will inform the CDF fund administrator, the government and the beneficiaries on the impact of the project committee to the CDF funded project.

So kindly am requesting permission to collect data on selected committees of CDF funded projects so as to meet the above desired objectives.

Sincerely yours

Mwamachi, S M
Reg. no K12/79314 08

CC:

Hon Ben Ngunda
MP – Bahari Constituency

Appendix 2: Respondent Questionnaire

- 1 Name of project funded by CDF
- 2 Date started
- 3 Project status
- complete
- in progress
- stalled
- yet to start
- 4 What is your position in the PMC and gender
- chairperson M/F
- secretary M/F
- treasurer M/F
- PMC members () M/F
- 5 What is your date of birth
- Chairperson
- Vice chairperson
- Secretary
- Assistant secretary
- Treasurer
- Member 1
- Member 2
- Member 3
- 6 Have you ever served in another committee prior to this one
- Yes No
- 7 If yes, the position held
- chairperson
- secretary
- treasurer
- PMC members ()
- 8 What process is followed for one to be in the office
- a) appointed

b) elections

c) Others (specify)

9) What is your highest level of education

Chairperson Tertiary, Secondary, Primary, University, None

Secretary Tertiary, Secondary, Primary, University, None

Treasurer Tertiary, Secondary, Primary, University, None

10) Do you possess any formal training on how to run a project?

Chairperson Yes No If yes nature of training and period

.....

Training institution

Secretary Yes No If yes nature of training and period

.....

Training institution

Treasurer Yes No If yes nature of training and period

.....

Training institution

11) As a PMC have you received any training in project management

Yes No

12) If yes what were some of the subjects / topics covered

a)

b)

c)

13) What type of project are you involved in currently

a)

b)

c)

14) What is the nature of your project

start-up completion continuing

15) Who had the greatest influence of the project choice and location?

Chief Beneficiaries MP Council Others

- 16 Who did the planning for this project
.....
- 17 Was there any involvement of the beneficiaries in planning? If yes how?
.....
- 18 If no, why
.....
- 19 What has been the beneficiaries' contribution towards the project implementation?
In kind in cash.
Specify the actual contribution.....
.....
- 20 Who owns the land where the project is standing?
 Community member
 Trust land
 Government land
 Purchased by members/community
- 21 Who has been engaged to implement the project
 Community members
 contractor
 volunteers
- 22 Who meets the cost of labour?
 Community
 CDF
 Beneficiaries
- 23 How much was approved to fund the project by the CDF
.....
- 24 Do you consider the amount sufficient
 Yes No
- 25 Does the BQ for the project exist?
 Yes No
- 26 If yes no comment
.....

27 Who makes the final decision to utilize the resources funds for the project

Treasurer

Chairperson

EPMC

CDF

MP

28 Do you have a constitution?

Yes

No

29 If yes, what does it say about misallocation of funds

.....

.....

30 Do you have any experience in misappropriation in the past?

Yes

No

31 If yes what action was taken

.....

32 Who made the budget for the project?

.....

33 What was the role of the sector / gok department in the implementation of the project

.....

34 What has been some of the challenges you faced during implementation

.....

.....

.....

35 Why do you think such challenges manifested themselves

.....

.....

36 What impact did they have on the project implementation

I.

.....

II.

.....

III.

.....

37 What recommendation do you have to overcome the same

.....
.....
38 Do you think the community / beneficiaries could be willing to meet the cost of training the PMC?

Yes No

39 If no who should meet the cost?

.....
.....

40 What is the level of satisfaction is expressed by the beneficiaries on the quality of this project?

Very good good average poor

41 What will make the project to continue providing the expected benefit to the beneficiaries?

42 Are there members of the community who have been trained on operational and maintenance?

Yes No

43 If yes how was the training conducted?

.....
.....

44 As PMC members how do you rate your satisfaction in the implementation of this project on a scale of 1 - 5 where 5 is very satisfied and one least satisfied

1 2 3 4 5

45 Give reasons for your answer.

.....
.....

What would you say about CDF funds and poverty levels in the community?

.....
.....

Appendix 3: Key informant interview guide

1. SectorDivision

2. Which are some of the projects being implemented in your area of work

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

3. What was your role in these projects*

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

4. Who prepared the BQs of the project

.....
.....

5. How often are you involved in the monitoring and evaluation of the project

.....
.....

6. How often do you attend the PMC meetings

.....

7. According to your own opinion is the implementation of this project on a scale of 1 – 5 where 5 is very satisfied and one least satisfied

Project 1: 1 2 3 4 5

Project 2: 1 2 3 4 5

Project 3: 1 2 3 4 5

8. Do you think the PMC matched the task

Yes No

9. If yes, what were their strengths

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

If no. what need to be done?

.....
.....

10. Do you have any training (either short course or long course) on any aspect of project cycle management?

Yes No

11. If yes specify

12. If no. what trainings do you require for improved performance at work

.....
.....

13. What is your recommendation on the 'CDI' project implementation at the grass root level in terms of the process and the PMC capacities and placement?

.....
.....

*emphasis was on the projects whose PMC is involved in the study

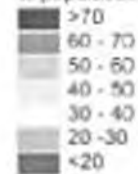
Appendix 4: Map of Bahari Constituency



LOCATIONS

- 1 Matsangoni
- 2 Roka
- 3 Ngerenya
- 4 Tezo
- 5 Kilifi Township
- 6 Jakaungu / Mavueni
- 7 Ziani
- 8 Junju
- 9 Mtwapa
- 10 Mwarakaya
- 11 Banda ra Salama
- 12 Chutsimba

% population below poverty line



151 KAMUKU	4,000,000	25,272,154	27,684,600	48,278,524	49,548,188	48,007,271	200,800,700
154 KIBITIKION	4,000,000	21,382,404	26,414,041	48,099,639	48,267,857	48,262,857	216,581,298
155 KALAVA	4,000,000	20,195,667	28,052,770	54,100,429	54,434,543	50,043,264	231,825,815
156 KUGARI	4,000,000	20,181,723	28,983,984	54,001,767	53,137,278	54,227,223	242,195,241
157 KURIAS	4,000,000	28,788,783	31,401,843	53,000,000	53,666,715	51,866,715	234,947,241
158 KATUNGU	4,000,000	26,924,322	33,528,118	46,447,054	48,712,838	48,712,838	205,267,377
159 KURAMBI	4,000,000	27,771,608	41,582,780	58,004,481	58,268,904	58,268,904	239,267,655
160 SHINYALLU	4,000,000	28,479,715	36,821,324	53,825,794	53,240,957	51,240,957	225,820,247
161 DUDOMANI	4,000,000	24,038,134	33,982,757	58,888,970	48,977,244	48,977,244	234,407,241
162 BUTERZ	4,000,000	24,544,431	34,232,757	47,581,718	47,855,485	47,855,485	210,151,844
163 KIMWERO	4,000,000	23,186,278	31,947,010	43,088,727	43,267,218	43,267,218	198,537,814
164 MURRAYA	4,000,000	29,018,882	37,832,090	51,993,806	52,314,947	52,314,947	229,175,752
165 BABATIA	4,000,000	26,438,178	34,150,163	43,264,275	47,856,923	47,856,923	204,204,802
166 VIKOGA	4,000,000	34,244,164	41,285,247	43,498,818	41,705,208	43,705,208	192,444,945
167 KAMISI	4,000,000	27,411,952	35,454,845	44,118,145	43,419,513	43,419,513	216,824,218
168 NYIKION	4,000,000	28,881,809	34,781,818	48,183,812	48,481,422	48,481,422	212,822,078
169 KIMILILI	4,000,000	23,849,294	42,485,725	58,855,187	58,218,708	58,218,708	208,626,814
170 WELUYE	4,000,000	23,888,881	38,822,258	53,887,280	53,012,818	53,012,818	222,152,822
171 SIRISSA	4,000,000	28,884,871	38,887,207	53,880,202	53,730,030	53,730,030	225,212,440
172 KANDUFI	4,000,000	28,908,557	37,111,988	51,784,181	51,114,083	54,999,022	210,802,889
173 KIMBA	4,000,000	28,182,288	37,832,630	48,874,427	47,182,248	48,478,025	204,158,888
174 AMAGORO	4,000,000	28,381,188	38,888,818	58,812,419	58,222,270	51,222,270	224,108,188
175 KIMBILI	4,000,000	28,248,890	37,881,226	52,477,487	52,881,241	52,881,241	231,251,754
176 KIMBILI	4,000,000	26,170,925	33,847,183	48,888,925	47,178,545	47,178,545	207,264,043
177 KURUYA	4,000,000	24,481,353	31,822,183	44,222,827	44,212,064	44,212,064	192,884,891
178 KIMBILI	4,000,000	23,202,018	30,887,884	41,549,241	41,825,994	41,825,994	184,438,289
179 KIMBILI	4,000,000	28,822,258	38,212,251	53,880,212	53,881,480	53,881,480	238,199,797
180 ALGOO	4,000,000	30,480,081	38,422,471	54,877,958	54,888,169	54,888,169	240,482,248
181 DEM	4,000,000	28,484,380	37,212,582	51,414,012	51,721,571	51,721,571	216,887,101
182 BORDO	4,000,000	27,842,288	36,010,779	48,888,218	50,184,824	50,184,824	210,128,720
183 KALAZUA	4,000,000	27,425,884	36,741,897	48,522,822	49,819,646	49,819,646	218,530,896
184 KIMBILI	4,000,000	28,822,408	38,182,227	48,441,840	48,681,628	48,681,628	212,628,228
185 KIMBILI	4,000,000	28,289,284	37,842,224	48,708,825	48,847,823	48,847,823	192,826,648
186 KISUMU ALUA	4,000,000	27,977,804	36,184,146	50,226,477	50,438,085	50,438,085	221,168,595
187 KAMBO	4,000,000	26,538,208	34,222,788	47,847,810	47,841,581	47,841,581	210,082,580
188 KURIONOM	4,000,000	28,427,281	34,427,481	47,706,798	48,001,460	48,001,460	210,774,585
189 KAMACH	4,000,000	26,528,418	34,222,410	47,847,285	47,842,063	47,842,063	210,080,227
190 KATPUL KABONDO	4,000,000	21,822,179	41,200,101	52,221,692	52,987,874	52,987,874	212,581,188
191 KALACHALOMBO	4,000,000	28,345,471	36,459,957	50,788,812	51,004,108	51,004,108	211,888,888
192 KAKWI	4,000,000	29,911,488	38,488,218	53,581,227	53,881,227	53,881,227	218,822,418
193 KIMBILI	4,000,000	28,828,528	37,285,281	51,652,807	51,971,641	51,971,641	222,711,221
194 KURIGI	4,000,000	24,402,508	34,403,304	42,682,229	42,956,822	42,956,822	210,582,285
195 KIMBILI	4,000,000	26,122,288	31,782,510	48,880,818	47,889,901	47,889,901	208,885,024
196 KURIGI	4,000,000	22,408,188	30,741,114	42,818,812	42,920,283	42,920,283	188,088,422
197 KATPUL	4,000,000	24,268,198	32,824,402	44,270,888	44,444,904	44,444,904	198,458,647
198 MBITA	4,000,000	24,972,885	32,288,790	44,244,012	45,020,285	45,020,285	198,057,422
199 KURASSI	4,000,000	24,488,841	31,547,824	41,711,888	41,888,211	41,888,211	188,888,211
200 KURIA	4,000,000	21,182,188	40,175,481	50,877,288	50,222,912	50,222,912	245,845,292
201 KIMBILI	4,000,000	26,288,942	33,288,912	48,170,223	48,455,283	48,455,283	204,180,443
202 SOUTH MURRAYA	4,000,000	27,211,845	35,081,218	48,572,778	48,872,785	48,872,785	214,485,822
203 KIMBILI	4,000,000	28,881,281	38,879,282	53,582,736	53,514,688	53,514,688	226,000,225
204 BORDO	4,000,000	29,425,527	38,069,802	52,228,420	53,084,171	53,084,171	222,222,811
205 NYARIBARI MASABA	4,000,000	25,541,597	33,038,571	45,778,250	46,652,951	46,652,951	202,462,322
206 NYARIBARI CHACHE	4,000,000	25,483,458	33,214,821	46,018,838	46,200,088	46,200,088	202,518,488
207 KITUTU CHACHE	4,000,000	21,127,003	40,257,378	55,268,181	56,222,651	56,222,651	245,888,224
208 KITUTU MASABA	4,000,000	28,314,278	38,208,822	54,222,821	54,644,288	54,644,288	218,122,122
209 WISI MURRAYA	4,000,000	28,408,848	38,288,822	50,888,822	51,208,227	51,208,227	222,458,227
210 KIMBILI	4,000,000	22,424,480	42,202,427	54,428,822	54,822,288	54,822,288	224,822,288
211 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
212 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
213 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
214 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
215 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
216 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
217 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
218 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
219 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
220 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
221 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
222 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
223 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
224 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
225 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
226 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
227 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
228 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
229 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
230 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
231 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
232 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
233 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
234 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
235 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
236 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
237 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
238 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
239 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
240 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
241 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
242 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
243 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
244 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
245 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
246 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
247 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
248 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
249 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
250 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
251 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
252 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
253 KIMBILI	4,000,000	22,288,888	42,222,822	54,222,822	54,222,822	54,222,822	222,222,822
254 KIMBILI	4,000,000						