

**MANAGEMENT PRACTICES AND EFFECTIVENESS OF THE
CONSTITUENCY DEVELOPMENT FUNDS:
A CASE STUDY OF CENTRAL DIVISION IN WAJIR EAST
CONSTITUENCY**

BY
AKADEMIA NANJALA WANDIBBA

UNIVERSITY OF NAIROBI
EAST AFRICANA COLLECTION

**A PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF POST GRADUATE DIPLOMA IN
PROJECT PLANNING AND MANAGEMENT OF THE
UNIVERSITY OF NAIROBI**

University of NAIROBI Library



0478916 0

2008

DECLARATION

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

ANW
.....

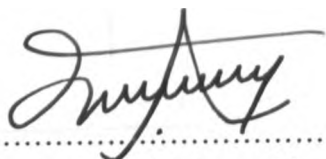
Akademia Nanjala Wandibba

442/9329/05

5.09.2008
.....

Date

This project has been submitted with my approval as the University supervisor.


.....

Dr. Justus M. Munyoki

Lecturer

Dept of Business Administration

University of Nairobi

20-9-2008
.....

Date

DEDICATION

I dedicate this work to members of my family who have been very supportive through out the study period. Their prayers and guidance have been tremendous. Dad, thank you for the immense support. God bless you all.

ACKNOWLEDGEMENT

First and foremost I would like to thank God for His graces and blessings throughout the duration of the course.

I would also like to thank my supervisor Dr. Justus M. Munyoki who has been keeping me on my toes to ensure that I submit my project on time and for the guidance, support and assistance while undertaking the project.

Finally I would like to acknowledge my family especially my father who has been very instrumental during all this time. Thank you for the guidance and advice. I would also like to thank the research assistants for the help in administering the instruments.

ABSTRACT

This study was designed to investigate the management practices and efficiency of the fund since most of the problems seemed to be brought about by poor management policies or lack of it thereby rendering the fund ineffective. The objective of the study was to explore the management and operational structures with a view of analyzing what is there and what can be done to improve the fund operations.

Data was collected using survey method and key informant interviews. In total 40 respondents were subjected to an unstructured questionnaire. This was aimed at collecting their views on the management and efficiency of the fund, their involvement and finally their suggestions on improvement of the fund. Fifteen key informants were subjected to in-depth interviews on the topic to elicit their views and also what areas can be improved on to bring about efficiency of the fund.

The findings suggest that the management and operational structures need to be improved so that efficiency can be achieved. Further, community participation is lacking yet this is a fund meant to bring development through community based projects. Hence without their active participation very little has been done.

TABLE OF CONTENTS

DECLARATION.....	i
ACKNOWLEDGEMENT.....	iii
ABSTRACT.....	iv
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background to the study.....	1
1.2 Statement of the problem.....	3
1.3 Objectives of the study.....	5
1.4 Research questions.....	5
1.5 Significance of the study.....	6
1.6 Scope of the study.....	6
1.7 Organization of the project.....	7
CHAPTER TWO: LITERATURE REVIEW.....	8
2.0 Introduction.....	8
2.1 The Constituency development Fund.....	8
2.2 The Constituency Development act of 2003.....	10
2.2.1 Operational Structures in the Fund.....	11
2.3 Management.....	14
2.3.1 Common activities of management.....	15
2.4 Management Theory.....	16
2.4.1 Classical approach.....	16
2.4.2 Human relations approach.....	19
2.4.3 Behavioral/ systems approach.....	19
2.4.4 Contingency approach.....	20
2.5 Theoretical framework.....	20
2.6 Conceptual framework.....	22
2.7 Summary.....	23
CHAPTER THREE: RESEARCH METHODOLOGY.....	24
3.0 Introduction.....	24
3.1 Research design.....	24
3.2 Study population.....	24
3.3 Sampling technique.....	25
3.4 Data collection.....	25
3.5 Data analysis.....	27

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION.....	28
4.1 Introduction.....	28
4.2 Responses to research instruments.....	28
4.3 Projects financed through the CDF.....	29
4.3.1 Benefits gained through CDF.....	30
4.3.2 Awareness of management practices used by the CDF committees..	31
4.3.3 Suggested management practices that can be used	31
4.3.4 Community involvement in managing development activities.....	33
4.3.5 Other management structures that could be adopted	34
4.3.6 Impact of the projects on the community.....	35
4.3.7 Suggestions on how to improve effectiveness of the fund.....	36
4.3.8 Projects financed through the Constituency Development Fund.....	38
4.3.9 Management practices guiding organization operations.....	39
4.3.10 Community involvement in development activities.....	39
4.3.11 Use of a strategic plan by the CDF and its benefit.....	40
4.3.12 Additional structures or practices that could be adopted.....	42
4.3.13 Opinion on the success of implementation of the fund.....	43
4.4 Summary of the data.....	44
 CHAPTER FIVE: SUMMARY, CONCLUSIONS & RECOMMENDATIONS..	46
5.1 Summary.....	46
5.2 Conclusion.....	47
5.3 Recommendations.....	48
5.4 Ethical issues.....	50
 Bibliography.....	51
 Appendix 1: Structure questionnaire.....	52
Appendix 2: Key Informant Interview guide.....	54

LIST OF TABLES

Table 4.1;	Types of projects.....	29
Table 4.2;	Benefits gained by the community.....	30
Table 4.3;	Awareness of management practices used.....	31
Table 4.4;	Suggestions on ensuring efficiency of the fund.....	32
Table 4.5;	Level of involvement by the community.....	33
Table 4.6;	Suggested management practices.....	34
Table 4.7;	Impact of the fund.....	35
Table 4.8;	Suggestions on areas of improvement.....	36
Table 4.9;	Key informants.....	37
Table 4.10;	Projects financed through the fund.....	38
Table 4.11;	Key informants response rate.....	39
Table 4.12;	Awareness rate on the used of a strategic plan.....	41
Table 4.13;	Suggestions given by key informants.....	42
Table 4.14;	Opinion on the success of the fund.....	43

LIST OF FIGURES

Figure 2.1; Constituency Development Fund project cycle.....13
Figure 2.2; Conceptual framework- independent & dependent variables.....22

ABBREVIATIONS AND ACRONYMS

CDF.....Constituency Development Fund
CDC.....Constituency Development Committee
DDO.....District Development Officer
MP.....Member of Parliament
NA.....National Assembly
NMC.....National Management Committee
WFP.....World Food Program

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The Constituency Development Fund (CDF) is arguably the “*new craze*” on the block in terms of attempts to decentralize decision making. The primary argument for decentralization is that it enhances the process and speed of development through the provision of social and economic services. The main focus of the CDF is to stir development at the grassroots level.

The World Bank has defined development as economic growth measured by quantifiable indicators like increase in the gross national product or per capita income. To the common man, development is associated with modernization, acquisition of services, facilities and infrastructure, including clean water, education, health facilities, roads and a high degree of community participation in decision-making. Development therefore implies enhancing the capacity of the society to cope with challenges and meet its needs.

Since independence, economic development policy has been formulated, financed and implemented through central planning. This has been characterized by centralized managerial authority, bureaucracy, command and control. Various policies were developed by the government to bring about development in the provinces, districts and municipalities. This was to ensure that there was progress in each administrative unit. However, most of them in their implementation have in all cases fallen far short of expectations. The most

notable of the decentralized programmes that have been implemented in the past include *majimbo*¹ system (1963), District Development Grant Programme (1966), the Special Rural Development Programme (1969/70), the Rural Development Fund, District Development Planning (1971), and the District Focus for Rural Development (1983/84). The main focus of this study will be the Constituency Development Fund (CDF).

Article 1 of the Declaration on the Right to Development states that “the right to development is an inalienable human right by virtue of which every human person and all persons are entitled to participate in, contribute to and enjoy economic, social, cultural and political development in which all human rights and fundamental freedoms can be fully realized” (Declaration on the Right to Development, 1986). As the true test to good governance it is the degree to which it delivers on the promise of human rights, i.e., civil, cultural, economic, political and social rights. From a human rights perspective any government initiative to promote permeable, pervasive and sustainable development such as the Constituency Development Fund is necessarily attached to the fundamentals of good governance.

The Constituency Development Fund (CDF) was created in Kenya in 2003 through an act of parliament to “fight poverty at the grassroots level through the implementation of community based projects which have long term effects of improving the people’s economic well being and to relieve members of parliament from the heavy demands of fund-raising for projects which ought to be financed through the Consolidated Fund” (Mapesa and Kibua, 2006).

¹ *Majimbo* is the Swahili word for regions

1.2 Statement of the Problem

The implementation of the CDF has been dogged with a lot of controversy and acrimony. This has partly been occasioned by the weakness in the CDF Act (GOK, 2003) while, on the other hand its implementation is characterized by a lack of transparency, lack of community participation, abuse of procurement procedures, and so on. It is, therefore, a noble initiative plagued with a lot of problems. Numerous complaints have been made both in the media and in public fora.

In recent times, there has been much controversy about the management of the funds with regard to accountability, allocation, targeting and priority setting and overall effectiveness. There have also been concerns on governance and representation and that the fund was established in a rush without preparing the grassroots communities on participation in its management. Issues on conflict of interest have been raised around the proposed structure for the management of the CDF arising from the role of MPs as the conveners of Community Development Committees (CDCs). The existing monitoring and evaluation mechanisms of the fund are said to be weak due to poor accountability, improper procurement and tendering, over-invoicing, wasteful expenditure and lack of openness in the budget process (ibid, 2006).

The fact that CDF was initiated mainly to alleviate poverty and that MPs are allocated funds on the basis of constituency poverty level raises concern about whether the funds are reaching targeted beneficiaries.

MPs have been consistently accused of converting CDF into a campaign tool that they overly abuse to perpetrate their reign. Decisions on how to spend the funds are being casually made at the roadsides, funerals and other functions that serve to belittle the relevance of the fund. Also, relatives of MPs have been handpicked to constitute CDF committees, a move that has complicated measuring indicators of accountability and transparency in the use of the funds.

Other accusations include non-inclusiveness in the management of the fund and the funding of politically selected projects. Further, some MPs are so partisan to areas they perceive as sympathetic to them at the expense of the other areas that did not vote for them from benefiting from the fund. Such was the position in Likoni constituency where the then member of parliament Mr. Suleiman Shakombo was taken to court by some members of the committee for refusing to disburse money to cater a for project in Ganjoni location because they did not vote for him in the general elections in 2002. The High Court in Mombasa ordered for the immediate release of funds for the said project (High Court, Mombasa ruling, 2006).

Several committee members and MPs have been accused of misappropriating and mismanagement of the funds where some have stolen money in huge sums as was the case in Eldoret East where some members of the committee embezzled and took off with cash in the amount of over 50 million Kenya shillings (Eldoret North Constituency development fund office). There have also been cases of flouted tender processes and awarding of tenders to friends and relatives by the committee members. The result is poor constructions, ghost projects, and buildings left halfway finished. As a result, the beneficiaries continue suffering and poverty is still rife.

This study sought to investigate the practices adopted in the management of the fund and the effectiveness of the fund by looking at guiding management practices adopted by the committees, the kind of activities funded by the fund and if they reflect the priorities of the poor.

The study zeroed in on management practices and utilization with a view to pointing out problems that may have led to the fund not being implemented as intended and meeting its envisioned role.

1.3 Objectives of the study

The objectives of this study were:

1. To investigate how the Constituency Development Fund is being operated and the management practices adopted at the Constituency level in Wajir East.
2. To examine the problems facing the effective implementation of the fund in Wajir East.

1.4 Research Questions

The study sought to answer the following questions:

1. What operational and management practices have been adopted at the Constituency level in Wajir East?
2. What problems have been encountered in the effective implementation of the fund in Wajir East?

1.5 Significance of the study

It was hoped that the findings and recommendations of the study would be useful to the National Constituencies Development Fund Management Committee as the lead agency in overseeing implementation of the fund in the country so that they can improve on the current management practices and also ensure the fund meets its intended goal as a result of proper utilization which will ensure effectiveness of the fund. Attention will be given to the committees that are established to run and manage the funds to ensure cases of mismanagement of the funds is tackled. The policy governing the fund will also be improved by placing more safeguard measures on management and operationalization of the fund and management structures.

The findings would also be useful to the beneficiaries of the fund, i.e., the community members at the grassroots level. They will be enlightened on the management practices being used on the fund and their role in the implementation of the project funded by CDF.

It was further hoped, that the study would form a basis for further research on the management of CDF funds generally. This would hopefully lead to generation of new ideas for better and more efficient management of the fund in the country.

1.6 Scope of the study

This study was concerned with the management practices and efficiency of the CDF fund in Central division, Wajir East in Wajir District. The study was conducted between February 2008 and May 2008 using a survey

design of 50 interviewees in the sampled Central division. The study was conducted in one of the three locations in central division; data was collected by the researcher using unstructured questionnaires, interview guides and document analysis techniques. The study sought to specifically determine the extent to which good planning, implementation and evaluation contribute to effective management of projects.

1.7 Organization of the project

This project has five chapters with chapter one being the introduction highlights the situation of the fund as it is currently, research objectives and the scope of the study. Chapter two gives the literature review and discusses information about the fund in depth and the Act that covers its operations. An analysis has also been discussed on the management theory and what needs to be taken into account when undertaking management. Chapter three highlights the methodology that was used to collect the data, sample used and ethnical considerations. Chapter four presents the findings of the data collected in tables and figures. Finally chapter five presents the summary, conclusions and recommendations that can be adopted.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the literature related to the Constituency Development Fund and its management. Theories of management are discussed to highlight the management practices which have been incorporated today by organizations for efficient results.

2.1 The Constituency Development Fund

The Constituency Development Fund (CDF) is a home-grown initiative intended to uplift the living standards of the people of Kenya at the grass-root level. The fund was established in November 2003 under the Constituency Development Fund Act of that year. The fund is administered through the National Management Committee. The main purpose of the fund is to ensure that a specific portion of the Annual Government Ordinary Revenue is devoted to the Constituencies for purposes of development and in particular in the fight against poverty at the constituency level (Chweya 2007).

Unlike other development funds that filter from the central government through larger and more layers of administrative organs and bureaucracies, funds under this programme go directly to local levels and thus provide people at the grassroots the opportunity to make expenditure decisions that maximize their welfare consistent with the theoretical predictions of decentralization theory.

CDF is an annual budgetary allocation by the Central Government to each of the country's parliamentary jurisdictions-the constituencies. While there are several rules that govern the utilization of the Fund to ensure transparency and accountability, decisions over the utilization of the funds are primarily by the constituents. To the extent that the local population is better informed about their priorities, the choices made can be expected to be more aligned to their problems and circumstances.

The CDF can therefore be considered a decentralization scheme that provides communities with the opportunity to make spending decisions that maximize social welfare. The CDF is an example of what is generally referred to as Community Driven Development (CDD) initiatives that empower local communities by providing tangible funds (often from the central government but sometimes from donor sources). Some of the projects so far implemented include: agricultural, health, education, electricity, building and improvement of public facilities.

Although the CDF takes a relatively small amount of national resources-2.5 percent of government's ordinary revenue collected every year - its impact can be significant if the funds are efficiently utilized. Since the fund benefits communities directly, it stimulates local involvement in development projects and as a result constituents have more information about projects funded under this programme. This is evidenced by regular commentaries in the media and reports by members of parliament on the status of the CDF projects (National Management Committee office, 2005).

As a result of the involvement of communities in decision making and monitoring resource use, theory predicts that programmes such as CDF would

result in high levels of efficiency and that the selection of the projects would vary across jurisdictions in line with development priorities. These efficiency outcomes largely arise from the role that communities play in decision making and monitoring the use of funds. Further, effectiveness of the fund will also be dependent on the management team that has been selected to run the office.

The fund was supposed to ensure that:

- a. The development budget is transparent, rational and fair.
- b. Funds budgeted for development are not misappropriated or returned unspent to the treasury.
- c. The large amount spent on administration and planning is minimal and a large percentage is spent on tangible outputs.
- d. Budgetary allocations are equally distributed across regions and constituencies.
- e. MPs are relieved of the burden of *harambee* contributions for development.

2.2 The Constituency Development Fund Act of 2003

The CDF Act has three prime objects: to fund the projects with immediate social and economic impact in order to uplift the lives of the people, to alleviate poverty and for the purposes of development and in particular in the fight against poverty at the constituency level.

Established in 2003, the Act provides that at least 2.5% of all collected ordinary government revenue in every financial year shall be paid into the fund. This amount shall be disbursed under the direction of the National Management Committee (NMC). Seventy-five per cent of the amount is disbursed equally across all the 210 constituencies while the remaining 25% is disbursed on the

basis of the poverty index. At the constituency level, the CDF Act specifies that up to a maximum of 3% of the total annual allocation may be used on office running expenses, 5% shall be set aside for emergency while not more than 10% shall be allocated to the education bursary scheme annually. All unutilized funds shall remain in the constituency account.

The Act further provides for the formation procedure and the operational structures to oversee the implementation of the fund. The Act also provides for how the CDF projects shall be identified, the number and type of projects to be funded.

Operational Structures in the Fund

The CDF Act outlines the management organs of the fund to oversee the implementation of CDF projects and more importantly to ensure prudent utilization of the funds. These structures include; the Constituencies Development Fund Committee², National Management Committee (NMC)³ District Projects Committee⁴ and the Constituencies Development Committee⁵ (CDC).

Key Committees

CDC: *Constituency Development Committee* – Max. of 15 members: Elected MP, 2 councilors, area District Officer, 2 Religious Reps, 2 Men Reps, 2 Women reps, 1 youth rep, 1 NGO rep

CFC: *Constituencies Fund Committee* – Members: 11 Members of Parliament

² Sec 27, CDF Act of 2003

³ Sec 5, CDF Act of 2003

⁴ Sec 39, CDF Act of 2003

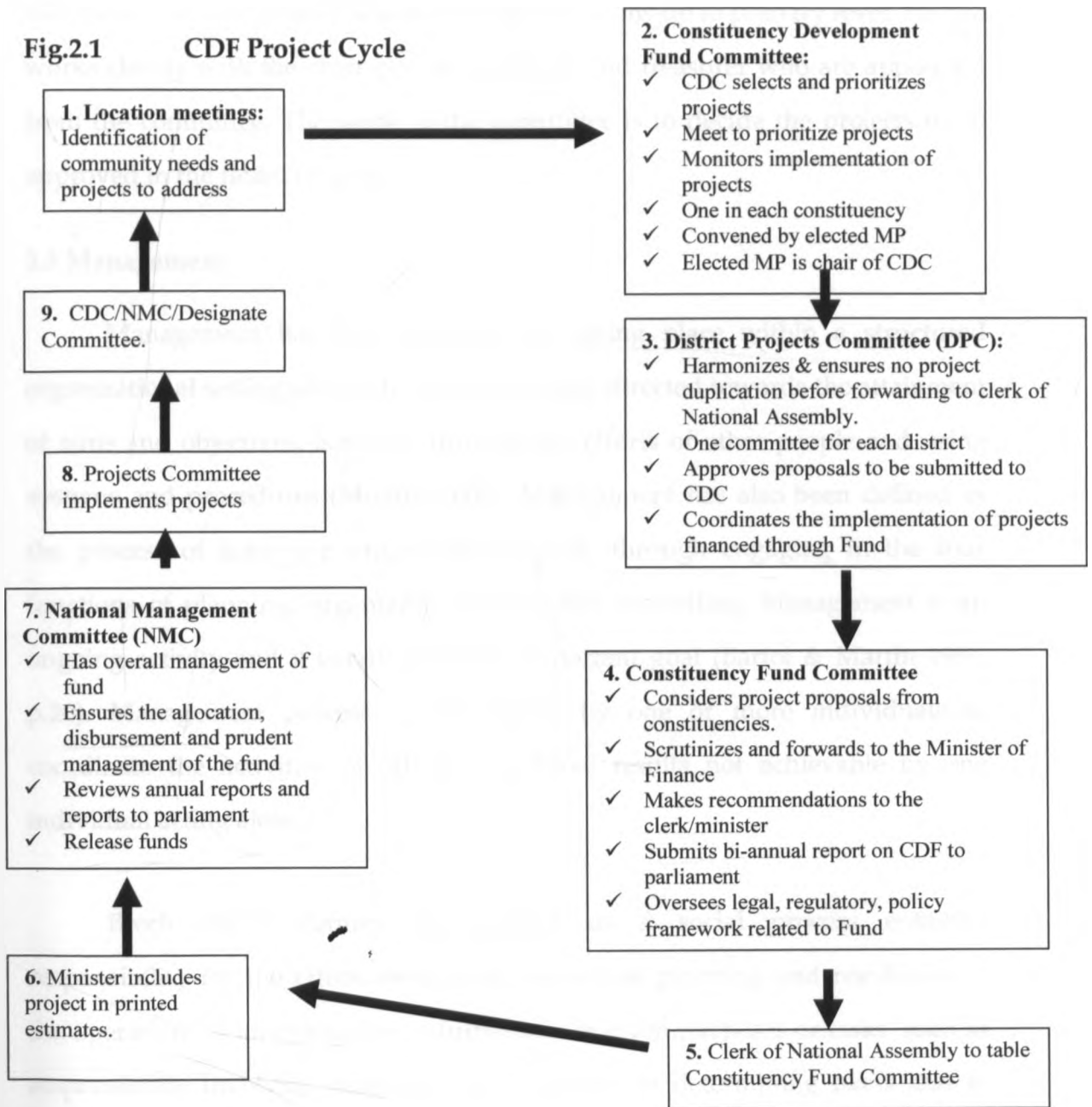
⁵ Sec 23(1), CDF Act of 2003

DPC: *District Projects Committee* – Members: All District MPs, Chairmen and mayors of Local Authorities, District Commissioner, District Development Officer, Chairs of the CDC, District Accountant

NMC: *National Management Committee* – Members: 8 Persons, PS-Finance, PS-Planning, PS-Regional Development, PS-Agriculture, Clerk, National Assembly, 8 appointees as Fund Administrators who are qualified in matters relating to finance, accounting, engineering, economics, rural development, or law

NA: *National Assembly*

Fig.2.1 CDF Project Cycle



Source: CDF Guidelines 2004

Recently, the government employed fund Coordinators to assist in managing the fund together with the committee members. The coordinators' qualifications are a degree in commerce or economics. The duties of the coordinator are general administrative duties, monitoring and evaluation, financial and departmental duties. The coordinator is the only permanent staff,

the rest are casuals most of whom have qualifications up to primary level. He/she works closely with the chair person, secretary and treasurer who are appointed from the committee. The work of the committee is to decide the projects to be approved in the financial year.

2.3 Management

Management has been regarded as taking place within a structured organizational setting and with prescribed roles, directed towards the attainment of aims and objectives, achieved through the efforts of other people and using systems and procedures (Mullins 2002). Management has also been defined as the process of achieving organizational goals through engaging in the four functions of planning, organizing, leading and controlling. Management is an ongoing activity and it entails reaching important goal (Bartol & Martin 1991, p.20). Management process is undertaken by one or more individuals to coordinate the activities of others to achieve results not achievable by one individual acting alone.

Brech (1975) defines management as a social process entailing responsibility for the effectiveness and economical planning and regulation of the operations of an enterprise, in fulfillment of given purposes or tasks, such as responsibility involving judgement and decision in determining plans and in using data to control performance and progress against plans and the guidance, integration, motivation and supervision of the personnel composing the enterprise and carrying out its operations.

2.3.1 Common activities of management

The managerial activities are divided into five elements of management which are defined as to forecast and plan, to organize, to command, to coordinate and to control⁶. *Henri Fayol* describes these elements as:

1. Planning – examining the future, deciding what needs to be achieved and developing a plan of action. Planning is the management function which involves setting goals and deciding how best to achieve them.
2. Organizing – providing the material and human resources and building the structure to carry out the activities of the organization. Organizing focuses on allocating and arranging human and non-human resources so that plans can be carried out successfully. It means turning plans into actions. It is through this function that managers determine which tasks are to be done, how tasks can best be combined into specific jobs.
3. Command – maintaining activity among personnel, getting the optimum return from all employees in the interest of the whole organization. Command is the management function that involves influencing others to engage in work behaviours that are necessary to reach organizational goals.
4. Co-ordination – unifying and harmonizing all activities and efforts of the organization to facilitate its working and success.
5. Control – Controlling is the management function that is aimed at regulating organizational activities so that actual performance conforms to expected organizational standards and goals. It involves measuring the results of work activities of the organization, deciding if they are acceptable and taking corrective steps as soon as possible.

⁶ Ibid pp 172

2.4 Management Theory

Management theories enable people to view the interrelationship between the development of the theory and today's management practices. In order to be understood, management theory is analyzed around a framework of four main approaches:

1. Classical approach
2. Human relations approach
3. Behavioural / systems approach
4. Contingency approach

2.4.1 Classical approach⁷

Classical writers placed emphasis on the planning of work, the technical requirements of an organization, principles of management, and the assumptions of rational and logical behaviour. Many of the writers were concerned with the management as a means of increasing productivity. Attention is given to the division of work, the clear definition of duties and responsibilities and maintaining specialization and co-ordination. Emphasis is on the hierarchy of management and formal organizational relationships.

Classical approaches provide the foundation for management and organizations as they exist today. These approaches responded primarily to the pressing issues of their times in particular the need for internal organizational efficiency. The writers focused on the activities of managers and the coordination and direct supervision of the work force. The classical writers were concerned

⁷ Brech, E.F.L (1975). Principles and Practices of Management (3rd ed.) pp 53 Longman

with improving the organization structures as a means of increasing efficiency. They emphasized the importance of principles for the design of a logical structure of organization.

Evaluation: The classical approach attempts to provide some common principles applicable to all organizations. These principles provide general guidelines to the structuring and efficiency of organizations. They provide a useful starting point in attempting to analyse the effectiveness of the design of organization structure.

Two major sub-groupings of the classical approach are:

a. Scientific management – The classical writers of management were concerned with improvement of management principles as a way of increasing productivity. They were looking to increasing productivity through structuring of the organization such that each person has a role to play. A major contributor to this approach was *F. W. Taylor (1856 – 1917)*, the father of scientific management. He considered that all work processes could be analysed into discrete tasks. Each job was broken down into component parts. He developed the following principles to guide in management:

- i. Development of a job description for each person.
- ii. Training and development of workers.
- iii. Cooperation between workers to ensure that work is done in a prescribed manner.
- iv. Division of work and responsibilities between management and workers so as to ensure efficiency.

b. Bureaucracy – Bureaucratic management concerns structuring of the organization. The leading writer of this approach, *Weber*, points out that the definition of tasks and responsibilities within the structure of management gave rise to a permanent administration and standardization of work procedures notwithstanding changes in the actual holders of office⁸.

Bureaucratic structures can eliminate the variability that results when managers in the same organization have different skills, experiences and goals. *Weber* advocated that roles be standardized so that personnel change would not disrupt the organization. Rules and relations, regulations, standardized behaviour and authority reside in positions rather than in individuals. As a result, the organization need not rely on particular individuals but it will realize its efficiency and success by following the rules in a routine and unbiased manner.

He developed a number of principles:

- i. Division of labour with responsibilities clearly defined.
- ii. All persons must be objectively selected based on their ability.
- iii. Administrative decisions must be recorded in writing and records maintained over time to ensure continuity.
- iv. There should be separation between ownership and management.

Bureaucratic management emphasizes the need for organizations to operate in a rational manner rather than relying on the arbitrary whims of owners and managers.

⁸Brech, E.F.L (1975). *Principles and Practices of Management* (3rd ed.) pp 60 Longman

2.4.2 Human relations approach

The human relations approach began with the *Hawthorne studies* which were conducted from 1924 to 1933 at the Hawthorne plant of Western Electric company in Illinois. Human relations writers demonstrated that people go to work to satisfy a complexity of needs and not simply for monetary reward. They emphasized the importance of the wider social needs of individuals and gave recognition to the work organization as influencing individual behaviour at work⁹.

The approach aimed at understanding how psychological and social processes interact with the work situation to influence performance. Proponents of the approach argued that managers should stress primarily employee welfare, motivation and communication. They also believed that social needs had precedence over economic needs and the informal group exerted control over the behaviour of employees. According to this view point, managers must gain the cooperation of the group and promote job satisfaction and norms consistent with the goals of the organization.

2.4.3 Behavioural/ Systems approach

This approach is focused on the total work organization and the inter-relationship of structure and behaviour¹⁰. Attention is focused on the total work organization and the interrelationships of structures and behaviour and the range of organization as separate parts. This approach argues that the only meaningful way to study an organization is to regard it as a system. Attention

⁹ Bateman Thomas, Carl P Zeithaml (1993). *Management: Function and Strategy* (2nd ed.) pp 40

¹⁰ Ibid pp 69

should be given to the organization vis-à-vis the surrounding environment. The approach is basically concerned with problems of relationships, of structures and of interdependence.

2.4.4 Contingency approach

Contingency theory argues that appropriate managerial action depends on the particular parameters of the situation, i.e., character of the situation. Managers must find different ways to fit different situations. A method highly effective in one situation may not work in other situations (Donnelly Jr. et al. 1992).

2.5 Theoretical framework

The study was modeled on the theory of management advanced by various writers from the different approaches under the theory of management i.e. classical approach, human relations approach, systems approach and contingency approach. This theory postulates management and efficiency can be achieved in the functions of planning, implementation and evaluation. The theory holds that management and efficiency would influence planning, implementation and evaluation in an organization for success. Management is a social process that entails responsibility for the effectiveness and economic planning and implementation. On the other hand efficiency will be weighed upon the outcome an evaluation of an activity.

Under the classical approach, a lot of emphasis is placed on the planning of work to achieve set goals and objectives within an organization. When planning, a plan of action or strategic plan needs to be developed, since it will

guide the organization needs to undertake in a given period to attain its vision and mission. Rules, regulations, division of labour, standardized authority in a position will realize efficiency and success in an organization. Implementation involves how the planned activities will be done and by whom and in a certain time frame. These tasks need be undertaken by qualified staffing who can successfully carry out plans (Brecht, 1975).

Under the systems approach, an organization should be studied as a whole system as opposed to a fragmented unit. Meaning that all departments in the organization i.e. management, human resources, finance and administration should not be seen as separated departments that are not interrelated in an organization. If viewed as not related, then, the organization cannot achieve its planned objective and the departments will not be supportive of each other. The systems theory holds that management actions influence the internal efficiency of an organization. An organization is a system that consists of various components or sub-systems which must function together for the system to work. If a sub-system fails, the whole system is put in jeopardy (Thomas B. et al, 1993).

The human relations approach postulates that managers must gain the cooperation of the group i.e. other staff members and promote job satisfaction and norms consistent with the goals of the organization. Without cooperation then planning and implementation will be impossible to undertake and hence have an effect on the efficiency of an organization (ibid, pg 66).

2.6. Conceptual framework

A conceptual framework is a scheme of variables which the researcher operationalizes in order to achieve set objectives. It is a systematic or diagrammatic presentation of the theory (Oso & Onen, 2005).

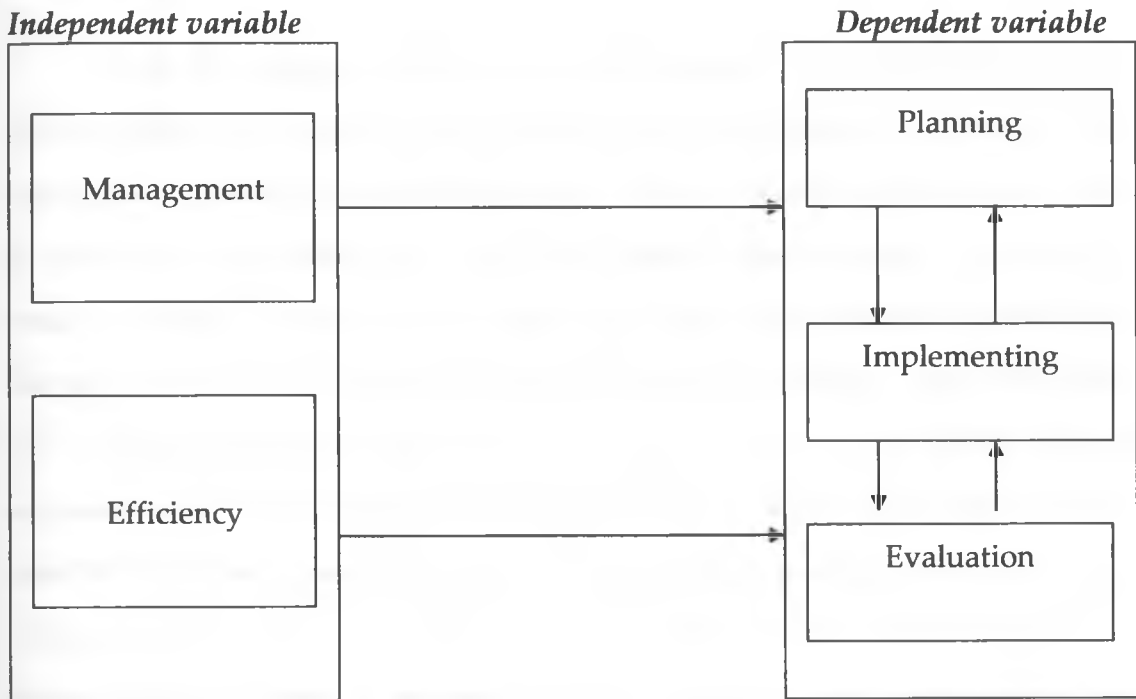


Fig 2.2 A conceptual framework for the relationship between the independent and dependent variable

According to the framework above, management as the independent variable will have an impact on the planning, implementation and evaluation of a project in an organization. Therefore, the three are dependent on management which ought to be good management and properly constituted management. On the other hand, the three dependent variables are dependent on each other. For projects to be implemented planning needs to be undertaken and for evaluation, planning of it needs to be done. Evaluation is done on what has been implemented.

Efficiency has a bearing on what has been implemented and planned. For implementation to be efficient, it has to be planned and will be evaluated to gauge the level of efficiency.

2.7 Summary

From this chapter, the aforementioned theories have highlighted various practices that can be adopted in management and will result in efficiency. They include setting out goals and objectives to achieve, having a mission and vision to guide the organization in a particular direction that will lead to productive results, having a strategic plan to guide the organization, employing staff with the right credentials necessary for the work/ activities, having a logical structure, i.e., an organogram in which the organization will run and clearly defined regulations and rules that should be adopted in an organization which will be used by the different persons employed. Further, good planning, implementation and evaluation will be successful if there are good structures of management in place. Efficiency cannot be achieved if what is planned is not implemented well hence a clear strategy need be put in place to achieve this position.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents a detailed description of the selected research design. It describes what sample is to be used the data collection techniques and analysis to be undertaken.

3.1 Research design

This study utilized both quantitative and qualitative methods of data collection and was conducted through use of survey design. Survey is an investigation of opinions, behaviours, beliefs, perceptions of a particular group of people. It is done by asking them detailed questions about a problem or issue (Frankfort-Nachmias and Nachmias 2005). It involves gathering of information and analyzing it to make sense of the problem. It is used to investigate populations by selecting samples to analyze and discover occurrences. Quantitative data was collected using an unstructured questionnaire which was administered face to face.

3.2 Study population

The study was conducted in Wajir East constituency with specific reference to Wagberi location Central division. The location was chosen because it has the largest number of households and is situated in an area that is easily accessible to the researcher. Households in this region are not too scattered such that a sample cannot be drawn hence the location was appropriate for providing a focal point for the study. Moreover, the sentiments captured consisted of the

rural and urban divide. Wagberi is located in the Northern part of Central division. It is approximately 2 kilometers away from the town trading center.

3.3 Sampling Technique

In the study, the sample consisted of 50 respondents residing in Wagberi location. The interviewees conducted consisted of youth, elderly and young men and women.

This study employed cluster sampling and purposive sampling. Cluster sampling was used to select the *manyatta* and the category of respondents to be included in the sample. Cluster sampling is used when it is not possible to obtain a sampling frame because of the large population (Mugenda and Mugenda, 1999: 49). It involves selection of an intact group where all members are included in the sample and each becomes a unit of observation. In this case the district selected was Wajir East, location Wagberi the clusters to be selected were from the various *manyattas* therein. From each *manyatta*, 5 respondents were selected.

Purposive sampling was used to select the key informants, the location and the category of the interviewees that is on the basis of age and educational level.

3.4 Data collection

The study employed primary and secondary methods of data collection. Primary data collection was employed through the use of survey. An unstructured questionnaire with open ended questions was used to collect the information (Appendix 1). Key informant interviews were undertaken as a

source of primary collected data. Key informants are opinion leaders or professionals in a community who can provide information on a particular research problem. In the study, key informant information was sought from the Coordinator of the fund, committee members, opinion leaders, village elders and the religious leaders. Information was collected using a key informant interview guide (Appendix 2).

Secondary source was collected from reports prepared by the committee at the constituency development office, National Management Committee records and reports and the discussion papers from the internet.

The methodology employed involved interview schedules of qualitative criterion. This method of collecting data involves presentation of oral verbal stimuli and reply in terms of oral verbal responses (Kothari 2004). The method can be used through personal interviews or telephone interviews.

The researcher employed personal interviews which were carried out in a structured way. The interview schedules were administered by credible local youths under the guidance of the researcher. They were guided by a set of predetermined questions set by the researcher which were open ended. These enabled the researcher balance the quantity and the quality of the data collected and on the other hand provided more information. Moreover, the researcher was mainly concerned with views, feelings, opinions and attitudes of the community and as such, such information was best collected through the use of interview technique.

3.5 Data Analysis

Data analysis entails separation of data into constituent parts or elements or an examination of data to distinguish its component parts or elements separately or in relation to the whole (Oso & Onen, 2005).

Descriptive methods used frequency distribution to get the tendency in the sample distribution. Tendency was used to explain the aggregation in the sample data distribution. The measures were illustrated using tables for easier visualization. Qualitative analysis was undertaken by data collected using key interview guides which were sorted out, tabulated and interpreted in relation to the research objectives. The data were presented according to emerging themes.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The chapter presents and discusses the analysis of the data collected from the respondents. The data were interpreted in relation to research objective and research questions. The data were derived from unstructured questionnaires and administered to 50 respondents. This was the total number of the sample group picked from the total population. Out of the fifty questionnaires, forty were received back, giving an 80% response rate, which was considered a good number for the purpose of analysis. In addition to the unstructured questioners administered, there were also interview guides administered on key informants. A total of 15 key informants were interviewed and key interview guides filled.

4.2 Responses to research instruments

The study tasted 50 respondents, out of whom 40 answered giving a response rate of 80%. The respondents were men, women and some of the youth. The age of the respondents was between 20-50 years. Questionnaires and key informant interview guides were hand delivered and immediately collected after completion. The researcher interviewed eighteen respondents orally from the unstructured questionnaire.

4.3 Projects financed through the CDF

From the analysis of the data from the unstructured questionnaire, it was evident that the CDF fund has financed several kinds of projects as shown in table 4.1 below.

Table 4.1: Types of projects

Type of project	Frequency	Percentage (%)
Educational	17	43
Health	12	30
Infrastructural	9	22
Empowerment	2	5
Total	40	100

The different projects are divided into four categories: Educational, infrastructural, health and empowerment projects. According to the analysis, 43% of respondents were aware of educational projects, 30% health projects, 22% infrastructural projects and 5% empowerments projects. Educational projects comprises of building of schools, purchasing of schools books, bursary for needy students and building of class rooms and libraries.

Infrastructural projects included repairing of roads, repair of bridges, public toilets and sinking of boreholes for the community and pastoralists' livestock. For the health projects the CDF has financed building of dispensaries and repair of the district hospital. Some funds have also been used to construct boreholes for the community. In regard to the empowerment project there was the repair of an existing recreational field.

4.3.1 Benefits gained through the CDF fund

According to the findings, respondents had either benefited directly or indirectly. Majority of the respondents stated that they had benefited directly while the remaining benefited indirectly through the projects initiated by the CDF while others felt that they had not benefited at all. This is shown in the Table 4.2.

Table 4.2: Benefit gained by the community

Benefit by the community	Frequency	Percentage (%)
Direct benefit	20	50
Indirect benefit	12	30
Not benefited	8	20
Total	40	100

As shown in Table 4.2 accessibility of clean and adequate water supply, easy accessibility to the market places due to improved road network, improved sanitation and hygiene, accessibility of good medical care were some of the direct benefit to the community members. Moreover some benefited from getting the tender to construct some of the projects.

Some of the findings for the indirect benefit were, young youth able to continue with their high school education and even up to their post high school studies, building of learning institution, and improved standard of living were some of the benefits the community got from the CDF projects.

However, there were also some respondents (20%) who stated that they had not benefited much from the fund citing that tenders are given to specific people in the community who are rich or to people from a certain ethnic group.

There was also the fact that some dispensaries were ready though with no personnel and if there was, only one person was available to attend to them and lack of medicine. There was also out cry that some schools were concentrated in one location.

4.3.2 Awareness of management practices used by the CDF committee

The respondents were asked to indicate their awareness of management practices. Results are shown in Table 4.3.

Table 4.3: Awareness of management practices used

Response	Frequency	Percentage (%)
Unaware	38	95
Aware	2	5
Total	40	100

As shown in Table 4.3, most respondent argued that they did not know any management practices used by the CDF committee in performing their duties; some were even surprised that there can be any management practices in the CDF committees! They reiterated that this is caused by the secrecy around the appointment of the committee members and most of their activities are confidential. The 5% who knew were only aware of the committees at the location level.

4.3.3 Suggested management practices that can be used to ensure the efficiency of the funds

Respondents were also asked to give their suggestions of other management practices that can be used by the committee and CDF officers to ensure efficiency and they gave various suggestions.

There were some suggestions that the committees produce quarterly reports to the community and audit accounts so that they are aware of the going of the committee, put in place a strong monitoring unit and finally training of staff. They will ensure that what has been planned for has actually been undertaken and is tandem with the community's needs. Results are shown in Table 4.4.

Table 4.4: Suggestions for ensuring efficiency of the fund

Suggestions	Frequency	Percentage (%)
Professionalism	12	30
Management by objectives	7	17.5
Transforming and transactional leadership, laissez-faire leadership	6	15
Production of quarterly reports to the community	5	12.5
Production of audit accounts for the community	4	10
Set up of a monitoring unit	3	7.5
Recruitment of qualified staff	3	7.5
Total	40	100

As shown in Table 4.4, the data suggested various practices as follows: that professionalism to be introduced in the running of the CDF activities i.e. that the selection processes should be based on merit, there should be accountability, transparency and integrity in all the activities pertaining to the CDF. The respondents stated that management by objective (MBO), transforming and transactional leadership, and laissez-faire kind of leadership can be used to ensure the efficiency of the funds.

4.3.4 Ways in which the community is involved in managing development activities at their level

The researcher sought to find out how the community at the grass root level was involved in managing the activities. Their response varied into two categories – those who were involved and those who were not. Results are indicated in Table 4.5.

Table 4.5: Level of involvement

Level of involvement	Frequency	Percentage (%)
Un involved	35	87.5
Involved	5	12.5
Total	40	100

Table 4.5 shows that the community involvement in the managing of the development activities at their level is very minimal at 87.5%. In most cases the community did not know anything; to the extent of not knowing what role they need to play. Their level of involvement is shown in Table 4.5 below.

Another important finding which needs to be mentioned is that the community has been reduced to providing cheap labor hence made to support development only since all the activities are carried out by the committee members. Some did not even know that they were to be part of the process and thought it was only for members of the committee and their friends. Projects were undertaken with no consultation with the community and if at all, involvement of the community was very minimal.

4.3.5 Other management structures besides those in the Act that could be adopted

The researcher observed that most of the respondents don't know that there is a management structure spelt out in the CDF Act, hence there is need to educate the community members of what goes around in the CDF funds because they do not have any facts concerning the management structure of the CDF as highlighted in Table 4.3. It was found that 95% were unaware of the management structures while the remaining (N=2), 5% knew very little of what was stipulated in the Act.

Nonetheless, the few who knew a little on the management structure suggested that community participation should be encouraged at all levels of the implementation and disciplinary action should be undertaken on those who misappropriated the funds.

Table 4.6: Suggested management practices

Suggestions	Frequency	Percentage (%)
Community consultation	15	37.5
Periodical free and fair elections of CDF officials	12	30
Preparation of quarterly reports by the committee for the community	7	17.5
Public scrutiny of records and accounts	6	15
Total	40	100

Table 4.6 shows that 37.5% preferred consultation of the community before projects are carried out, 15% wanted public scrutiny of CDF records and accounts by the community, 17.5% suggested that quarterly reports prepared and be availed to the community to monitor progress and projects being carried out and finally 30% wanted periodic free and fair elections be conducted as a

check on the members of the fund to avoid inefficiency on their part. These suggestions comprised of also responses from the 87.5% (Figure 4.1) who had no idea that there were management practices spelt out in the CDF Act as well as other enabling statutes used by the CDF office.

4.3.6 Impact the projects by CDF have had on the community

Analysis of the data from this question elicited various feelings from the respondents as shown in Table 4.7.

Table 4.7: Impact of the fund

Impact	Frequency	Percentage (%)
Great	15	37.5
Average	20	50
None	5	12.5
Total	40	100

According to the data and views collected, the respondents felt that the impact of the CDF can be narrowed down to improved standard of living, accessibility of fundamental needs like water, affordable medical care, reduced the level of illiteracy, good infrastructure i.e. building of good feeder roads, building of market has made conducting business hustle free, improved hygiene standards, created job opportunity to the members of the community.

Those who felt that they had benefited greatly were the youth who had received bursary to pay for their education and those who got the tender from the committee. The 50% who felt that the impact was average stated that though there were some improvement in the division, there was still a lot that needed to be done like ensuring the schools were well equipped, dispensaries had

sufficient personnel and medicine, open tender processes and no clanism when electing officials.

Some respondents (12.5%) said that there has been no impact felt especially for those who live in the interior and far from the administration center of the division. There was also a respondent who stated that the fund has created a lot of mistrust and ethnic division in the community. This is because the few who knew the committee members had benefited.

4.3.7 Suggestions on how to improve effectiveness of the fund

The respondents made a number of suggestions as shown in Table 4.8.

Table 4.8: Suggestions on areas of improvement

Suggestions	Frequency	Percentage (%)
Professionalism in running of the committees	9	22.5
De-linking from politics	8	20
Civil education to the community and awareness programs by CDF officers	7	17.5
Public scrutiny of the records and accounts	4	10
Consultation with the community	3	7.5
Elect people of high integrity to be officials	3	7.5
Appointment of officials be on merit and not political appointment	2	5
Do away with nepotism, clanism in appointment of officers	2	5
Develop projects on needs basis and that pertain to that area	2	5
Total	40	100

Professionalism in running of the committees, appointment to the committee should be on merit not on political basis, auditing of the accounts must be done annually and the report made public, accountability should be emphasized i.e. proper book keeping, people of highest integrity must be the ones who should hold position in the committee, transparency in all activities should be paramount, pay the committee very well to reduce the risk of them being tempted to fraud was highlighted, the committee should be a legal entity so that the sitting MP can't manipulate the committee for his/her own self gains, the fund should not be under the sitting MPs and they should not have any say on the funds, one project should be finished before another one is started, the money allocated should be used for the intended purpose, the community in consultation with the community should come up with a viable projects to be financed by the fund but not the committee by themselves.

In addition, civil education and community awareness program should be started to educate the community on all that pertains CDF activities, the committee members selected should not come from only one clan which is the majority, religious leaders and village elders should always be consulted before projects are put up so that the projects put up are those the community really needs. Finally it was stated that politics be de-linking from the whole process.

Table 4.9: Key informants

Key informants	Frequency
CDF coordinator	1
Committee members	4
Opinion leaders	4
Village elders	3
Religious leaders	3
Total	15

Table 4.9 shows that interview guides were shared with key informants who included members of the committee, the CDF coordinator, village elders, opinion leaders and religious leaders who were in total 15. The interview guide sought to get responses from them on service delivery, community involvement, management practices used and benefit of the fund to the community.

4.3.8 Types of projects financed through the Constituency Development Fund

The key informants were asked to name the nature of projects funded by the CDF. Results are shown in Table 4.10.

Table 4.10: Projects financed through the fund

Project	Frequency	Percentage (%)
Education facilities	6	40
Dispensaries	4	26.7
Sanitation facilities	3	20
Bursary	2	13.3
Total	15	100

The various projects financed by the fund include community based projects such as construction of education facilities, dispensaries, sanitation facilities i.e. toilets, boreholes, dams and bursaries for the community.

In comparison to the responses from the community (Table 4.1) it can be seen that education facilities top the projects funded most by the fund followed by the health facilities. The researcher observed that these were the projects viewed as most essential for the current needs of the community.

4.3.9 Management practices guiding operations of the organization in planning and implementation of the fund

The response varied with each key informant. The response rate is shown in Table 4.11.

Table 4.11: Key informants response rate

Key informants	Frequency	Percentage (%)
CDF coordinator and committee members	5	33.3
Opinion leaders	4	26.7
Village elders	3	20
Religious leaders	3	20
Total	15	100

From the committee members and fund coordinator the guiding principles for planning and management are the CDF Act, Public Procurement Act, Public Ethics and Officers Act and other legal guidelines stipulated by law. The village leaders stated that the CDF committee together with the coordinator and location level committee guide the operations in terms of planning and implementation. The religious and opinion leaders were of the opinion that despite the fact that the Act spelt the guiding operations, the Minister of the area was the one who called the shots in the planning and operations and this is followed by the committee. They were however not aware of the other guiding principles save for the ones in the CDF Act. It can be deduced therefore that the management practices used are unknown by many except for the CDF officials.

4.3.10 Manner in which the community is involved in managing development activities at their level

The opinion leaders, religious leaders and village elders stated that the communities participation was very low, the decisions reached by the location

level committee and CDF committee is unilateral and fronted by the area members of parliament. Projects are pushed down the throats of the community and implementation is not participatory it is still the top down approach method that is used. The same sentiments were expressed by the respondents from the data collected as shown in Table 4.5.

On the other hand responses by the coordinator and committee members conflicted with those of the other key informants. They stated that the community involvement emanates from appointment of the community members into the CDF committee, community development committee and locational committees who are involved in project proposal and tendering. They were of the opinion that the community was well involved in the management of the funds.

However the researcher observed when collecting the data that community participation was very minimal. This was due to the fact that most of the respondents had very little information of projects slated for the quarter and minimal contact with the CDF officials. The fact that there were members of the community holding positions in the various committees did not equate participation since they respondents did not even know when or how they were elected. Most of the elected persons were related or came from the same clan of the area MP.

4.3.11 Use of a strategic plan by the CDF office and its benefit

The key informants were asked whether they were aware of the use of a strategic plan by the CDF officers. Table 4.12 shows the response.

Table 4.12: Awareness rate of use of strategic plan

Key informants	Awareness	Frequency	Percentage (%)
CDF coordinator and committee members	Aware	5	33.3
Religious, opinion and village elders	Unaware	10	66.7
Total		15	100

The coordinator stated that there was a community action plan for five years which they are intending to use when they prepare the strategic plan with the new area parliamentarian. The other key informants were not aware of the community action plan let alone the strategic plan (66.7%). They said that the CDF office did no proper planning when they received the funds; they just implemented the operations following orders from the MP.

They were all in agreement that there was need for a strategic plan which will help in planning, implementation and monitoring and evaluation of projects. The plan will also guide the operations of the CDF office as well as capture the community needs for development, set targets for the 5 years, stakeholders, indicate persons who would be responsible for the implementation of the intended projects and the budget.

The researcher noted that the action plan was not as detailed as a strategic plan was and hence there was very little that could be undertaken. The plan highlighted the projects and timelines but had no objectives, targets and monitoring and evaluation column. This therefore was noted as a factor that contributed to the poor implementation and management of the fund. This also

shows the total disconnect of the officers and the community members who are the stakeholders in this case.

4.3.12 Additional structures or practices that could be adopted by the management team or officers for effective implementation and success of fund

Besides the structures and practices currently used by the CDF officers, the key informants were asked to suggest additional structures and practices that could be adopted. The responses given by the informants were varied as shown in Table 4.13.

Table 4.13: Suggestions given by the key informants

Suggestions	Frequency
Set up clear structures	10
Training of CDF officers	8
Independent audit of accounts	8
Establish watch dog bodies	7
Community participation	6
Establish an independent monitoring and independent unit	5
Open tender process	4

As shown in Table 4.13 the suggestions included: putting up clear structures within the CDF as an organization outside those spelt out in the Act, de-linking the fund from the MP, giving more training to the committee members and the stakeholders, the tendering process needs to be clear for all projects, empower the locational development committees on how to prioritize community felt needs, form watch dogs committees to safe guard the interests of the public, the community development should make all their transactions and records open to the public in order to enhance transparency and accountability,

include other special groups in the community like the disabled, create an independent monitoring and evaluation unit within the CDF committee to put the committees on their toes, independent private corporations like Pricewaters Coopers, Delloite should audit the accounts of the committees and not those from the treasury as it is easy to bribe them, employ qualified people to work in the CDF office, develop a strategic plan for the office, have a mission and a vision to guide the staff and finally community participation in every step of the operations.

4.3.13 Opinion on the success of the implementation of the fund

Opinion was sought as to how successful the implementation of the fund had been and Table 4.14 presents the findings.

Table 4.14: Opinion on the success of the fund

Key informants	Success rate	Frequency	Percentage (%)
Opinion leaders, religious leaders and village elders	Not successful	10	66.7
CDF officers	Successful	5	33.3
Total		15	100

As shown in Table 4.14, only officials from the CDF were of the opinion that the fund has really been successful and achieved its purpose at 33.3%. This was due to the fact that there were more facilities for education, health, sanitation and infrastructural. The other informants felt that very little has trickled down to the grass-root level due to misappropriation of funds, mismanagement, lack of transparency and accountability by the CDF office.

The other key informants also felt that the projects may exist but they are not well set up thus poorly constructed, lack sufficient personnel and bursary given to those with connections. The quality of life for the community members is still very low with most of them relying on food rations donated from the World Food Program (WFP). Poverty levels in the district are still very high. The Kenya Integrated Household Budget Survey of 2005/06 indicated that Wajir East District has an absolute poverty level of 63 %. This contributes 0.4 % to the national Poverty. This implies that majority of the population is unable to afford their minimum basic needs such as food, clothing and shelter (District Development Office – Wajir East). This is despite the fact that the fund is a development tool.

In the researchers' findings, the fund will only be successful if careful consideration is taken in the planning, implementation and evaluation of the fund, appointment of sufficient and competent staff and amendment of the Act to remove the area MP from direct management.

4.4 Summary

The analysis of the data brings out clearly that much needs to be done to ensure the effectiveness and efficiency of the fund is achieved. To achieve this, the data states that tight measures must be put into place to curb a lot of loopholes brought about by lack of good management structures and practices. Most respondents pointed that the CDF should seek more participation from the community members as this would ensure the community acts like a watch dog to the committee; hence ensuring good management practices is achieved.

According to the analysis, most of the CDF committees are run by non professional based on their political patronage, hence jeopardizing the good

management practices in the CDF. The respondents categorically stated that due to political appointment to the CDF committee most officials serve the interest of their master who appointed him or her, thus the beginning of bad management practices like fraud and embezzlement.

The low knowledge of the operations and management practices and regulations of the fund among the community may explain the cases of mismanagement of the fund. The community's right and or opportunity to participate in CDF would have great implications on the management and implementation of the projects. The right and or opportunity to participate will enhance and promote accountability, transparency, ensures relevance of the project needs against needs, deduces opportunities of conflicts arising, reduces corruption, acts as checks and balances on use of power, encourages community participatory planning, enhances spread of projects in the constituency and above all promotes community ownership of the projects.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study sought to answer two research questions. One concerned management practices being used and the other effectiveness of the fund. On the management practices being used, it is evident from the findings that committees have been set up to play different roles of management and that a coordinator has been employed to run the office. On the other hand, the community is unaware of the management structures of the fund. The structures set up have proved to be wanting with the committees set up not being qualified, biased in selection and seclusion from the rest of the community. The coordinator is the only qualified officer employed to run the office, how is he or she able to run the office and manage it well without a qualified team to assist in project planning, management and evaluation. This situation will lead to an officer being overburdened at work and hence unable to produce desired results. Moreover, a management team will need to be guided by a plan in its operations which is lacking in this case. The fact that the MP is the patrol of the fund, then the decisions are subject to his directions which is unacceptable

The implications of lack of a sound management structure is that targets are not achieved, money is mismanaged, corruption takes place, embezzlement of funds, projects are not undertaken well. This will have a bad effect on planning which will not be undertaken well and in an organized manner, implementation will be slow and finally there will not be any evaluation done.

In perspective to the second research question on effectiveness, both respondents and some key informants feel that it has been average since inception. This is because projects set up still lack in one way or the other. There are dispensaries with no medicine and only one staff, schools with no books and few teachers, bursary given to students from a particular clan. Good management has an effect on the effectiveness of the fund in that the fund will reach its target if good management structures are used and put into place.

Community participation should be encouraged as a form of effective management so as to promote democracy as well as transparency and accountability. Above all it promotes community ownership of the CDF projects. In addition, projects set up will have taken into account the interests and the needs of the community.

5.2 Conclusion

The CDF is well intentioned and if implemented under good management, operational, professional manner it will definitely bring out the desired intention i.e. community development at the grass-root level. From the foregoing findings of the analysis, it is clear that management really ails the operation of the fund and hence trickles down to ineffectiveness of the fund.

Consequently, corrective action needs to be taken soonest possible before the ailment becomes chronic. Therefore the researcher has made several recommendations stated below.

5.3 Recommendations

Expose management at grassroots level. Many MPs and local committee members count on the inability of integrity institutions and mainstream media to expose their local handling of the fund and thereby abuse it knowing that their deeds are unlikely to come to light. Exposure will put to shame leaders who perpetrate acts of corruption and manipulation of funds for self serving ends.

Further in regard to management, the National Management Committee and treasury should enforce committee compliance to laid out procedures for project selection through disciplinary measures e.g. removal of members who do not comply. The NMC should continuously publicize and educate the committee on the Act and regulations since they lack human and systems capacity in accounting, disbursement and monitoring and evaluation. The NMC should also equip the office with qualified personnel to assist the coordinator.

For effectiveness and consistency in project planning, it is recommended that the constituency develop a constituency plan. The plan should be developed with the assistance of the district development officer to ensure that they are feasible, relevant and consistent with the national plans. This will facilitate prioritization, control and end duplication and waste, enhance sustainability of development programmes and countercheck decisions being made by MPs. Moreover, annual action plans should be developed for CDF projects to ensure effective implementation. The plans need to be monitored to establish the plans that have been implemented, outcomes of the actions and advocate for change where necessary. The compliance will be enforced by the NMC.

Institutions of redress: Bring to pressure to bear on the oversight and integrity institutions to respond to public inquiries and complaints

There is need to amend the CDF Act to minimize opportunities for MPs to significantly influence committee member selection. The constitution of committees should be through a fair and competitive process that is not subject to influence by the MP and ensure a fair representation of male and female. Therefore selection should be supervised by an independent body.

There is need for an information, education and communication (IEC) strategy for information and educating the public about CDF. Information on CDF must be wide spread using different channels and media of communication. Dissemination meetings should be planned at different levels to share and validate the results as well as discuss modalities for improving on weakness. Information should be packaged separately and uniquely for the different audiences and target groups in a way and manner that is useful and useable.

Encourage participatory budgeting and expenditure tracking by creating a channel for constituents to give priorities, participatory budgeting can be instrumental in making allocation of resources more inclusive and equitable. This will also increase transparency and accountability thereby enhancing community trust.

Finally, the researcher recommends further research in other constituencies concerning management and effectiveness so that the results can be compared and at the end produce a guideline that can be used countrywide on management of the fund to produce effectiveness.

5.4 Ethical issues

The major ethical problems in this study were the privacy and confidentiality of the respondents and anonymity. This being a very passionate matter to the community and has had a lot of controversies, most of them did not like their views to be misquoted to avoid victimization. The unstructured questionnaires did not have a bio-data section hence protect the identity of the interviewee. Further, the interviewees were reassured that the guides filled would be shared to the key informants especially the committee members.

Before the research was carried out, the interviewees were informed of the purpose of the research, procedure to be followed, benefits to them if they participate, and the extent of privacy and confidentiality.

Bibliography

CDF Act – Republic of Kenya 2003. Kenya Gazette Supplement No. 107 (Act No.11)

Declaration on the Right to Development, 1986, Adopted by the General Assembly Resolution 41/128 on 4th December 1986

Frankfort-Nachmias, C and Nachmias D (2005). **Research Methods in Social Sciences** (5th ed.) London: Arnold

<http://www.cbs.go.ke/> Central Bureau of Statistics (CBS)

<http://www.cdf.go.ke> Official Website of The CDF.

<http://www.cdf.go.ke>, Annual Report for 210 Constituencies 2004-2005 Financial Year

<http://www.nd.gov/itd/planning/def.html/> Policy and Planning

Kothari C R (2004). **Research Methodology: Methods and Techniques**. Reprint New Delhi: New Age`

Ludeki Chweya. 2007. Constituency Development Fund: A Critique – Policy and Planning <http://www.nd.gov/itd/planning/def.html>

Mapesa B. M and Kibua T. N. (2006) **An Assessment of the Management and Utilization of the Constituency Development Fund in Kenya**. Discussion Paper No. 076/2006. Nairobi: Institute of Policy Analysis and Research

Mugenda O. and Abel G. Mugenda A.G. (1999). **Research Methods: Quantitative and Qualitative Approaches**. Kenya: Acts Press

Willis Y. Osu & David O. (2005). **A General Guide to writing Research Proposal and Report**. Options press and publishers

Bibliography

CDF Act – Republic of Kenya 2003. Kenya Gazette Supplement No. 107 (Act No.11)

Declaration on the Right to Development, 1986, Adopted by the General Assembly Resolution 41/128 on 4th December 1986

Frankfort-Nachmias, C and Nachmias D (2005). **Research Methods in Social Sciences** (5th ed.) London: Arnold

<http://www.cbs.go.ke/> Central Bureau of Statistics (CBS)

<http://www.cdf.go.ke> Official Website of The CDF.

<http://www.cdf.go.ke>, Annual Report for 210 Constituencies 2004-2005 Financial Year

<http://www.nd.gov/itd/planning/def.html/> Policy and Planning

Kothari C R (2004). **Research Methodology: Methods and Techniques**. Reprint New Delhi: New Age`

Ludeki Chweya. 2007. Constituency Development Fund: A Critique – Policy and Planning <http://www.nd.gov/itd/planning/def.html>

Mapesa B. M and Kibua T. N. (2006) **An Assessment of the Management and Utilization of the Constituency Development Fund in Kenya**. Discussion Paper No. 076/2006. Nairobi: Institute of Policy Analysis and Research

Mugenda O. and Abel G. Mugenda A.G. (1999). **Research Methods: Quantitative and Qualitative Approaches**. Kenya: Acts Press

Willis Y. Osu & David O. (2005). **A General Guide to writing Research Proposal and Report**. Options press and publishers

Appendix 1: Unstructured Questionnaire

Please answer the following questions

1. What kinds of projects have been financed through the

CDF? _____

2. What benefit has the community gained from the projects initiated through CDF?

3. Are you aware of the management practices being used by the CDF committee? _____

4. What management practices would you suggest the committee could use to ensure efficiency of the funds?

5. In what ways is the community involved in managing development activities at their level?

6. Apart from the management and operational structures spelt out in the Act, what other structures or practices do you feel could be adopted?

7. What impact have the projects financed by CDF had on the community?

8. What needs to be done or changed to improve effectiveness of the fund?

Thank You!

Appendix 2: Key Informant Interview Guide – Management Practices and Efficiency of the CDF Fund

1. What types of projects have been financed through the Constituency Development Fund?

2. What management practices guide the operation on the organization in the planning, implementation of the fund?

3. In what ways is the community involved in managing development activities at their level?

4. Does the committee have a strategic plan? In what ways has it been beneficial to you? If they do not have one, how would it be beneficial to them?

5. How effective have the projects implemented been to the community?

6. Apart from the management and operational structures spelt out in the Act, what other structures or practices do you feel could be adopted by management team or CDF officers for effective implementation of the projects and for the success of the fund?

7. In your opinion, how successful has been the implementation of the fund?

Thank You!