

UNIVERSITY OF NAIROBI

TITLE: THE UTILITY OF COMMUNICATION STRATEGIES IN THE MANAGEMENT OF STAREHE CONSTITUENCY DEVELOPMENT FUND.

A Project Paper presented in partial fulfillment for the Award of Masters of Arts (MA) Degree in Communication Studies, School of Journalism.

By

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NOVEMBER, 2007

DECLARATION

I declare to the best of my knowledge that this Research Paper is my original work and has not been submitted for the award of a degree in any University.

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DEDICATION

This Research project paper is sincerely dedicated to my late mother; Mama Tabitha Kwamboka Mwebi and my brother Wilfred Bichang'a, who both identified my talent earlier in life and encouraged me to pursue further studies since childhood. My wife Irene Nyamusi and children:- Edna, Beryl and Angela Kwamboka, for their support and patience all this time I have been going home late as I endeavoured to finalize the paper.

May the Almighty God take care of all of them and rest the spirit of my late mum in eternal peace.

ACKNOWLEDGEMENT

I would like to acknowledge the following contributions from those who made the completion of this work possible.

My Supervisor, Mr. Peter Oriare, for his effort and encouragement when I was developing the research proposal, support and guidance and concern during the study towards the completion of this research project.

Special thanks goes to the Clerk of the National Assembly, who allowed me to undertake this course on a part time basis and the entire PSC Administration for establishing an academic policy for the staff.

Exceptional thanks to Mrs. P.A.Oyugi, who encouraged me to pursue further studies which has culminated to the attainment of this degree of Master of Arts, not forgetting the Hansard staff for their motivation.

Special gratitude goes to my lecturers at the School of Journalism for their knowledge and support during course work.

Special appreciation to my statisticians, Messrs. Mwambi and Kinyua for analyzing data and Mr. Ombati for editing the manuscript.

Lastly, but not least, very special regards and thanks to my dear wife, Irene Nyamusi for showing special understanding of my busy schedule during the study. I appreciate the patience of my children throughout the study period.

Much thanks to all.

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ABSTRACT

The purpose of this research paper was to investigate the utility of strategies of communication in the management of Constituency Development Fund. The research was meant to assess the utility of communication strategies as a tool for making the stakeholders disseminate information necessary in making constituents understand CDF. Also to assess communication modalities used in the determination of development priorities necessary in the adopted new mode of development meant to alleviating poverty at grassroots level by channeling resources from the central Government to grassroots level.

The broad objective of the study was to establish the role the strategies of communication played in the management of the CDF in Kenya with an emphasis on Starehe constituency. However, there were also specific objectives of examining the communication structures which were used, also the study made an evaluation of the effectiveness of communication in accessing information to the general public on CDF. Moreover, the study find out the degree to which communication strategies affected the decision-making process in the identification and implementation of projects. Finally, the other objective was to find out the underlying factors motivating communication within the CDF management and the constituents' circles and how the same influenced effective communication.

The literature review of the study gave an insight of the broadness of devolved funds from the global perspective to the village level, touching on the policies and legislation toward the CDF. The study gave a review of formal and informal methods of communication, role of communication strategies in achieving MDGs and the factors inhibiting communication among constituents and stakeholders; the baseline survey and its findings; the challenges faced in the implementation of decentralized funds, and the conceptual framework.

The study made use of both primary and secondary methods of collecting information using questionnaires and interviews. The research methodology and design involved both quantitative and qualitative analysis of the data. The population sample comprised a selection of four hundred residents of Starehe constituency. The sampling method appropriate to this

study was multi-stage approach and, the data was analyzed using descriptive statistics to interpret the results.

The study revealed that there was quite great understanding of the CDF by means of effective communication as indicated. The percentage shown from the analysis indicates that constituents understood the role that the fund played and that it was not very effectively done. More channels and more research may lead for further understanding and contribution toward the fund, therefore, great contribution of ideas by residents in the decision making machinery CDC, CDF and NMC.

Finally, the summary of the findings, conclusion, recommendations and suggestions for further research is given in the last chapter.

LIST OF ACRONYMS

ACCs	-	AIDS Control Councils
ASAL	-	Arid and Semi-Arid Lands
CBOs	-	Community Based Organizations
CBC	-	Constituency Bursary Committee
CBD	-	Central Business District
CBS	-	Central Bureau of Statistics
CDC	-	Constituency Development Committee
CDF	-	Constituency Development Fund
CSOs	-	Civil Society Organizations
DDC	-	District Development Committees
DfID	-	Department for International Development
DFRD	-	District Focus for Rural Development
ECK	-	Electoral Commission of Kenya
ERB	-	Electricity Regulatory Board.
FPEF	-	Free Primary Education Fund.
GOK	-	Government O f Kenya.
KRB	-	Kenya Roads Board
KIPPRA	-	Kenya Institute of Public Policy and Research Analysis.
Las	-	Local Authorities
LATF	-	Local Authority Transfer Fund.
MDGs	-	Millennium Development Goals.
NACC	-	National AIDS Control Councils
NHIF	-	National Hospital Insurance Fund.
NGOs	-	Non-Governmental Organizations.
NMC	-	National Management Council
NHAC	-	National Hospital Advisory Council.
NPEP	-	National Poverty Eradication Programme.
PRMC	-	Parliamentary Reforms and Modernization Committee
OECD	-	Organization for Economic Co-operation and Development
REPLF	-	Rural Electrification Programme Levy Fund
RMLF	-	Roads Maintenance Levy Fund.
SEBF	-	Secondary Schools Education Bursary Fund.
SPLSS	-	Structural Package for Social Sciences.
KAP	-	Knowledge, Attitude and Practice
LFA	-	Local Fund Agent

DEFINITIONS OF TERMS.

- Attitude - It is the process of enabling people to develop the capacity to alter their behaviour and social skills.
- Communication - It is a process of disseminating information from source to destination. It involves passage of message with the intent of getting feedback/response or gain information, which you did not have.
- Perception - It is the process of receiving and interpreting information. These processes are not perfectly objective. They are subjective, as people's self interests; motives and attitudes towards the sender and towards the message create unbiased interpretations.
- Prioritize - It is to give relative importance to something and, therefore, allocate time and resources to it. The right of precedence or attention over others.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

This study describes the utility of existing communication strategies as used by the Constituencies Development Fund (CDF) management to disseminate information to the beneficiaries of the fund. The study analyzed and documented the extent to which communication facilitated the decision-making process in the implementation of selected projects. The establishment of the CDF was a Government devolution policy targeted in alleviating extreme poverty and hunger among Kenyans throughout the country, especially at the constituency level. Besides achieving universal primary education, improving maternal health care, among other important developmental issues, this Fund was meant to turn around the socio-economic landscape of all constituencies countrywide.

Information must be communicated to the public during long-term stewardship, specific to the needs of the community. It was found important that the format, content, level of detail and other factors be considered specifically in light of the public's post-closure needs. The development and communication of public information were determined by four important factors. These were; the level of access to the information, formats and media information as presented and outreached in order to raise community awareness that the information was made available, and, who should be responsible for maintaining and managing the public's access to information.

Community members need to access basic information at no cost, and at a time and place convenient to them. This requires a variety of access points for the public, a concept that becomes increasingly simple with the growth of the Internet. Stakeholders should not ask for the official archives to be established locally, nor should they desire or require that extensive technical documents, beyond the requirements for long-term stewardship obligations, as part of a local repository. (The Kenya Section of International Commission of Jurists, Handbook, 2006).

In general, members of the community stress that information availed to them or found near them are mostly interpretive. It was believed that serious researchers and the general public be willing to go elsewhere to access in-depth information. Those who were interested in more information regarding the fund and its management must be provided with a clear path for obtaining copies of records in a reasonable amount of time. This was not possible without access to a searchable, indexed database of in-depth information available. Achieving access to these records requires appropriate information system management and cooperation at the site, field office, and at the headquarters.

The District Focus for Rural Development (DFRD), opted in 1983, was an attempt to coordinate development activities and service delivery at the district level. The DFRD has been until recently the key system for the planning, implementation and management of development activities. However, it has been argued that, “the DFRD was a mere dispersal of Central Government control outside the national capital without tangible transfers of powers to make decisions at local level” (Kenya Community Driven Development: Challenges and Opportunities, Report 24688, World Bank, June 27, 2002). The Constituencies Development Fund is more diverse and universally applicable both in the rural and urban areas. It stretches its wings to the sub-locational and village levels and touches the hearts of the villagers more than the former.

The most prevalent modes of communication that are used to disseminate information to the publics are formats and the media. No single mode is appropriate for all audiences or all types of information, because the publics have priority to accessing more general and interpretive information. They have emphasized that information should be available in user-friendly, graphic-rich formats and media. For some kinds of information, community members have suggested a large computer database that would allow people to “go as far as they like” in learning about the Constituency Development Fund (CDF).

The public is aware that the transfer of information through electronic media would be limited by the current technology and cost. Constituency stakeholders ultimately believe that a variety of formats will be required to provide for the wide variety of information and

audiences. There are various formats that demand particular types of information should be presented to the public. These are; text/hard copy administrative technical reports, pictures/video clip on day-to-day life, living history, interviews, internet/computer technical information displays. There are legal processes, timelines, models, history virtual tours and artifacts, cultural information, maps, stages of clean ups, posters and use of committee system.

Public awareness of information resources is one of the major unknowns for long-term stewardship on how well the awareness and information can be passed from generation to generation or communicated to new residents. Community members are concerned that future residents of the area will be unaware that information is available to them regarding the fund and its potential on health risks. The CDC members believe that it is vital that awareness of the fund is maintained in perpetuity and, the first step in achieving this is for the community to be aware that information about it exists. Some suggestions abound that valuable integration of information about the Fund and its informational resources should be incorporated into local school curricula. Residents or constituents could be made aware of the fund through public events, deed notification, realtors, and even through the ads. Overall, constructing a multi-use education facility at the constituency office would be important to maintaining community awareness of the fund and the kinds of information that is available regarding it.

The Secretary General of the United Nations, Kofi Annan observed in 2003 that:

“The right to democratizing power of information has given us all the chance to effect change and alleviate poverty in ways we cannot even imagine today. Our task is to make that change real for those in need wherever they may be. With information on our side, with knowledge a potential for all, the path to poverty can be reversed.” (Freedom of Information Handbook, KSICJ, 2006).

It was worthy to note that access to the fund's information does not have to be maintained by the same entity or the entities that manages the technological remedies and institutional controls, or ecological restoration. Ensuring access to information and updating information regarding

stewardship could require an entirely separate set of skills and priorities. Some of the facilities used in communication are: Libraries, Community Based Organizations (CBO), regulatory agencies, universities, or a partnership of organizations, which could be designated to maintain publicly available information for the fund. Of these, research has shown that non-profit organizations or universities may hold the greatest expertise for managing information and, at same time conduct appropriate outreach consistent to the fund's future use.

However, the public also desires some level of community oversight for the decisions made so far regarding accessibility to information, regardless of who manages the fund. The public realized that a long-term funding source was the most important element for ensuring continued post-closure access to the fund's information. One of the major unknowns for long-term stewardships was awareness of the conditions on the ground, which would be passed from generation to generation or communicated to the new residents.

1.2 Starehe constituency

Starehe is a high and low-income parliamentary representative area with both formal and informal settlements in central Nairobi. It was having an estimated population of two hundred and nineteen thousand three hundred and forty (219,340) (1999 Census, CBS) out of the total population of 33 million. When the population was projected at rate of 2.4 %, it reflected a population of two hundred and twenty four thousand, six hundred four (224,604) (2006) who were housed on less than 10% of the total municipal residential land (or 2000, people per hectare), and is located in the central part of Nairobi with five locations, namely: Ngara, Kariokor, Central, Mathare, and Huruma. The same locations are equally represented by council leaders.

Starehe constituency is bordered to the north by, Kasarani, to the west Westlands, to the east Kamkunji and, to the south by Makadara Constituencies; all being urban administration regions characterized by both commercial and residential population. All these are served by provincial and civic boundaries, which influence the allocation of CDF funds as the criteria being the poverty index of each area. (See figure Five, Page 67)

Going by the 2002 registration of voters, Starehe Constituency had over 123,000 registered voters (ECK Voters Register, 2005) who determined the current political administration of the area. These were the same people who determine the projects that were undertaken and facilitated in their area by other stakeholders. The study investigated the utility of communication strategies used by the CDF management in the dissemination of information to the residents of the five wards. The study was expected to be limited to selected areas in the division, which were politically administered. The concern of the study was to take a sample of 416 constituents for the study. The study was concentrated on those involved in making policies on development of schools, constructions of roads, police posts, toilets, drainage and sewerage, health facilities, disbursement of bursaries to bright but needy children, especially in the slum areas like Mathare, where the majority of them were from low income-earners residents.

1.3 Statement of the problem

The purpose of this study was to find out what role communication strategies played in the delivery of services to constituents by the CDF management in Starehe Constituency and established how best this was to be achieved.

There were a lot of complaints from the general public about CDF management. A lot had been said through various forums on mismanagement of the Fund. There seemed to be a communication gap, and, therefore, there was need to assess the role the strategies of communication played in the management of CDF in Starehe Constituency.

The study was to examine and analyze the utility of communication strategies as was used in the management of CDF at Starehe Constituency, with a view to establish the extent to which the strategies contributed to the constituents' understanding of the fund's role in development. The researcher was to carry out a detailed examination of the utility of communication strategies between the CDF managers and the constituents, in an effort to establish why the constituents still complained whilst the fund sounded popular to Kenyans.

1.4 Objectives of the study

Main Objective.

The main objective of the study was to establish the role the strategies of communication played in the management of the CDF in Kenya with an emphasis on Starehe constituency.

Specific Objectives

- i. To identify the strategies of communication being used and to assess their effectiveness in the management of CDF.
- ii. To examine the communication structures in place and evaluate how effective they were in accessing information to the general public, especially the constituents.
- iii. To find out the degree to which communication strategies affected the decision-making process in the identification and implementation of projects.
- iv. To identify factors underlying communication of CDF.

1.5 Research questions

- i. What were the strategies of communication being used to popularize CDF and how effective they were in its management?
- ii. What communication structures were in place and how effective they were in disseminating information to the constituents of the Starehe Constituency?
- iii. How effective were communication strategies in the decision-making process with regard to identifying and implementing projects under the fund?
- iv. What were the factors, which motivated communication between the constituents and the management teams?

1.6 Justifications of the study

We are living in a dynamic society and there is constant need for dissemination of information to the people about the changing trends. This can enable them participate in decision-making. The Constituencies Development Fund (CDF) seemed not to have been understood well, except to the Constituency Development Committee (CDC) members who happened to attend workshops and seminars and, therefore, were averse to all what it takes.

Although there has been some research on CDF, there was no clear and significant study that had been carried out on the strategies of communication to establish factors affecting effective communication on the management level. Because of the challenges that were facing urban and rural residents alike, decisions on development priorities demanded that people at the grassroots level participate in the identification of the priority projects. Knowledge about this fund was paramount for one to contribute to this noble goal; hence strong networking could yield to efficient and effective delivery of service to the people. Making an inquiry about the utility of communication strategies necessary for the development endeavor was very pivotal.

The study was to examine the relationships between communication strategies that could be incorporated to enhance awareness about the fund and assess how best findings of the study could be utilized in managing the fund in an effort to meet the demands of the changing lives of constituents in the area under study. To effectively understand the working of the fund, communication strategies were important. Precisions in knowledge on the structures that are in place, like the committee system, social discussion groups, were to be looked at in-depth on the nitty gritty of the fund. All the mechanisms applied in the management of the fund required details on the conditions on ground. The importance of the communication strategies, however archaic, were important in understanding the problem of the people and to find out how best that could have been solved. Although the study was carried out in a city setting, it could have been helpful in solving similar problems in other urban regions where the fund was administered to manage the problems pertaining to the its well management. The study would also contribute to the theory of development. Finally, the study would point out the unique aspects of the fund that is targeted to achieving the Millennium Development Goals (MDGs).

1.7 Significance of the study

The study was found to be important because it sought to find out why there was a lot of criticism; hue and cry, through print and electronic media about the management of the CDF. It was undertaken in order to trace and establish whether there was communication

breakdown between the beneficiaries, stakeholder and the management of the fund or something else was the problem.

The study was meant to provide insight on the inherent shortcomings facing communication and dissemination of information in the fund's management and the possible remedies for the likely problems facing constituents in understanding what role the fund plays in changing their lives. The research findings were to provide valuable information on how best communication strategies could boost the understanding of the functioning of the CDF to constituents.

Findings from the study were to enable managers of the fund to make rationally and informed decisions on project determination and implementation, hence minimize incidences of misunderstanding amongst the constituents and the stakeholders.

The research findings were to provide valuable information to the government that may be useful in policy formulation on decentralization of service delivery to the people at the grassroots. The findings from the study were to be a further contribution to literature on the Government's devolution policy for interested researchers.

1.8 Scope of the study

The study was concerned with communication factors affecting the management of the Constituencies Development Fund. The study covered five wards under the administration of councilors who were elected or nominated politicians in charge of the developmental activities in the area under study. These civic wards were: Mathare, Ngara, Central, Kariokor, and Huruma.

Use of the whole population is the most accurate and reliable approach and the methods applied to be the most practicable in this research. The data collected included the whole population. The results obtainable was to be useful in addressing the same problems that may be experienced in other constituencies with similar characteristics.

1.9 Limitations of the study

This research was carried out in an urban setting. The researcher faced problems of not getting immediate feedback from those requested to give information about CDF by the researcher.

The researcher assumed that there was a problem of the respondents of the area under study not divulging all the required information, which lead to inability to achieve the desired results. This happened in cases whereby the respondents feared to give information, due to lack of trust thus forcing the researcher to go an extra mile to get it through use of other means. Also there were situations where those sampled not being available to give the required information.

Since the researcher intended to contact different groups of people, both the well informed and the lowly informed in the whole constituency, the time allocated was not sufficient. Even those selected for interview were busy elsewhere and were not available to give the required information immediately. Lastly, the researcher faced financial constraints due to the fact that the funds set for this study was not enough because of the factors already mentioned.

1.10 Operational Definition of Research Variables

Operationally defining a concept is to render it measurable by looking at the behavioural dimensions, facets, or properties denoted by the concept, (Uma Sekaran, 2003). This then translates into observable and measurable elements so as to develop an index of measurement of the concept. In this study, the researcher used communication strategies existing to understand and measure the degree of management that had been experienced in the CDF. The researcher checked the level of communication versus the degree of effective management of the CDF and the projects that had been undertaken so far by analyzing the feedback from the questionnaire. Further, the study also tried to measure the level of feedback from the constituents to the CDC on matters concerning the fund by analyzing any written submission in a form of memoranda. The following variables as defined, were commonly used in the research paper.

- (1) **Constituency Development fund:** This is a fund created by an act of parliament to facilitate development projects at grassroots, or rather at the constituency level. It tries to balance development within the constituency using poverty index as a criteria for funds allocation, but its major objective is to address priority projects first. This is one of the measures the Government is putting in place in its decentralization and devolution policies. The Fund managers are supposed to be accountable for the monies they receive and utilize on projects on behalf of the constituents.
- (2) **Stakeholders:** These are people who have a bigger role to play in such projects, like the area member of Parliament, who normally patronizes or chairs of the Constituency Development Committee (CDC). The CDC comprises of persons of credibility selected to be members with the consideration of their role in the community and also their credentials. Councilors, District officers, Chiefs and their assistants, the clergy and the NGO community, representatives of various groups form the stakeholders, not forgetting political activists, analysts within the constituency and members of the Fourth Estate, given the fact that they spotlight whatever is done on the ground. Professionals and opinion leaders from the area are also counted under this category.
- (3) **Constituents:** These are the residents of the area under study. This category is quite large as it encompasses the mighty and the lowly. Every individual the fund assists belongs to this category. Water projects, medical facilities, roads, schools, churches, bridges, cattle dips, footpaths name it, touches on all these people. So, they matter a lot when touching on the fund, and therefore, are very crucial when examining the strategies used to ensure they are well catered for, and especially when making decisions on projects because they are to benefit from the services lent by such projects.
- (4) **The Civil Society.** According to Gibbon (1996), civil society is an organization that constitutes the associations and interest groups engaged in critiquing the state functions and checking the excess of the state and, at the same time protects the disadvantaged members of the society against any excesses from the state.

(5) Communication Strategy. This is a method or process used in communication to initiate partnership between governments and the community, aimed at achieving sustainability in resource management. The strategy, which highlights relationship building as the foundation to successful communication uses a wide range of consultation and participation techniques (Murray-Darling Basin Initiative, 2003) These included focus groups, response sheets, and structured interviews to allow stakeholder groups identify their communication perceptions, concerns and needs with regard to the fund and also specific issues and needs related to information transfer and exchange, communication networks, and involvement in resource utilization. The strategy also includes an emphasis on 'best-practice' principles for natural resource communication, including an emphasis on communication networks, exchange of information and involvement of people in resource management.

(6) Decentralization. Decentralization is the redistribution of resources and decision-making responsibility from the central government, to the lower levels in a system of Government. In governance, it would involve redistribution of decision-making power and the authority between the headquarters of the national government and the field units, such as districts, provinces, regions or local councils and other smaller units at the urban or village levels. Popular participation in decision-making is an important aspect of decentralization. (Chweya, 2006).

(7) Devolution. This is the redistribution of decision making power and authority through legislation by an Act of Parliament or making amendments to the constitution, which characteristically involves the creation of political decision-making units, mostly by elected members of Parliament or councils. The CDF is one of such policies of devolution and is charged under the responsibility of the constituency representative (MP), the area Member of Parliament.

(8) Development is the expansion of opportunities and human capabilities through commitment to equality, equity, human dignity and the realization of freedom and liberties for all human beings to realize their full potentials in order to free themselves and the rest of the members of society from poverty.

(9) Management. Lavine and Wackman (1988), defines management as the delivery of information and services in the most effective manner. Management means constantly thinking of change, technology or concentrated attention in the employees and, not to assume the stability of audiences. It involves shedding the traditional viewpoints and thinking in terms of many new options for serving the audience. According to the two writers, managers do plan, organize, budget, analyzes and promotes the production and distribution of information and services to the levels of consumption.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher will mainly focus on literature concerning the area of study under the following sections:

- (a) African regional perspective,
- (b) Communication strategies in the management of CDF,
- (c) Government policies and legislation toward the CDF,
- (d) Informal and formal methods of communication under the fund,
- (e) Efforts to enhance management of the Fund,
- (f) Role of Communications strategies in achieving MDGs, and
- (g) Factors that inhibit communication among constituents with regard to the fund.

2.2 Main review

2.2.1 Communication as a basic tool for development.

According to MacBride (1980), communication is a basis for peace and human development. MacBride argues that information content, accuracy, and balance of facts and images presented plays a major role in understanding; maintains and animates life. It is the motor and expression of social activity and civilization that creates a common pool of ideas, strengthens the feeling of togetherness through exchange of messages and translates thought into action.

MacBride identifies various functions of communication in development and suggests that, it is not only the exchange of news and messages, but as individuals and, collective activity embracing all transmissions and sharing of ideas, facts and data. He highlights various functions as; dissemination of news, data, opinions and comments in order to react knowledgeably to personal, environmental, national and international conditions. He further argues that socialization fosters social cohesion, awareness and thereby permits active involvement in public life; motivates and stimulates personal aspirations as well as facilitates individual or community activities. Other functions are; cultural promotion or the

preservation of heritage, integration, entertainment which diffuses through signs, symbols, images, dances, sports, games for personal and collective recreation.

The role of communication in promoting change is a controversial issue in mass communication research. The idea of promoting national development through means of communication has been emphasized by several communication scholars. Schramm et al, writes about the important role the media, radio and newspapers play in national development.

As researched and compiled by C.E Asante in his book *Press Freedom and development*, (1997), he quotes Rogers who defined communication and development as the application of communication to the goal of furthering development. He points out that such communication is likely to further development or support specific development projects. Other scholars in the same collection, like Lent (1997) calls it systematic use of communication in support of national development.

Bamberger, 1988, (pathway development in the Third World) called for equality of information, socio-economic benefits, self-reliance and independence in development with an emphasis on the potential of the local resources. At the turn of 1990, a new paradigm emerged called "another development" which places a greater emphasis on grassroots participation of intended beneficiaries in the planning and implementation of development projects, the inclusion of social analysis in development planning and policies.

Melkote, (1991) posits that the new paradigm is pluralist and does not suffer from the authoritarian overtones of the dominant paradigm. He points out that, in this approach, communities are expected to set their own priorities and standards, which may be unique to their problem situations. His arguments are based on the assumptions that the new approaches focus on human and economic concerns. He further points out that under the new paradigm, greater emphasis is being given on the basic needs of the people and the participation of beneficiaries in development programmes.

According to Adhikarya (1994) campaign message must be able to attract attention of the target audience, be easily and clearly understood and be accurately perceived by them. In order to achieve relevance, validity and practicality, campaign planners should use KAP survey data to help them in this regard. Such data are often found to be useful in deciding

how messages should be designed, to whom and what their contents are. In the process of implementing projects the effectiveness of the campaign depend on the above attributes, hence, even if the message or the information is useful and technically appropriate, the beneficiaries may misunderstand the message, if it was not presented properly.

Although urban areas are comparatively rated to be better developed than the rural regions, there is lack of enough effective communication and coordination amongst various players leading to wastage of resources and even duplication of roles. Lack of good governance and management of the existing resources has led to the deterioration of service provision. To ensure good governance and proper management of resources, Habitat has adopted “enabling approach” to be guided by several strategies as: Decentralization of responsibilities and resources to LAs based on the principles of subsidiary and accountability; encouraging the participation of civil society, particularly the underprivileged, like children and women, in design, implementation and monitoring of priorities--- building the capacity of all players to contribute fully to decision making and urban development processes; facilitate networking at all levels and taking full advantage of modern Information and Communication Technologies (ICTs) to support development (Habitat, 2000).

Lerner, (1958), emphasizes the positive role the commercial media communication plays to stimulate development, which entails the normative elements of the emerging development theory that are shaped by the circumstances with both negative and possible aspects. Lerner is opposed to foreign dependence for development but agrees that, with positive use of communication strategies for national development, there would be creation of autonomy and cultural identity of particular national society. This favours democratic and grass-root involvement thus plays a role in participatory communication models.

In most developing countries like Kenya, hunger has been reduced by at least 25 per cent during the last decade. However, malnutrition in children contributes to over half of child deaths and is caused not only by food deprivation, but also by the debilitating effects of infectious diseases and lack of care. Child mortality is closely linked to poverty: advances in infant and child survival have come more slowly to people in poor countries and to the poorest people in wealthier countries.

Efforts to eradicate poverty and hunger are frequently set back by conflict and natural disasters. Out of 13 million deaths in large-scale conflicts from 1994 to 2003, in the world, over 12 million were in sub-Saharan Africa, Western Asia and Southern Asia. Not surprisingly, these regions are also home to three quarters of the world's 37 million refugees and displaced persons and the areas where the number of hungry people is growing. In two of these regions — sub-Saharan Africa and Western Asia — poverty is also on the rise.

Article 6, of the UN General Assembly Resolution 51/172, “stresses the need to support two-way communication systems that would enable dialogue and allow communities to speak out, express their aspirations and concerns and participate in decisions that relate to their development.”

2.2.2 History of development funds

Development funds have been there since human development only that they take various forms. In the traditional society, funds were considered to be the resources that the society had that could be converted into a consumable form. These ranged from many resources that could be exchanged for goods or services. The soil was a resource number one followed by both natural and artificial forests. These can be listed follows; clay, sand, stones, all vegetarian resources, water, animals, birds among many others. These resources were used for many functions or purposes but were more cherished in enabling societies barter and get valuables like exchange in human labour, getting women through marriage and, were paid in a form of dowry.

When science evolved, changes took place that money was found to be the most convenient way of dealing with exchange of resources and services. Diffusion process enabled mankind to get knowledge faster and therefore, foster development

This chapter starts with the background information about communication strategies, which are being used. It gives a purview of what underlies the constituency development fund (CDF) and other related developments that have sustained activities in the political administrative of regions all over the country. Communication can be taken as glue that holds

together a channel of distribution of information. The role of communication in the management of development projects is important from the practical and theoretical perspective. Communication can serve as a process by which information is transmitted (Frazier and Summers 1984) in a participative decision-making process and fostered (Anderson, Lodish and Weitz 1987) programs are coordinated, power is exercised (Gaski 1984) and, commitment and loyalty are encouraged.

The theoretical approach to the utility of communication strategies links this perspective to contingency theory in which communication strategy moderates the impact of channel conditions (structure, climate, and power) on which channel outcomes like: coordination, satisfaction, commitment, and performance.

Jakki M. Et al (1990) argues that communication strategy matches the channel conditions, and therefore, channel outcomes will be enhanced in comparison with the outcomes when communication strategy mismatches channel conditions. Managerial importance stems from the fact that communication difficulties are a prime cause of channel problems hindering communication. Development of appropriate communication strategies between the communicator and their targeted audience is paramount.

For instance, computer dealers cited a recent problem of communication where dealers feel they are being left out of the decision-making process on programs that directly affect their businesses (Cooper, 1988). Dealers feel that by involving them in planning and by allowing their input reduces communication problem. Edgar, (1979) suggests that conflict is caused by ineffective communication, which leads to misunderstanding, incorrect strategies and mutual feeling of frustration.

Other factors are lack of relevant theoretical and empirical research on channel communication making it difficult to suggest effective and efficient communications strategies for channel managers. Also the current heuristic and rules of the thumb, such as more communication, improved communication, and open communication are not only simplistic but also, probably inaccurate. When distrust or conflict is present then the call for open communication may be deleterious to the relationships, if communication conveys threats or other forms of coercive power (Eliasberg Et al, 1984).

According to the Oak Ridge Reservation End Use Working Group, as stated in its 1998 report, data are meaningless to their user if they are not organized in an understandable and relevant format. In view of this, simply compiling technical reports and historical accounts will not be enough in the account of any public projects. The adoptions of relevant approaches that are novel to the project's stakeholders' needs are necessary, if any communication is to make meaning to the intended community.

As this Fund is aimed at achieving Millennium Developments Goals, it should not be construed to be a panacea for all the developmental problems of any region. Inherent in the concept of development is the notion of empowerment, which means giving power or promoting self-actualization among the poor. This fund should be seen as work in progress with periodic changes being introduced based on the lessons learned from implementation, (The *Daily Nation*, 5th October, 2006).

Frey Et al. (1973) discussed the contribution of communication media in development and modernization. According to him, communication media were a prime mover in the development and modernization process and that the plight of developing nations has not improved despite several years of massive use of communication in the dissemination of development news. They argued that situations in developing countries are complex because of diverse historical experiences as well as varied socio-cultural values, norms and traditions, and therefore, it would be inappropriate to use a particular plan or campaign strategy within each society without taking into consideration these essential differences.

According to Geoffrey R. (1993), African political leaders and writers on the continent's media regarding the momentous problems facing African countries render inappropriate the communication practices, values, and the institutional arrangements of the colonial or the neocolonial times, a legacy which is being fought against.

2.3.1 Global Strategies.

This is a new development paradigm for multi-project special purpose fund. It is an example of global fund to fight HIV/AIDS, Malaria, Tuberculosis and related problems under the use of Local Fund Agent (LFA) model.

The Finnish Government had a similar development strategy whereby it aimed at reducing poverty, protection of the environment, promotion of equality and human rights, as an integral part of planning, implementation, monitoring and evaluation of all development interventions. It aimed at increasing coordination and coherence. Finland's development cooperation in the 1990s was endorsed by the Government and Parliament in 1966.

The key working principle in Finland's communication on the MDGs is that they are both cross-cutting issues in all information and communications as well as specific information efforts. Peer pressure plays an important role in the Nordic countries where regular meetings (policy and planning) take place between them on communication issues. Collaboration is a top priority in this campaign, especially with civic society, development NGOs, the Finnish United Nations Association and the National Board of Education (NBE) have been included in the high school education programme on sustainable development. Further collaboration in terms of building synergies for the MDGs information activities is envisaged.

In the United Kingdom (UK), the Department for International Development (DfID) has been a constant supporter of the MDGs since they first appeared in the Organization for Economic Co-operation and Development (OECD) as the international development targets in the mid 1990s. While DfID is currently developing its communications strategy on the MDGs, it has been surveying public and youth attitudes to the IDGs and later the MDGs, serving as a strategy for development with the aim of making millennium development goals an integral part of the DfID's communication strategy. It also tries to introduce an action element where after providing accessible and understandable information to recipients, they might ask what do. In this communication strategy, the themes that are covered include water targeting children, trade and debt targeting the young idealists, education for young parents, aid works at the taxpayers and the child and maternal mortality at grandparents.

Italy is one country that has no development movement. However, there are popular peace and social movements attracting broad ranges of Italian citizens. The campaign has developed a partnership with the peace movement and is 'selling' the MDGs as the road map for peace. This partnership culminated in a 'Peace March', which took place in October 12, 2003 in the Peruvian region of Italy. This campaign provided eight larger doors which were placed at different stages of the march. Each door represented one of the goals. The Italian CSOs set up information points at these doors demonstrating what they do in the sector and provided action ideas for the public.

India has had a similar fund since the mid-nineties, which is established under a legal notice rather than an Act of Parliament. Legal Notices in India are taken to Parliament for adoption before implementation. The amounts involved are more than what is given in the Kenyan case, and they do review the figures upwards, in line with the changes in the economic situations from time to time. The programme in this country is specifically for infrastructure development complete with a list of eligible types of projects. Individual members of Parliament run the constituency offices where they exist from their own pockets.

In the Brazilian situation, the Government is engaged in intense programmes of enhancing agricultural production with heavy subsidies aimed at self-reliance for individual families and self-sustenance for the country. They have a system of funding grassroots projects and the amounts are equivalent of about US\$164,000 (Kshs11.48 billion) per constituency per a year. Allocation of resources to individual projects is entrusted to the Members of Parliament who are expected to consult widely. There are no statutes to follow, therefore, a lot depends on the individual members of Parliament to assess and evaluate the needs of their constituents.

Panama has a system of initiating grassroots projects where the President by himself holds regional meetings where citizens propose what they want done and what they want included in the budget for them. The President and his ministers sit the whole day listening and responding to issues raised by citizens. There have been neither statutes nor frameworks to set the amounts that are needed for such grassroots support.

The Canadian system has been working for quite many years. It seems obsolete because most of the projects they initiated have been done; like rural roads, water, schools, health facilities have already been implemented and the citizens are looking forward for new things to be implemented. This system has been touted to be the best compared to the rest in the globe. Members of Parliament are given a budget to run the affairs of the constituency and they periodically file reports for replenishment and annual returns at the end of the year.

2.3.2 African Region Strategy

Research carried out by the NDI Namibia showed that the constituents feel that the greatest responsibility of their elected leader (MP) is to be accessible to the electorate and to articulate their needs and views. In Namibia, the committees used for development use 'Case Work Methods' to communicate in solving the development problems that the constituents face. The 'case work methods' has helped the Namibians; especially individual pensioners who need to be assisted get their delayed pension, assistance to constituents who have been wrongfully detained. This strategy creates good personal relationship and interaction between the leader and his/her constituents. (Namibia Constituency Development Guide, 2005/2006).

In Tanzania there is the Basket Fund for the development of health sector where bilateral and multi-lateral funding agencies pooled their funds in order to channel them directly to the Ministry of health and pricewatercoopers was selected the fund's auditor.

In the Zambian situation, the team called Pact Zambia worked out programme called 'Project for Improved Governance' by the creation of 150 Constituency Offices for the Elected Members of the National Assembly" with the objective of increasing the independence and effectiveness of the National Assembly as a representative agent of oversight, change and reform in the democratic governance system of Zambia. In order to achieve the goals of good governance set by the Parliamentary Reforms and Modernization Committee (PRMC), as well as the broader responsibilities accorded to the National Assembly in the Zambian constitution, the following areas were identified as requiring review and to serve as the terms of reference for this reform: member-constituency relations; legislative process; committee

system; administration and support service. The cross-cutting issues addressed by this programme were gender and, HIV/AIDS, though it was not the direct objective of the reform project. But the two issues were found to be extremely important because of the historic alienation of women that had greatly limited their participation in Zambia's democracy. There are also several reasons for the spread of HIV/AIDS including poverty, culture and the perceived low status of women.

2.3.3 Kenyan Situation

Kenya leads in the African continent in terms of good practice of establishing funds that help to develop its institutions and in adjusting to the regulatory framework to accommodate the transformation of a successful NGO program into funds. Almost in every sector of the economy there is a fund taking care of the interests of the citizens. These funds can be named as: LATF, NHIF, SEBF, RMLF, REPLF, HIV/AIDS, FPEF and CDF and those others not very conspicuously known.

Existing Development Funds in Kenya

Kenya has eight (8) operational decentralized funds, which generally aim at reducing socio-economic disparities and improving the well being of citizens. Below is a brief summary of each of these funds.

1. Secondary School Education Bursary Fund (SEBF)

The Secondary School Education Bursary Fund (SEBF) was established in 1993/1994 through a Presidential pronouncement. The SEBF aims to cushion the country's poor and vulnerable groups against the high and increasing cost of secondary education, therefore reducing inequalities. It also aims to increase enrolment in (and completion of) secondary school. The fund targets orphans and girl-children, as well as those from poor households and urban slums, who are capable of achieving good results. Students normally send their applications through their respective school heads. The SEBF is not based on a fixed share of the national budget. Allocations vary depending on the Ministry of Education's annual provisions, the number of students enrolled in secondary schools within each constituency,

national secondary school enrolments and poverty indices. Since 2003/2004, SEBF has been coordinated by Constituency Bursary Committees, which screen potential beneficiaries, coordinate and disburse the funds, and prepare reports to the Ministry of Education.

Local community leaders are represented on SEBF committees. Affirmative action ensures a minimum of Kshs500, 000 is allocated to constituencies in Arid and Semi Arid Lands (ASAL). The minimum annual allocation per beneficiary by school category is as follows: Kshs5, 000 for day schools; Kshs10, 000 for boarding schools; and Kshs15, 000 for national schools.

2. Roads Maintenance Levy Fund (RMLF)

The Road Maintenance Levy Fund (RMLF) was established in 1993 through the Road Maintenance Levy Fund Act. The RMLF caters for the maintenance of public roads, including local authority unclassified roads. The fund is made up from a fuel levy on petroleum products and transit toll collections. It is administered by the Kenya Roads Board (KRB), which was established in 1999. The RMLF targets maintenance of roads under the control of the Ministry of Roads and Public Works, Kenya Wildlife Service and district roads committees. Sixty percent (60%) of the fund's annual allocation goes to international and national trunk and primary roads; 24% to secondary roads; and 16% to rural roads. The latter portion, which is managed by district road committees, is shared equally among constituencies within a district.

3. Rural Electrification Programme Levy Fund (REPLF)

The Rural Electrification Programme Levy Fund (REPLF) was established in 1998 through Sections 129 & 130 of the Electric Power Act (1997). The fund aims to finance electrification in rural and other underserved areas. It is used for programmes relating to the design, construction, equipping and operation & maintenance of rural electrification projects identified by communities.

The institutional framework of REPLF comprises the Ministry of Energy, the KenGen (the producing Agency) the Electricity Regulatory Board (ERB), Kenya Power and Lighting

Company (KPLC) - the implementing agency), District Development Committees (DDCs), Constituency Development Fund (CDF) committees and local community committees for specific projects.

4. Local Authority Trust Fund (LATF)

The Local Authority Transfer Fund (LATF) was established in 1999 through the LATF Act No. 8 of 1998, with the objective of improving service delivery, improving financial management, and reducing the outstanding debt of local authorities (LAs). This fund (LATF) comprises 5% of the national income tax collection in any year and, currently it makes up approximately 24% of local authority revenues. At least 7% of the total fund is shared equally among the country's 175 local authorities; 60% of the fund is disbursed according to the relative population size of the local authorities. The balance is shared out based on the relative urban population densities. LATF monies are combined with local authority revenues to implement local authority priority projects.

An advisory committee comprising the private sector, the Ministry of Finance, the Permanent Secretary Ministry of Local Government, and the Kenya Local Government Reform Programme's secretariat, guides LATF operations. The LATF annual reports and other disbursement information are disseminated through newspaper advertisements. 60% of LATF allocations are released based on LAs meeting set requirements. The remaining 40% is released based on LAs performance measured through LASDAP and other indicators. Budgeted LATF allocations are gazetted but no disbursement is made unless LAs meet the requirements.

5. National Hospital Insurance Fund (NHIF)

This fund was established through an Act of Parliament under the *National Hospital Insurance Act*, Cap.255, 1966 and was placed under the control and management of the Minister for Health. It was formed as a voluntary fund to provide for the contributions to and the payment of benefits out of the fund. The fund was intended to cater for the members' health needs when the contributor or her/his kinsmen are admitted to hospital. Under this Act, Advisory Council called the National Hospital Advisory Council (NHAC) to advise the

Minister in connection with implementation of the Act, runs the fund. There is a Motion before Parliament for the amendment of the Act, to make it cater for all and sundry. If passed and assented to, it will cover even those in self-employment and the under-employed citizens.

6. HIV/AIDS Fund

The HIV/AIDS fund was established in 1999 through a Presidential order contained in Legal Notice No. 170. Its establishment coincided with the declaration of HIV/AIDS as a national disaster, thus the formation of the National Aids Control Council (NACC) and the AIDS Control Committees (ACCs). The fund targets individuals infected with or affected by HIV/AIDS, with the focus being on long-term care and support. The fund is administered by NACC, which receives budgetary allocations and channels them to Aids Control Units and Constituency ACCs for onward disbursement to NGOs for implementation.

7. Constituency Development Fund (CDF)

The Constituency Development Fund (CDF) was established in 2003 through the CDF Act, 2003 in the Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January 2004. The fund aims to control imbalances in regional development brought about by partisan politics. It targets all constituency-level development projects, particularly those aiming to combat poverty at the grassroots. The fund comprises an annual budgetary allocation equivalent to 2.5% of the government's ordinary revenue. A motion seeking to increase this allocation to 7.5% of government's revenue was recently passed in parliament. 75% of the fund is allocated equally amongst all 210 constituencies. The remaining 25% is allocated as per constituency poverty levels. A maximum 10% of each constituency's annual allocation may be used for an education bursary scheme. The CDF is managed through 4 committees 2 of which are at the national level and at the grassroots level.

According to the CDF Act, expenses for running constituency project offices should not exceed 3% of annual constituency allocations. Each constituency is required to keep aside 5% as an emergency reserve. The CDF is not to be used to support political bodies/activities or personal award projects. A sitting MP is not a signatory to the CDF bank account but

convenes the CDF Committee in her/his constituency. The penalty for misappropriation of the Funds is a prison term of up to 5 years, a Kshs. 200,000 fine or both. The CDF project proposals are submitted to MPs who in turn forward them to the Clerk of the National Assembly. The approved project list is reviewed by the National Management committee, which presents final recommendation to the Finance Minister. This is the fund under study by the researcher.

8. Free Primary Education Fund (FPEF)

Free Primary Education (FPEF) was established in January 2003 through the government's National Alliance Rainbow Coalition (NARC) manifesto. The fund aims to address financial and quality challenges in primary schooling. It targets all Kenyan children attending formal and non-formal public schools. Emphasis is, however, directed towards children from poor households. The fund comprises an allocation equivalent to Kshs1, 020 per child per annum with the amount disbursed to a constituency/district based on the number of pupils enrolled in schools within that area. The first allocation is for the purchase of teaching and learning materials; the second allocation is for general-purpose, while the third is for operations and maintenance. Communities are expected to participate in the management and implementation of FPEF through school committees. Respective head teachers and school committees make procurement decisions.

The Government of Kenya is also looking forward to setting up a fund to fight effects of climate related problems (greenhouse gas emissions). If established, the fund will help poor people cope with the effects of drought and floods. By supporting national sustainable development programmes, the Global Environment Facility (GEF) project will direct its funds towards setting up irrigation schemes to mitigate against drought and, other biodiversity related issues on land degradation, the ozone layer and, persistent organic pollutants. (The *Daily Nation*, 17th November 2006).

9. National Youth Enterprise Development Fund (NYEDF)

This fund, which was mooted during the NARC Government in its effort to address the unemployment fate of youth in the country.

The Fund was gazetted on 8th December 2006, giving it the legal and operational validity and an advisory board headed by a non-civil servant was appointed to manage it. Its objectives was to provide loans to existing micro-finance institutions (MFI's), registered non-governmental organizations (NGO's) involved in micro financing, savings and credit cooperative organizations (SACCOs) for on-lending to youth enterprises. It is meant to attract and facilitate investment in micro, small and medium enterprises oriented to commercial infrastructures. It is also aimed at supporting the youth to develop linkages with large enterprises in order to facilitate products and services of youth enterprises in both domestic and international markets. Moreover it is meant t help create employment for the youth in the international labor market.

The Government could have not managed the crisis of unemployment without broadly establishing systems, which would create opportunities for employment. The youth in the country feel ignored because the Government was not putting mechanisms in place redress the youth category that have been victims of crime just to eke a living. This situation needed redress and it is through such funding that the youth can get money to start income-generating activities to encourage them do blue-collar jobs because they will have capital to start business.

10. Women Enterprise Development Fund (WEDF)

Women are less likely than men to hold paid up and regular jobs, and more often they work in the informal economy, which provides little financial security and no social benefits. Fewer women than men own businesses and employ others. There has been a trend in the country that the women folk are considered inferior and that they cannot manage or set up businesses alone without support from men. This trend has for a long time relegated the female in this country to a level that they are considered unable to take the challenges equally like their male counterparts. . And worldwide, over 60 per cent of people working in family enterprises without pay are women.

To change the trend, there was urgent need to moot a fund for our ladies in this country to enable them take life challenges equally like men. This Fund would facilitate the Government's endeavour in gender mainstreaming. During the Budget Speech this year, the minister set aside a given fraction.

2.4.1 Government Policies and Legislation towards the Management of CDF

Over the years, and in particular, in the last two decades, the Government of Kenya has passed various policies geared toward improving development in the rural areas. (GoK 2000). However, an evaluation of the development plans and other Government policies since independence to 1980s reveal that little attention was paid to the establishment of a fund, which was constituency specific. Subsequently, special attention was given to the formal sectors, while repressive policies were passed impeding the development of the sectors of the economy.

The government had also come up with three major strategies, which were geared toward alleviation of poverty at the grassroots, and this was done through a participatory approach. The first approach was, the National Poverty Eradication Plan (NPEP) 1999-2015; followed by Poverty Reduction Strategy Paper (PRSP) 2001-2004, and lastly, it was the Economic Recovery Strategy for wealth and Employment Creation (ERSWEC) 2003-2007.

Presently, the government is implementing the Constituencies Development Fund (CDF), which is headed by Members of Parliament and managed by various constituency committees comprising of selected committee members and, at the same time civil servants who are seconded to give it strength for purposes of accountability and transparency. The Constituency Development Committee (CDC) plays a major role in the administration of the Fund, as it is responsible for the co-ordination and supervision of all constituency development fund projects within a given constituency.

All project committees are recognized as public entities as provided for in the Exchequer and Audit Act, Cap.412, Section 5A (2)(h) and, for this purpose, projects committees

establish tender committees in accordance with the Exchequer and Audit (public procurement) regulations 2001.

The establishment of funds through legislation has become the backbone for development and most of these funds have been very robust in the devolution policy. They have proved to play a vital role in improving the living standards of the people. The strategies of communication are necessary tools in the involvement of citizens or residents of specific area, horizontally or vertically. Funding under the decentralization policy is the means of alleviating poverty, and a replacement of the compulsory methods like the school building fund, harambee projects, which were basically funded by the parents, regardless of their economic status.

The methods of funding earlier used have been abused and the funds embezzled because the spirit of transparency and accountability was missing due to lack of information verbally or documented. (*The Daily Nation*, 04.07.2006). The CDF is considered the most realistic developmental model during the modern times, as a measure to combat extreme poverty and hunger and also address Millennium Development Goals (MDGs).

Analyzes carried out shows that, the CDF projects are community-based and they facilitate provision of services through the construction and expansion of hospitals, launching of health centres, construction of classrooms, repair and rehabilitation of roads which have been communicated through the media and also pictorial methods. (*The E.A. Standard*, 11.07.2006).

The CDF Act is premised on clear principles aimed at reducing poverty and making available the critically required funds at the grassroots. Unlike other funds, the successful functioning of this fund is pegged on how the management avails information to the general public. There is limited documented information and knowledge on the operations and management of the fund, except what is available in the CDF website whose accessibility to the general public is very minimal and also the CDF Act, laws of Kenya, which is not available to majority constituents.

2.4.2 Formal and Informal methods of communication under the fund

The National Management Committee in August, 2005, launched its website. Since then it has been found to be the most viable and cost-effective communication strategy. Kenyans are now visiting the site and are getting updated news about the fund on its website www.cdf.go.ke. All information about disbursement of the government revenue to all 210 constituencies is available. Interested parties and constituents can easily access information concerning, membership of the NMC, CDC, long and short-term projects prioritized in each constituency and how the money had been apportioned for those projects, their proportionate percentage allocation and disbursement. There is also the feedback way for the citizens to express their view via www.cdf@wananchi.com.

(a) The media

There has been a wide coverage of the fund in both print and electronic media. Coverage of the CDF activities throughout the country has received prominence in the newspapers with several cases of misappropriation, under use of the funds, embezzlement, freezing of accounts wherever there have been cases of improper accountability and lack of transparency in the fund project development and cases of single sourcing. Eldora East CDF is the latest case in point, which has attracted attention because a member, or some members of the CDC connived and withdrew over kshs9 million and left the country. There is the *Jiendeleze na* CDF radio programme run by Kenya Broadcasting Corporation (KBC) and, it broadcasts CDF activities in Kiswahili.

To enhance immediate feedback on the public concerns on CDF, a special radio programme is being aired on every second Sunday of every month at 6.00 p.m. and, it has been redesigned to allow live call-in views. The CDF Newsletter, July-December Edition, 2006, (Oakland Media Services), Nairobi.

(b) Parliamentary Debates through the Hansard

These are the contributions hon. Members make while legislating issues pertaining to the relevant information with regard to this fund. While contributing to the Motion on the CDF Report tabled before Parliament, Dr. Mwiria, the Assistant Minister for Education said the

following: Finally, there is the issue of sustainability and rationalization. We should think where we would get teachers/pupils from after we build schools. There is, therefore, need to rationalize whatever we do. We must also think how such projects we start can be sustained once CDF resources are not available. We must not just start projects simply because CDF resources are available and other communities have started similar ventures. (The Hansard, National Assembly -Kenya, 3rd May 2006, P.915).

(c) Newsletters and Brochures

The Oakland Media Services Limited (OMS) recently released its first copy of the quarterly news about CDF, entitled: "Towards Community-Driven Development." The newsletter has highlighted generally all the projects that have been financed by the fund and how life has changed for most constituents who have benefited immensely as a result of the fund. The Brochure has given the vision and mission of the fund, statutory provisions and its structure.

The Second Edition- July December- (2006), the Newsletter highlights major achievements so far attained through the disbursements of the Fund's money to various constituencies. It provides allocation summary of all disbursements per province, district and constituency. As well, it provides highlights on some of the projects as developed in all provinces.

(d) The Committee system

In order to carry out the important functions of the CDF, the committee system assists in overseeing activities charged for the committee in a detailed way. In almost all CDF committees, the committee system of writing the agendas and their subsequent minutes as discussed or deliberated has been embraced. It gives a purview of what is supposed to be done, especially deliberations of budgeting of the monies received, and the priority projects in those unique environments of each constituency. It is through these minutes that the committees; whether ward committees, projects tender committees, constituency tender committees, districts tender committees, CDC and even the NMC. At the higher level of management, the fund uses the committee system to run their affairs effectively and efficiently.

(e) Annual Reports and Returns

Annual reports and financial returns are sent from the constituency CDF office to the National Management Committee. The CDC prepares annual financial reports and those for 2003-2004 and 2004-2005 have been received. According to the returns submitted to the NMC, over 5000 projects have been financed by the kitty (The *CDF Newsletter*, January-March Edition, 2006).

(f) Notices and Memos at the District Officers (DOs) Office and Chiefs' offices. The office of Provincial Administration writes memos, notices and pins them on their notice boards for the general public to read and respond by taking action. When there is any function, whether it is an inauguration of a project or the Honorable Member or his Personal Assistant wants to pass information, the notices are issued and are normally posted at the office of the DO or the Chief's for the public to read.

(g) Public barazas

This is an informal way of communication where chiefs and their assistants call upon the general public to attend. Normally a notice is given verbally to the people. Those who attend are addressed and, are expected to follow what they are told without giving feedback. Such congregations are meant to put people together and disseminate information about important matters of development like CDF in this study.

With development of awareness among the constituents, there is room being given for the residents of those areas to give feedback on what their views are to what is priority to them at that particular moment.

(h) Workshops: The National Management Committee (NMC) convenes workshops to discuss issues pertaining to the CDF. Such meetings have been held at Safari Park Hotel and various pertinent issues regarding the fund have been discussed and resolutions passed. It is through such workshops that salient matters are openly discussed pros and cons of each looked into and resolutions passed for implementation.

(i) Posters and inscriptions of the projects constructed under the fund. These forms part of the approaches that the general public is informed about this fund. Within Starehe Constituency, there are various projects, which have signs posts indicating that they were constructed or developed by the finances from the fund. This serves as an open way of informing the public.

Efforts to enhance the management of the CDF

(i) Use of Coordinators.

The choice, monitoring, evaluation and implementation of CDF-funded projects by coordinators would be a vital tool in each constituency. In the very near future, the National Management Committee will be recruiting a coordinator in each of the 210 constituencies, (The *Daily Nation*, 1st October, 2006). The coordinators are expected to serve as managers and secretaries to ensure that data on projects is updated and made available to the public. Such officers would be guiding the committees on planning and implementation of projects. For purposes of continuity, especially where there is a gap, like by-elections or the hon. Member is deceased, before the election of another Member to the office is done, the coordinator can run the affairs of the constituency and implementation processes would continue.

(ii) Transparency and Accountability

Those involved the management of the fund should be accountable for every activity they carry out. The involvement of the Kenya Anti-Corruption Commission (KACC) to investigate suspect cases of corruption is one sure way of dealing with embezzlement and misappropriation of the fund money. During the last quarter of the 2006, some constituencies were under investigation for misappropriation of funds: such as Tharaka, Githunguri, Kangema, Kisuani, Mandera East, Ndhiwa, Wajir East, Galole and Eldoret East. (The *Daily Nation*, 27th October 2006). Members of the CDC are expected to depict a lot of fairness and as well as be accountable for every cent that is allocated for use in their constituency.

(iii) Use of ICT facilities

Facilities such as computers by district accountants to serve as one-stop depositories for CDF related expenses. Workshops for the accounts and bank managers to enlighten them how best they can handle the fund monies. The National Constituency Management Committee is currently recruiting CDF account managers and, one of the requirements is that they must be, at least, computer literate.

(iv) To translate the CDF objectives into meeting the Millennium Development Goals (MDGs)

The committee should target their achievements to local development goals at the grassroots level, which when put together achieves national goals. (The *Daily Nation*, 1st November, 2006). The national goals when broadened on a universal scale end up achieving the MDGs.

(v) The CDC should ensure community participation in the identification, implementation and sustainability of CDF projects and programmes and should also ensure full compliance with the existing Government procurement procedures. Gender mainstreaming ensures that at least one third representation of each gender in the structures of the CDF programmes and also the support of the programmes that ease the burden of women in water, health and girl-child education.

(vi) The use of sporting strategy

Identification of sporting projects in the constituency in order to exploit the youth sports potential. Suggestions abound that at least 2% of the allocation to the constituency fund be used to promote sport activities such as the purchase of sports kitty, promotions of sports associations to nurture the sports talent among the constituents and, to set up stadium for participation in National Olympic. This is an easy method of communication in promoting CDF publicity among the constituents and beyond. (The *Daily Nation*, 26, June, 2006).

(vii) Amendment of the CDF Act, 2003, in order to cater for the grey areas, which, hitherto has received a lot of criticisms. There are always suggestions that the cost of maintaining the National Management Committee (NMC) at least Kshs300 million annually, is on the higher

side. Equally, it is necessary to take care of monitoring and evaluation methods, plus capacity building. (Eng. Muriuki Karue, the *Hansard*, 26th July, 2006). This would serve as clear principles of reducing poverty and accounting for the critically required funds at the grassroots level. The system whereby the community demands for accountability and transparency to the managers of the CDF will also enhance efficient management of the most needed funds. , (The *Daily Nation*, 4th August, 2006.) The Committee members should be enlightened on how they should tract activities of the fund.

(ix) Proper systems of appointing the members of the CDC

There has been evidence that over 50 per cent of the first batch of members to be selected to the CDC were done through patronage and cronyism. There is need for institutional mechanisms to be put in place to oversee the implementation of the projects identified by those who are affected most when it comes to benefits from the fund. The process of civic participation would enable constituents pursue their common goal. (The *Daily Nation*, 4th August, 2006.) Civic education is a formidable tool to promoting good governance.

The Kenya Human Rights Commission and Research International (KHRCRI) carried a study and found out that the public disagrees with the way the patrons/chairmen are managing the funds. There are suggestions in the report that a better way of selecting CDC members should be found in order to have a human rights component to ensure that the public interest is taken care of.

(x) Empowerment of the ordinary citizens to become informed participants in the implementation of the prioritized projects so as to serve as a watchdog fabric and, exercise their capacity to hold those in power accountable for the fund's money. This approach will make it even harder for the governing elites to plunder public wealth for private gain.

(xi) Entrench CDF in the Constitution

Other suggestions are that the CDF should be entrenched in the constitution to safeguard against any challenges on its constitutionality, (The *Daily Nation*, 11th September, 2006). Single sourcing has rendered this noble fund to have a bad name, as Members of Parliament

are believed to be forming companies, which supply materials or tender to do the projects. The trend of single sourcing should be done away with to make it more objective than it has been seen to the majority citizens.

xii) Use of legal and administrative structures to be put in place to instill prudence in the allocation of resources mostly needed to achieve the objectives of the fund and by extension help address the challenges of the MDGs. Starehe Constituency as has been indicated early, serves both the middle and low class slum dwellers of Mathare. Proper structures may help address the MDGs goals.

2.4.3 Role of Communication Strategies in Achieving MDGs

The benefits of education are very vital in breaking the cycle of poverty. Education gives people choices regarding the kind of lives they wish to lead. It enables them to express themselves with confidence in their personal relationships, in the community and at work. But more children of primary school going age are out of school; hence their human right is being denied. These are mostly children from poor households, whose mothers often have no formal education either. The loss of potential does not affect children alone. Education, especially for girls, has social and economic benefits for society as a whole. Educated women have more economic opportunities and engage more fully in public life. As mothers, they tend to have fewer and healthier children who are more likely to attend school. The education crisis in sub-Saharan Africa is made worse by the impact of AIDS. In 1999 alone, nearly 1 million children in that region lost their teachers to AIDS.

Presentation of papers on gender and the creation of awareness on the impact of HIV/AIDS is avenue of informing community members on gender parity, education, employment and health aspects, (AWEPA, 20002). Women are less likely than men to hold paid and regular jobs and more often work in the informal economy, which provides little financial security and no social benefits. Fewer women than men own businesses and employ others. And worldwide, over 60 per cent of people working in family enterprises without pay are women. In the home, women perform most of the chores. This work is also unpaid; often little valued and not reflected in national production statistics. Having an equal voice in the decisions that

affect their lives — from within the family to the loftiest realms of government — is a key element of women's empowerment. Although women's representation in national parliaments has been steadily increasing since 1990, women still occupy only 16 per cent of seats worldwide.

Giving birth should be a time of joy. But for more than half a million women each year, pregnancy and childbirth end in death. Twenty times as many women suffer serious injuries or disabilities, which, if untreated, can cause lifelong pain and humiliation. A mother's death can be particularly devastating to the children left behind, who are more apt to fall into poverty and to become the objects of exploitation. In this regard, expectant mothers ought to be given education on such dangers and be enlightened on how best they can guard against the possible dangers during pregnancy by attending ant-natal clinics for advice and assistance.

In the 25 years since it was first reported, AIDS has become the leading cause of premature death in sub-Saharan Africa and the fourth largest killer worldwide. More than 20 million people have died around the world since the epidemic began. And by the end of 2004, an estimated 39 million people were living with HIV. Though they are not making headlines, other diseases are quietly stealing the vitality and hope of people in the developing world. Malaria claims the lives of a million people a year, mostly young children, and is estimated to have slowed economic growth in African countries by 1.3 per cent a year. Tuberculosis, once thought defeated, is making a comeback, helped by the emergence of drug-resistant strains and the vulnerabilities created by HIV and AIDS. Not surprisingly, all three of these diseases are concentrated in the poorest countries. And they can be largely controlled through education, prevention and, when illness strikes, treatment and care.

Advocacy and enabling environment stimulates understanding and effective approaches where national policies provide a supportive environment in which projects and programmes can operate and be sustained. Environmental sustainability means using natural resources wisely and protecting the complex ecosystems on which our survival depends. But sustainability will not be achieved with current patterns of resource consumption and use.

Land is becoming degraded at an alarming rate. Plant and animal species are being lost in record numbers. The climate is changing, bringing with it threats of rising sea levels and worsening droughts and floods. Fisheries and other marine resources are being overexploited.

At the heart of the MDGs is the understanding that fighting poverty is a collective undertaking and that all countries have a stake in the results. Primary responsibility to achieve the Goals rests with developing countries, but international support is critical, especially for the poorest countries and for countries handicapped by geographical isolation. Moreover, in an interdependent world economy, open avenues for trade, international financial stability and the spread of technology are needed to enable developing countries to seize opportunities for accelerated and sustained development.

Partnership between the government and the community aimed at achieving sustainable use of resources. The strategy, which highlights relationship building as the foundation to successful communication uses a wide range of consultation and participation techniques. These includes focus groups, response sheets, and structured interviews to allow stakeholder groups to identify their communication perceptions, concerns and needs with regards to MDGs. Specific issues and needs related to information transfer and exchange, communication networks, and involvement in resource issues. This communication strategy is developed with close involvement of the partners, and sought to directly reflect stakeholder issues and needs.

Features of the communication strategy include the involvement of partners in the communication process and its focus on relationships. The strategy also includes an emphasis on 'best-practice' principles for resource communication, including an emphasis on communication networks, exchange of information and involvement of people in resource management. A companion communication strategy guide can be developed to assist the formal partners with the catchment's groups and others to help implement the communication strategy by developing their own complementary strategies and action plans. The success of any business or organization depends largely on how effectively the members communicate. The ability to speak well is a minimum requirement of some businesses when

hiring. Whatever the job, business professionals require extensive use of oral communication when carrying out their duties.

Effective communication involves: Good listening skills and showing a genuine interest. When meeting people make sure you hear the person's name and use it right away so that you remember it. If you are not sure what the person said, ask him/her to repeat it.

Getting the point clearly shows value for people's time by being as concise as possible when giving information. It is not advisable to give lengthy, unnecessary details or excuses for the mistakes done, rather answer the question and give important information only. Talking too much do not help a person because what you are saying may not be interest to others. Keep the other person in mind, giving him/her a chance to be a part of the conversation. Look for signals that may be boring your listener and ask questions to involve them in the conversation.

Nine to five percent of our communication is non-verbal, which includes: eye movement, tone of voice, posture, facial expressions and hand gestures. When talking to someone keeping eye contact without staring shows a sense of confidence. Be aware of non-verbal communication and keep it consistent with your message.

Creating an atmosphere of openness helps to establish a good relationship with those you are supposed to communicate with hence a comfortable atmosphere, and therefore, being attentive to the number of interruptions. Give those you are communicating with undivided attention by not keeping physical barriers between you. Avoid trying to communicate in a busy area and keep your focus on the listener.

2.4.4 Factors that inhibit communication among constituents concerning the fund.

Disempowerment of the community members, being the beneficiaries of the fund through keeping them ignorant of the provisions of the CDF Act, and their role in such development. The citizenry ought to be informed participants in the implementation of the fund. The cherished constituency offices in most constituencies are to date not there, and if they are, not

fully accessible by the constituents, who are supposed to know much about the fund. This has created gaps in the understanding of the Act itself.

Lack of proper internal checks and balances to ensure the fund administrators transact their affairs openly for the public to understand the projects proposed and what criteria being used to chose those to be implemented. There are no proper institutional structures in place to inform the general public about the goings-on of the fund.

Inadequate civic education about CDF: Majority of Kenyans are being touted to understand that the fund is the brainchild of the area MP, and the monies being expended originate from the member of Parliament, not their taxes, being ploughed back to improve their stands of living. Civic education would be a watchdog fabric of the community that enhances their capacity to hold those in leadership accountable for the fund's money and make it harder for the governing elites to plunder public wealth for private gain. The *Daily Nation*, 4th August, 2006.

Inadequate infrastructural facilities: With its successful launch of the website, members of the public can easily get information about the fund. But there are bottlenecks such as, lack of necessary communication facilities and proper rural electrification to facilitate media communication. Not all constituencies have been supplied with electricity. Therefore, for one to get information from the website, he/she needs to travel several kilometres to get access the computer to be able browse and receive information.

Inadequate Computer literacy and accessibility: Most Kenyans in the slum dwelling areas and shanties find it hard to afford bureau charges in order to get information from the internet and, therefore, they do not get information freely. This leads to constituents lagging behind in accessing information about the fund.

2.5 Empirical Research

2.5.1 Baseline Survey

A baseline survey was conducted by the Kenya Institute for Public Policy Research and Analysis (KIPPRA) between February and April 2006. It covered 35 constituencies in eight (8) pilot districts (Bondo, Bungoma, Nakuru, Machakos, Kirinyaga, Wajir, Mombasa and Nairobi). The survey aimed at: ascertaining the level of public awareness of the eight (8) decentralized funds; investigating the degree of community involvement in administration of each fund; and obtaining suggestions on how the coordination and effectiveness of various funds can be improved. The baseline comprised 3 components viz. household surveys (KIPPRA interviewed a total of 4,423 households drawn from the NASSEP IV sampling frame of the Central Bureau of Statistics); key informant surveys; and, focus group discussions.

2.5.2 Findings of Baseline Survey

1. Quality of life

More than half the respondents described their quality of life as either bad (41.2%) or very bad (10.5%). Just less than 36% rated their quality of life as average, with 11.7% rating it 'good' and less than 1% as 'very good'. When asked to express their levels of satisfaction, respondents expressed a very high level of dissatisfaction.

In comparing the different districts, highest levels of dissatisfaction among respondents was reported in Wajir (55.2%) while the lowest level of dissatisfaction was reported in Kirinyaga (28.1%). Significantly, the vast majority of respondents reported that their quality of life was worse than three years ago.

An analysis of results in the different districts shows that 89.4% of respondents in Wajir feel they are now 'worse off' than they were 3 years ago. Of the eight districts, Kirinyaga has the smallest percentage of respondents indicating that their lives have worsened over the same period. These results may (in part) be attributable to the severe drought, during which the northeastern part of Kenya was most affected. However, the high level of dissatisfaction in the quality of life from so many respondents across all districts represents a massive political

and social challenge. If the pilot projects are translated into action, this dissatisfaction will reduce and (participation by communities in the management of decentralized resources), the programme may achieve very positive results.

2. Awareness

Respondents were asked to indicate their levels of awareness of the decentralized funds. Free primary education (over 90%) was the only fund that recorded consistently high levels of awareness, with the Local Authority Transfer Fund being the least visible fund at less than 30%.

It is clear that, while some funds enjoy a reasonable profile in the target districts, a great deal of publicity and information work is indicated, particularly for Local Authority Transfer Fund. This is of critical significance to the aims of the pilot programme, as awareness and information must by nature be a precursor to effective public participation. There were no significant variations between the different districts on the issue of awareness. Despite a large increase in the funds allocated for the last few years, respondents gave a poor rating of the impact of the funds. A post-project sample survey will provide an accurate assessment of the extent to which project activities have managed to raise awareness amongst the target populations.

3. Impact

Respondents were asked to assess the impact of the various funds. Free Primary Education Fund (FPEF) recorded the highest rating for impact, with over 90% reporting a positive impact. Public perception of the impact of the Rural Electrification Fund was lowest with only 13% of respondents indicating a positive impact.

Significantly, about 50% of respondents rated the remaining funds as having no impact at all, with Local Authority Transfer Fund showing the worst results. About 35% of respondents rated these funds as having had a positive impact, with Local Authority Transfer Fund again falling below the rest at 24%.

4. Participation

Respondents were asked to rate their participation in relation to different kinds of involvement in the management of decentralized funds. The survey found that, generally, participation is very low in the various funds, particularly in decision-making processes.

Respondents indicated that while 32.8% of them were involved to the extent of receiving information or listening at barazas, less than 10% attended meetings to discuss specific issues and less than 5% felt that they were involved in decision-making. Over 90% of respondents indicated that they were not involved in the setting of the development agendas for their areas. This underlines the appropriateness of efforts aimed at increasing public participation.

6. Accountability and Performance

Respondents were asked to agree or disagree with the statement that decision for the various funds are taken within the funds mandate; in other words, whether the fund managers are using the funds for the purpose intended. Awareness regarding whether decisions taken are within the mandates of the respective funds is relatively low for all the funds with most of the respondents stating that they do not know. This is consistent with the generally low levels of awareness about the funds. At 53%, free primary education has the highest number of respondents indicating that they agree with the statement.

Significantly, amongst all the other funds only a maximum of 15% of respondents rate accountability as good. More than double the number of respondents disagrees than agree that the various funds operate within their mandate, indicating the generally high levels of distrust in fund managers, with more than 30% of respondents indicating a lack of accountability within management.

For all the funds, except for free primary education, few respondents agree that decisions taken are well justified. Those who agree that decisions were justified were less than 10% for the Rural Electrification Fund, Local Authority Transfer Fund, and the Road Maintenance funds. CDF, HIV/AIDS and the Secondary School Bursary funds scored only slightly better at around 15%. With the exception of the Free Primary Education Fund, where over 50%

agree that fund decisions are sufficiently justified, the data shows large dissatisfaction in the probity of decision-making, with CDF drawing the strongest opinions (46% indicating that fund decisions are not significantly justified).

6. Status of Public Education

Few respondents are aware of public education on the funds, with just 21.2% stating they are aware of the funds and how to apply for assistance. The vast majority, 68.2%, are not aware public awareness of the decentralized funds.

Of those respondents who indicated that there is public education, the majority (about 70%) feels that this education is satisfactory. This is a positive finding for those involved in public education, though clearly a lot of work remains to be done on public education on the funds.

2.5.3 Challenges in implementing Decentralized Funds

From an analysis of the baseline data and the additional data gathered through focus group discussions, a number of issues emerge. What follows is a summary of some of the key public perceptions in relation to the various funds.

(i) Governance

The Acts of Parliament that have created some of the funds give immense power to the local Member of Parliament (MP). Corruption cases have been witnessed in the use of the funds, such as some councilors/MPs demanding that beneficiaries make advance contributions before receiving a fraction of the benefits due. CDF is seen as the most abused in this aspect, followed by the HIV/AIDS and bursary funds, in that order. Political loyalties have led to unfair sharing of resources across constituencies/wards. In addition, there is a general lack of transparency and accountability probably due to the blending of supervisory and implementing roles.

(ii) Implementation

Poor awareness by community members and fund managers of their roles and responsibilities in the governance of funds has contributed to poor performance and in some cases a

complete failure of the funds. Poor participation, particularly for marginalized groups, results in poor prioritization of projects and exclusion. The criteria for allocating secondary education bursary fund, for example, has been found to be unfair to orphans, who's multiple roles undermine their academic performance. No mechanisms exist to deal with projects such roads, water systems, and schools that may cut across constituencies entailing shared benefits. No clear mechanisms exist to avert duplication of functions. Both CDF and the Ministry of Education offer education bursaries. There are also reported instances of a single project claiming support from different funds, with no checks to prevent 'double' accounting.

Finally, there are challenges to ensuring that all decentralized funds reach all parts of the district or constituency in adequate quantities, and that all funds allocated are actually utilized instead of being returned to the source.

(iii) Monitoring and Evaluation

There is a lack of professional and technical supervision, which has led to poor project quality. In addition, there is low community participation in monitoring and evaluation due to the inadequacy of data and general information about the funds. There is general misconception by community members that funds are 'free' or are the personal gifts from the political leaders. Poor monitoring and evaluation has led to abuse of funds and fostered a sense of impunity amongst the perpetrators.

(iv) Effectiveness and Efficiency

Allocations from various funds are inadequate. In addition, tension between fund managers and technocrats over money management and remuneration has led to delays in the release of funds. Inappropriate professional and/or technical support, especially from Government ministries, has prevented funds from reaching their full potential, while lack of transparency in procurement systems has affected the cost-effectiveness of projects.

Lastly, there has been increased dependency on these funds, especially in education. For example, free primary education has created a demand for more teachers, classrooms and other school equipment and, it has been difficult to meet this increased demand.

2.5.4 Summary and Gaps to be filled by this Research

Studies on CDF consistently reveals that people at the local level have for a long time been excluded from making decision on matters of development which directly benefit them. The other reason for this state of affairs is that, information on sources of funds has not been well disseminated and many constituents are still ignorant about the funding programmes available to them.

It has also been observed that many constituent are still unaware of the special funds that has been established through legislation to facilitate the improvement of their standards of living because some of these funds are not fronted during civil education programmes. However, UNICEF (1990) reiterated this very fact citing that information on funding is not well disseminated to reach the ordinary citizen in different parts of the country.

A study of the Zambian report on Public Expenditure Management and Financial Accountability (PEMFA, 2005) shows how communication and, various government departments, provinces, districts and other spending agencies, manage money that is allocated to them is considered central to the smooth running of the country's finances and the efficient use of taxpayers' funds. Having understood the working of PEMFA as a good approach to financial management, application of this approach will fill management gap by embracing commitment control systems of improved and integrating financial management system and, effective sanctions will be taken against controlling officers who do not respect commitment control policies and spending ceilings.

This study is aimed at finding out the reasons why most constituents are not able to access information about the CDF and, where possible to suggest ways in which strategies can be put in place so as to make it easier for the constituent to be able to access all the information needed so that they can input in project determination, while equipped with information the fund.

It is envisaged that the weakness about accountability and the imprudent use of the resources under this fund would be a thing of the past because the findings from this study would assist

in making adjustments as more constituents will be knowledgeable about what the CDF entails and how much they should benefit from it. More and more citizens are going to get informed about the CDF and they will, therefore, demand involvement or rather participation in the selection of projects that they require most in their daily lives.

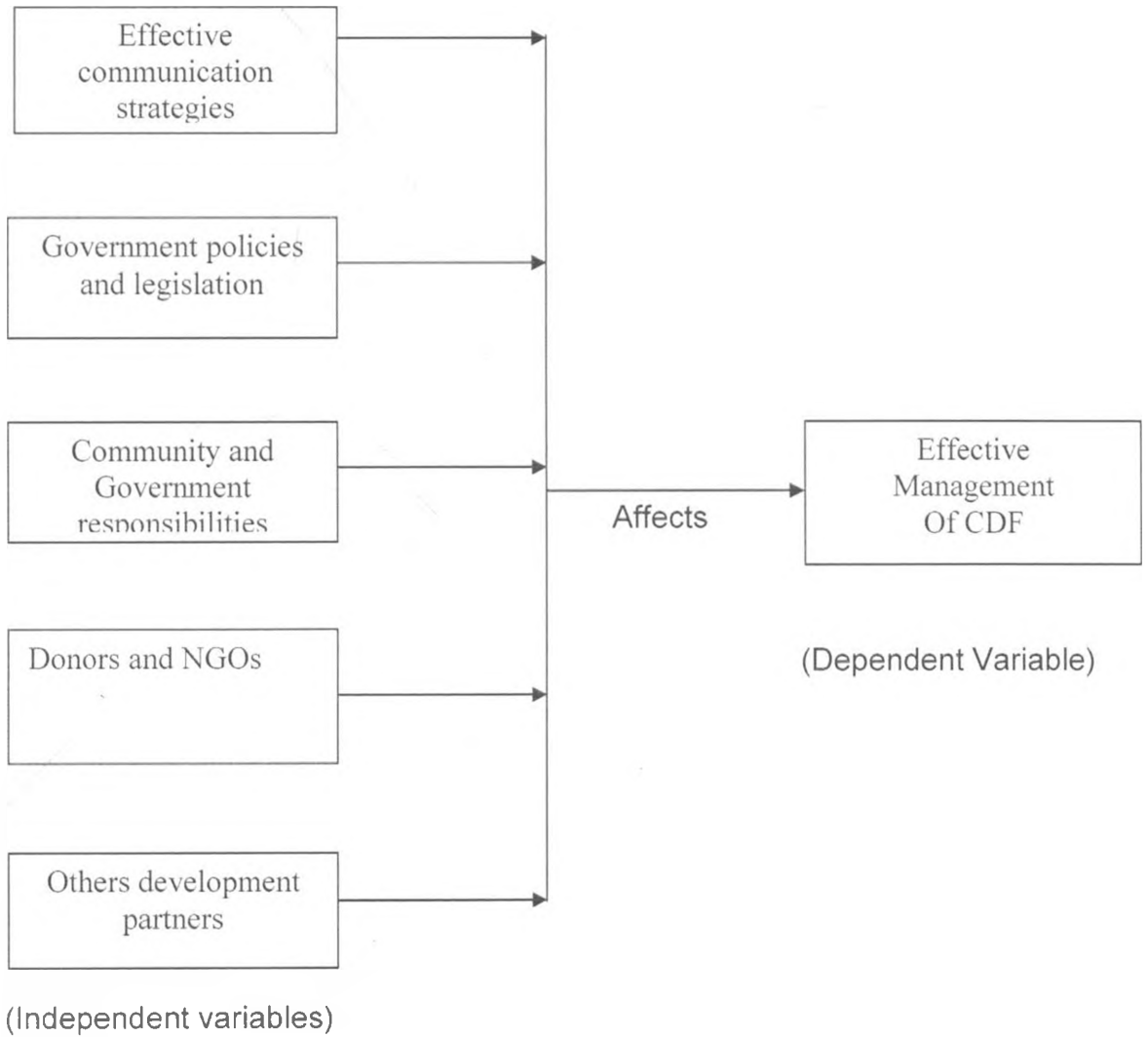
It is the vision and mission of CDF to ensure that there is efficiency and effectiveness in the delivery and utilization of public resource by ensuring that a specific portion of the annual government ordinary revenue is devoted to the constituencies for the purpose of development and in particular the creation of wealth at the grass-root level and to ensure that the funds are spent prudently and in a transparent and accountable manner (Oakland Media Services Ltd, 2006).

Members from all walks of life, especially the elite, have realized the role the fund has played in development and especially the alleviation of poverty, and what potential there is for future development. If the abuses are reduced and the involvement of stakeholders in the management of the funds and there proper prioritization of projects plus reduction of patronage in determining CDC membership, much would be achieved because there are high chances of effectiveness and efficiency in the management.

2.6 The conceptual framework.

There are a number of conceptual difficulties that have been identified in the administration of development activities in an effort to alleviate poverty, especially in the liberalized society whereby there is no enough information about what goes on. In areas where there is a possibility of having in place very strong government strategies being implemented, then there is a likelihood of poverty being alleviated or reduced in that particular country. Thus it becomes a bit difficult to come up with the demand schedule using the already existing information. From figure 2.1 below, the researcher will be concerned with measuring how the independent variables will impact on the dependent variable (Management of CDF).

CONCEPTUAL FRAMEWORK.



SOURCE: Social Research methods

Figure 2.1 - The Conceptual Framework

Where government policies and legislation are geared towards management of CDF and, proper communications strategies are put in place to ensure that whatever is spelt out in the constitution is implemented, and then the understanding of the benefits of this new form of development will succeed to a greater extent. Moreover, in situations where we have the

right attitude and perception prevailing from the community and government towards the improvement of society will become a reality rather than a pipe dream.

Where there is great funding toward the attainment of MDGs, government support on issues related to devolution of power for development by those involved can easily access information when strategic communication measures are put in place. And in situations where constituents are highly informed and have better access to information, then it's easier for one to input what he/she thinks is a priority project and the immediate needs. Whereas, there are various stakeholders who determine or who need to be consulted on various developmental issues, accessibility of information about a given fund is made easier, due to the fact that information about the same is widely known and accessible to many people. This happens in situations whereby there is great support from the donors and other development partners who have embraced the idea of development.

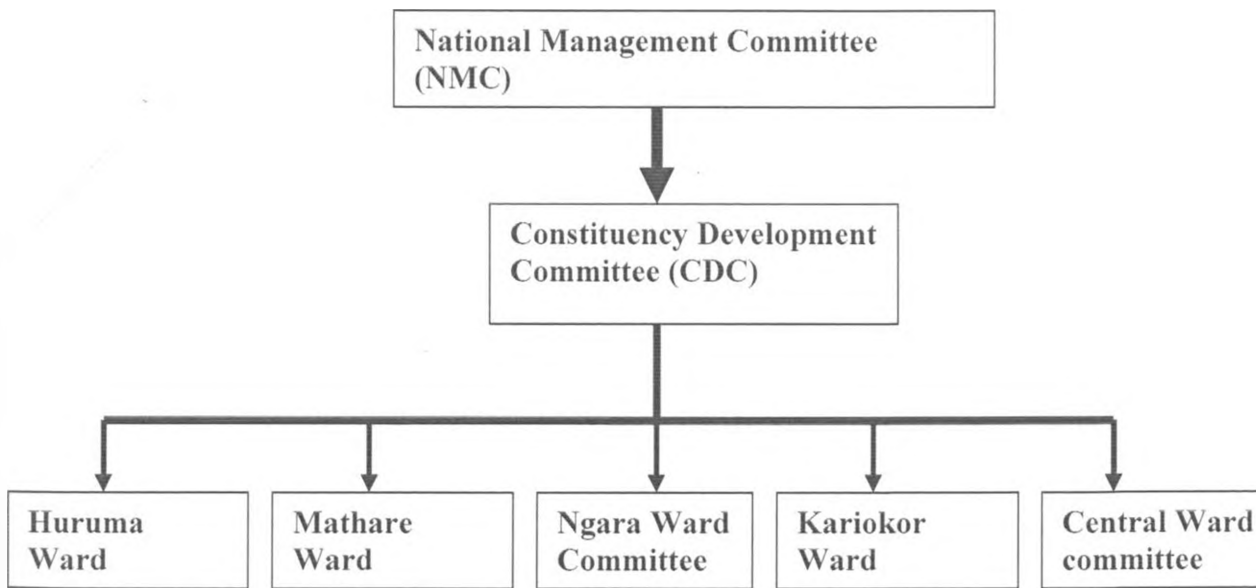


Figure 2.2- Structure of CDF (Source: CDF Newsletter 2006)

The above structure shows the Committees involved in the decision-making process in the constituency. There is evidence of communication flowing from the wards committees to the Constituency Development Committee (CDC) and then to the National Management

Committee (NMC). This is bottom-up and up-bottom flow of information if well done can lead to effective management.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

This chapter outlines the location of the study, the research design, selection of the sample study, data collection instruments, data collection procedures, and analysis.

3.2. Research Design

The researcher used both quantitative and qualitative data collection techniques, methods of data analysis and interpretation, and gave a lay out on how all these fitted in with the literature review, White (2002). Through a cross-sectional study the researcher sought answers to questions that targeted a limited number of events or conditions and established the inter-relationships of variables in the communication process between the Kenyan citizens at the constituency level and the members of the CDF. To assist in seeking out and formulating questions, the researcher conducted a literature review. Careful definition of the research questions helped the researcher to look for evidence and to determine the method(s) of analysis to be used in the study. The review of literature established what research had been previously conducted in the field of study and this led to more refined, insightful questions about the problem.

According to Kothari (2003) and White (2000&2002), a good research design is characterized by flexibility, appropriateness, efficiency and economy. Good design is related to the purpose or objective of the research.

3.2.1 Study Area

The study was carried out at Starehe Constituency, administratively known as Central Division in Nairobi Area. It is a cosmopolitan region at heart of a most commercial, educational, socio-economic, administrative and industrial region, with activities like the Ngara and Kariokor artisans.

3.2.2 Population Sample

The population sample comprised a selection of 400 constituents born or had been residing in Starehe Constituency for at least six months. Participants were drawn from all walks of life viz: business people, civil servants, ordinary citizens (youth, women and old people) among others. The study population was drawn from the five locations, proportionate to the population size of each area. Participants were requested to consent to give information about the fund. Each member was drawn from each area and, was termed as 'respondents' or interviewees (Mugenda et al, 2003).

3.3 Sampling Design

The study employed a descriptive survey method, which involved both the qualitative and quantitative methods. This method assisted the researcher to solicit information from the sampled population on how information is disseminated to the constituents about the fund under study.

Good (1963) had pointed out that a descriptive research describes conditions, events and situations of the present as opposed to the historical research, which describes the past. Survey research was used because it explores the existing status of two or more variables at a given point in time.

3.3.1 Sample Size

The study was conducted in the five locations that is: Ngara, Kariokor, Central, Mathare, and Huruma. The sample size was 400 residents (1/560 of 224,603) who were sampled from the projected population, 2006, of the constituency. This was an equivalent of 0.2% of the total population of Starehe Constituency. This sample represented a percentage of the total population of the area under study. An average of 80 constituents from each of the five wards was targeted to give information as illustrated below. This was sampled further to give a manageable size within each ward/location.

Table 3.1: Sample size

Locations/Wards	Population (1999- census)	Projection (2006) at 2.4 % growth	Percentage Sample Size	Cumulative Frequency	Population sample
Starehe	8,683	8,891	4	4	16
Kariokor	32,763	33,549	15	19	60
Mathare	67,382	68,999	31	50	124
Huruma	86,764	88,846	39.5	89.5	158
Ngara	23,748	24,318	10.5	100	42
Total	219,340	224,603	100		400

Source: Central Bureau of Statistics

3.3.2 Sampling Procedure

This study used probability sampling and the researcher had selected multi-stage sampling as his suitable method.

3.3.3 Multi-Stage Sampling

This method involved the initial sampling of groups of elements into clusters. Then selection of elements in each of the selected clusters was done. The population targeted was grouped into sub-populations i.e. slum blocks, blocks between lanes and streets, flats and plots. Within each of the sampled slum blocks, streets or lanes, samples were chosen by stratified and systematic methods. Information was collected from the respondents who were selected systematically and in a stratified approach by arranging them in varying clusters of household blocks. Then from each cluster blocks, selecting every 10th house and interviewing the heads of each household. Where the head of the household was not in, the oldest or eldest of those present was requested to give some information, having been given a clue on the subject matter. Where there were churches within the area under study, they were grouped according to their homogeneity and then members from each group in that church was chosen randomly and interviewed.

3.3.4 Data Collection Instrument and Procedures

Data collection methods refer to the means the researcher used to gather data. Stake (1995), and Yin (1994), identified at least six sources of evidence in case studies. The researcher used (a) A structured questionnaire, which was administered to at least four hundred (400) respondents,

(b) A review of public documents relevant to the problem under investigation,

(c) Observational method was also used to discern some very vital facts, which could not be given by respondents because of not wanting to be identified as the source of information.

The researcher made use of both structured questionnaires and interviews to solicit for answers from constituents. The questionnaire comprised a set of close-ended and open-ended questions. The study used questionnaires and interview schedules to collect the desired data. Also observational method was employed to collect information, which would have, otherwise, been difficult to capture through the other methods.

3.3.5 Questionnaires

Kothari, (2003) and White (2000, 2002) respectively, posit that questionnaires generate data in a very systematic and orderly fashion. They also observed that the procedures involved in designing, writing and administering questionnaires are complex. A questionnaire consists of a number of questions printed in a definite order on a form. The questionnaires were administered to respondents who were supposed to read and understand the questions and write down replies in the spaces provided. The study used questionnaires with both open-ended and close-ended questions to collect data. The close-ended questions were used to collect information for quantitative analysis, while open-ended questions were used to collect information for qualitative analysis of the variables under study. The questionnaire comprised of three parts. Part one had the socio-demographic questions, while part two and three sought information on Knowledge Attitude and Practice (KAP) questionnaire on effective communication strategies towards the implementation of CDF in Starehe Constituency.

3.4 Interviews

The researcher used face-to-face interviews with the entire targeted population. In this approach the researcher used both structured and unstructured interviews by the use of open-ended questions.

3.5 Data Collection Procedure.

Questionnaires were given to those who had been sampled to participate in the study. The researcher distributed the questionnaires, assisted by the assistants to each group of selected incumbents of the study, and allowed time for responding and collecting the filled up questionnaires after one week. The data collection exercise took about two weeks. During the same time the researcher interviewed the implementers of the CDF.

3.6 Data Analysis Techniques

The data collected was analyzed using descriptive statistics such as mean, mode percentages and frequencies. A computer-aided analysis was done using Statistical Package for Social Sciences (SPSS). The summary of the information was represented in tables, graphs and charts. Emerging themes were qualitatively described to bring out the eminent relationships.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 INTRODUCTION

The chapter presents an analysis of the data collected from the field. This has been presented in form of frequency tables and charts where appropriate. The purpose of this study was to determine how the utility of strategies of communication in the Starehe's Constituency development Fund (CDF) management affected communication between the stakeholders and the constituents. This was achieved by investigating how various strategies of communication influenced dissemination of information between the managers of CDF and the constituents the fund was meant to benefit. The findings of the study were subjected to both qualitative and quantitative data analysis using content analysis and Statistical Package for Social Sciences (SPSS) respectively. Of the 400 questionnaires distributed for this research, 360 useable questionnaires were returned giving a response rate of 90 per cent, which was considered exemplary for subsequent analysis.

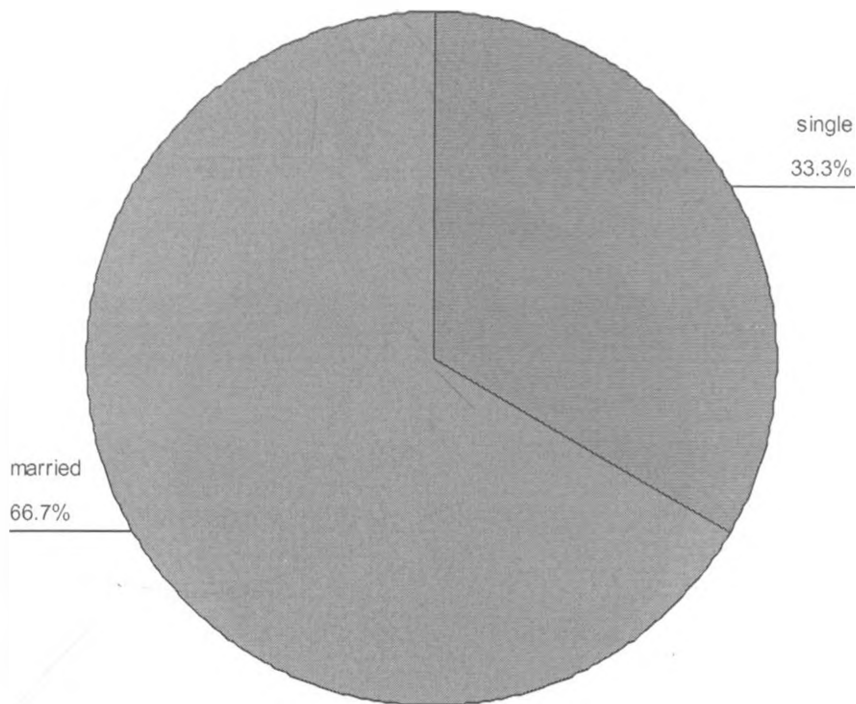
4.2 Quantitative analysis

Table 4.1 Distribution of response by age

Age group	Frequency	Percent
18-30 Years	140	38.8
31-40 years	166	46.1
41-50 years	34	9.4
51 and above	20	5.7
Total	360	100.0

Respondents had been asked to indicate their age. The study indicated that the majority of the respondents were between the ages of 31-40 years, which accounted for 46.1%, followed by 18-30 years accounting for 38.8% and the rest accounted for 15.1%. The results are summarized in the table 4.1 above.

Figure 4.1 Marital status of the respondent



The study sought to find out the marital status of the respondents. It was established that married people were more than their single counterparts, which accounted for 66.7% and the latter accounted for 33.3% respectively. This is shown in the pie chart above.

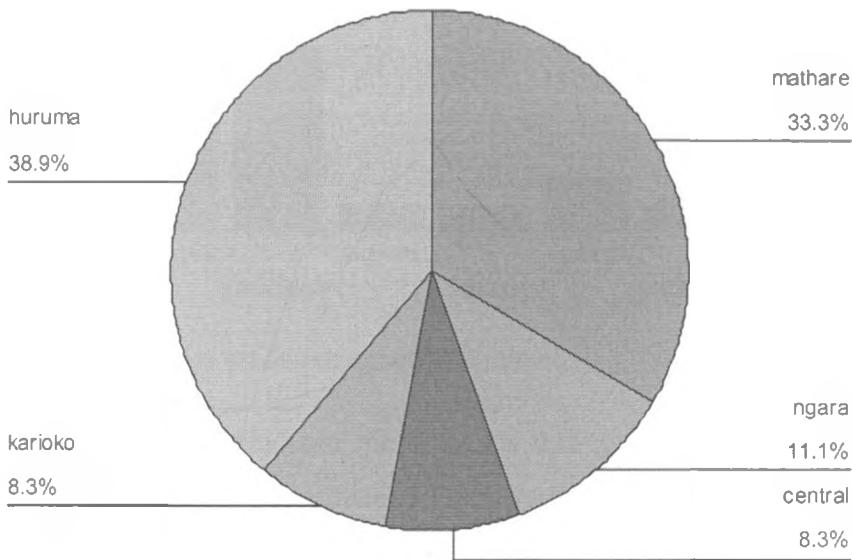
Table 4.2 Respondent’s educational standards

Level of education	Frequency	Percent
Primary	8	2.2
Secondary	116	32.2
College	174	48.3
University	58	16.2
No Answer	4	1.1
Total	360	100.0

Respondents were asked to indicate their levels of education. The results indicated that a less significant percentage of the respondents, accounting for 16.1% had university level of

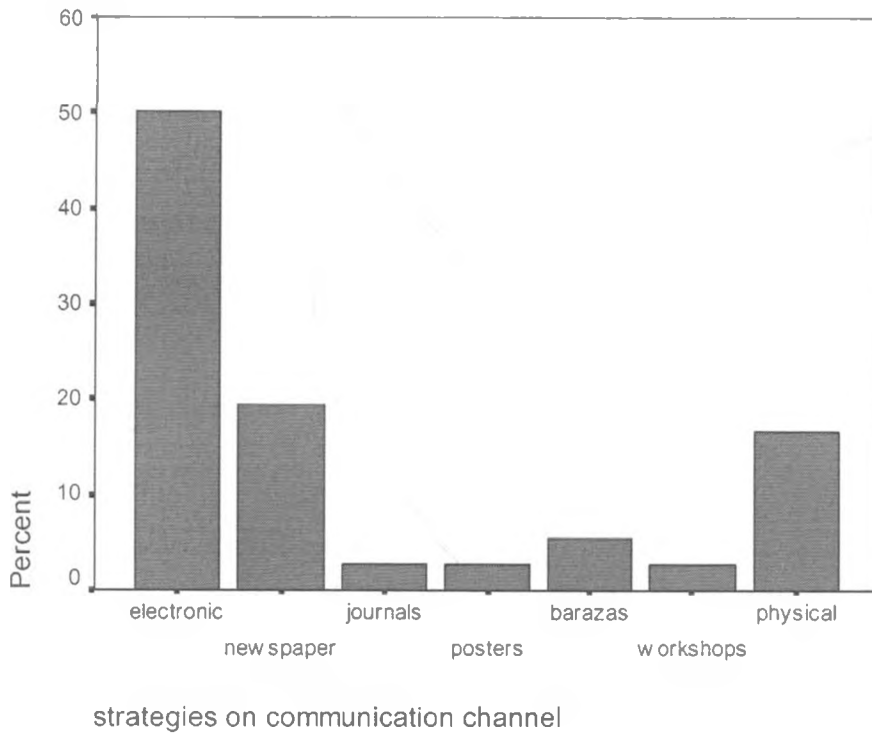
education while those with college education accounted for 48.3%. 32.6% had secondary level of education with 2.3% of the respondents having primary level of education. Education is an important variable in explaining respondent's appreciation for various projects started at the constituency level. The rest, with 1.1% did not give the answer.

Figure 4.2 Location stayed in Starehe constituency



Respondents were required to indicate the location they stayed within Starehe constituency. There are five locations in the constituency and the respondents were to indicate which one they resided in. The results indicated that majority of the respondents, 38.9% resided in Huruma location, 33.3% in Mathare, 11.1% in Ngara, while those that resided in Central and Kariokor locations accounted for 8.3% each. These results are summarized the pie chart above.

Figure 4.3 The communication channel that gives information about CDF



The study sought to find out the channels that gave the residents of the area under study information about the Constituency Development Fund. They were to choose from a list of channels identified by the researcher as well as add more to these, in case of other which were not provided for. Results indicated that majority of the respondents, accounting for 51.7% accessed information regarding the CDF via electronic media, while 19.4% accessed through print media. Those that accessed information on CDF through seeing physical projects on the ground accounted for 17.8% while those that accessed the information through baraza's accounted for 6.7%. Posters and journals though important in disseminating information were indicated by only 3.4% of respondents as their source of information.

According to the respondents, the following channels of communication were used to disseminate information from the CDC: Electronic media, Print media, Workshops and seminars and committee's minutes.

The outlined channels contributed immensely to the understanding of the role of CDF by constituents to the development of the country at the grassroots level.

In some instances, where stakeholders have effectively used approaches like, participant communication, involving the targeted groups, their communication through feedback, timelines and even other less important strategies like billboard communication approach, achieved little in as far as effective communication is concerned.

Table 4.3 Communication strategies used to disseminate information about CDF

Strategies	Frequency	Percent
Subject matter	274	76.2
Understanding Audience	70	19.4
Feedback	8	2.2
Message Design	4	1.1
Articulating Development Goals	4	1.1
Total	360	100.0

The study required that the respondents indicate the communication strategy that had been effectively used to disseminate information about CDF to the constituents. Most respondents indicated that the content or the subject matter was what interested them most in the communication and whatever catered for what they could gain than what the communicator could achieve from them, this accounted for 76.2%. The other 19.4% indicated that understanding the audience was what mattered and the remaining 3.4% indicated that either feedback, message design and-or articulating development goals was of uttermost importance.

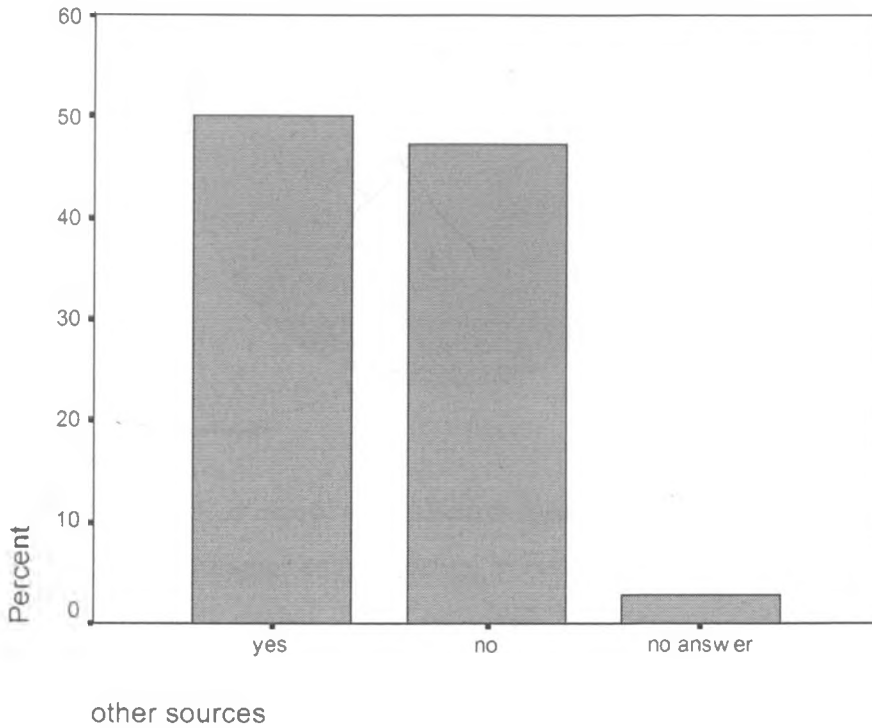
Table 4.4: Responses on the effectiveness of the strategies adopted

Response	Frequency	Percent
Yes	332	92.2
No	20	5.6
No Answer	8	2.2
Total	360	100.0

The respondents were required to indicate whether the above strategies were beneficial to the CDF committee in effectively communicating to the constituents. Results indicated that the

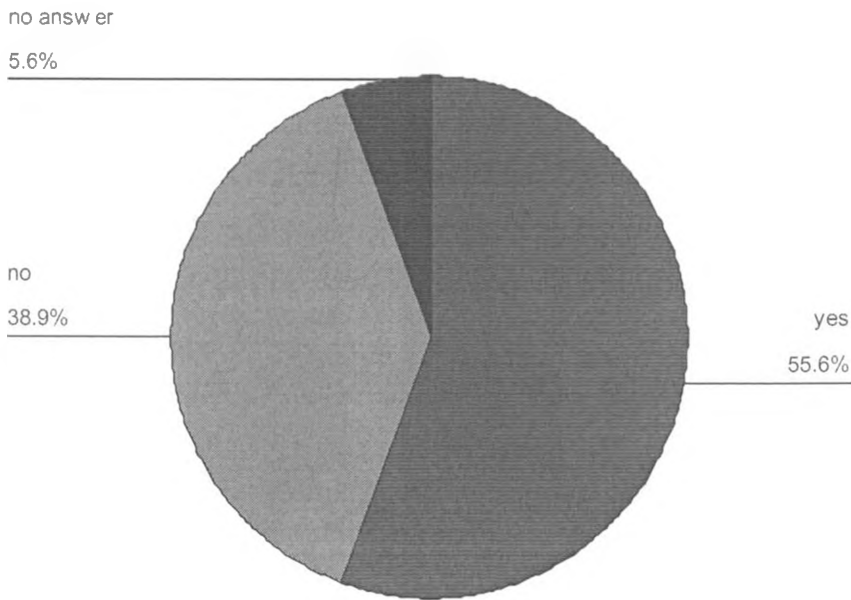
vast majority of the respondents, accounting for 92.2% that information received through various strategies helped the CDC's communicate effectively to the constituents. Only 5.6% of the respondents indicated that the strategies did not help communicate effectively while a further 2.2% did not indicate for their responses.

Figure 4.4: Other sources of communication



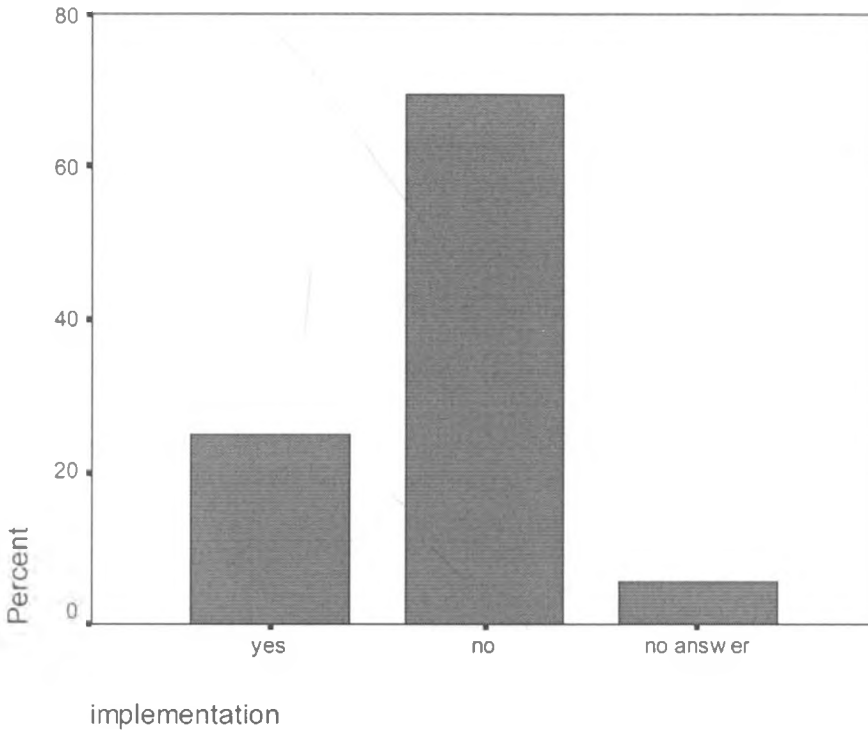
The study sought to find out whether posters, annual reports and returns, newsletters and brochures, and sports activities comprise other communication strategies that are used to educate constituents about CDF. The findings indicated that there is a thin difference between those who says yes (50.6%) and those that disagree (48.3%). However, those who were not giving an answer were negligible as indicated in the bar chart above.

Figure 4.5: Reaction of the residents when aggrieved on CDF management's decisions and activities



The study sought to find out whether peaceful/violent demonstrations were effective communication strategies of responding to issues, whenever residents were aggrieved by the CDF management's decisions and activities. The findings indicated that the majority of the respondents agreed that the residents applied peaceful/violent demonstrations as a strategy to communicate when aggrieved this accounted for 55.6%. While those who indicated no accounted for 38.9% and the rest did not indicate for either as shown in the pie chart above.

Figure 4.6: Contribution toward implementation of the projects



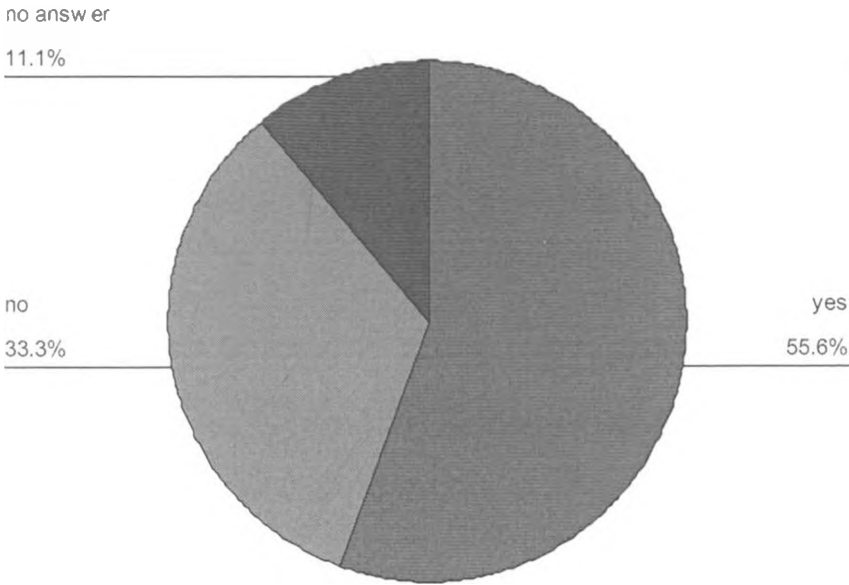
The respondents were asked to indicate whether they had contributed in the selection of projects implemented in their constituency. The majority of the respondents said "no" accounting for 68.9%, 24.4% said "yes" while 6.7% did not indicate for either. This is summarized in the bar graph above.

Table 4.5: Avenues of communication

Response	Frequency	Percent
Yes	202	56.1
No	132	36.7
No Answer	52	7.2
Total	360	100.0

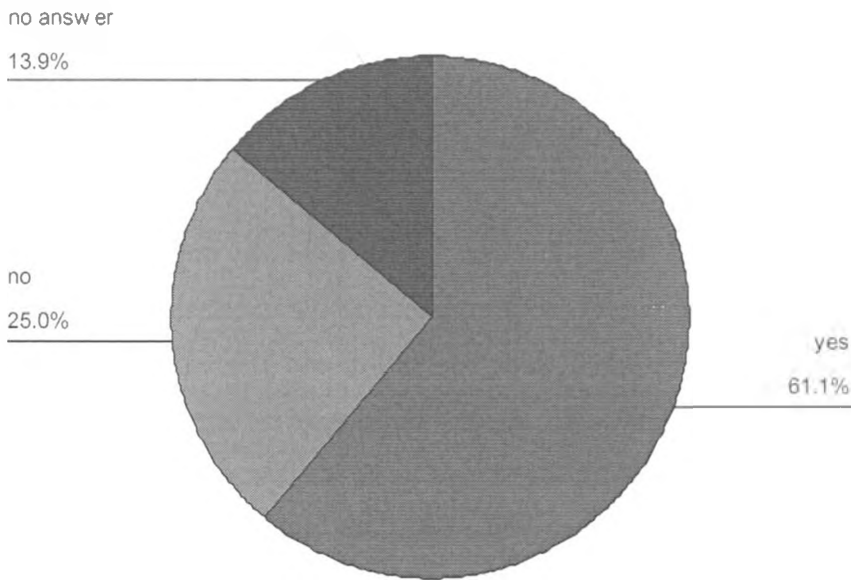
The respondents were asked whether they considered ward/location committees as avenues of communication that the CDF management should use to make decisions on priority projects. Of the total respondents interviewed, 56.1% indicated affirmative, 36.7 said "no" while 7.2 did not indicate for either. This is shown in table 4.5 above.

Figure 4.7: Knowledge about dissemination of CDF fund



The study sought to find out whether the knowledge about CDF fund had been properly disseminated to the intended people. The findings indicated that the majority of the respondents agreed that there was proper dissemination of information about the fund which accounted for 55.6%, and 33.3% did not agree on the same, while the rest 11.1% did not indicate for either. This is as shown in the pie chart above. This implies that the management of the CDF in Starehe constituency is satisfactory. However, efforts should be made to improve its service delivery.

Figure 4.8: Transparency and accountability



The respondents were asked to indicate whether transparency and accountability were important in motivating communication between constituents and the CDF management. The results of the study revealed that a majority of the respondents agree that there is transparency and accountability in use of the CDF funds, this accounted for 61.1%, while 25.0% disagreed and 13.9% did not indicate for either. This is shown in the pie chart above. This implies that the systems put in place in the constituency encourages proper use of the CDF funds. However, the management of the fund in this jurisdiction should work toward perfecting the service delivery.

4.3 Qualitative analysis

4.3.1 Communication strategies

The respondents indicated how various communication strategies contributed to the understanding of the Constituencies Development Fund (CDF) amongst the stakeholders. The study findings showed that initially there was misunderstanding that the kitty belonged and was managed by the area representative, the Member of Parliament (MP).

However, few Kenyans know that the public coffers are financing the kitty because their minds have been opened up through the media and other channels of information dissemination. Quite a great number understands that this is their money or public coffers resources being channeled back to the grassroots to improve their livelihood through service delivery in the form of implementation of various projects in order to bolster their potential to generate more income hence ability to pay more tax to further boost the CDF kitty.

It was evident from the information received at the field that there was some degree of communication breakdown because of various factors that the respondents attributed this to. The communicators did not understand their audience per se. Therefore, they were not getting good feedback because of the way the message was designed, which did not take care of the receivers interests as far as articulating development goals was concerned. Due to such misunderstanding between the communicators and the receivers; the Constituencies Development Committees (CDCs) and the beneficiaries. There was no effectiveness in the communication, as the communicators, at one point or another, had not taken care of the communication barriers that might inhibit message reception and retention.

4.3.2 Frequency of adoption of various tools used by CDF committee

The respondents were required to indicate how often Committee minutes, Barazas, Internet, Workshops among other important tools used by CDF management to communicate to the constituents. The findings indicated that most of the approaches are often applied to communicate to the constituents. However, the study found out that committee minutes and Barazas were the most frequently used modes of communication.

The respondents said that they first learned about the fund after attending barazas. Not much was received with the use of this method because it is a one-way communication: The audience receives information and is not given a chance to give feedback on the same.

4.3.3 Communication strategies used in passing messages to CDF management

The respondents indicated that the appropriateness of using memoranda, letters to the editor, dialogue with the councilor/Member of Parliament/District Officer and grievances at public

meetings were strategies of passing messages to CDF managers. The respondents suggested that the use of memorandum was the most appropriate mode of communication. The information received through the use of print media was also considered as a recipe for adequate communication. The rest of strategies were considered to be insignificant.

The main reason why there is communication gap between the stakeholders and the beneficiaries of the fund is attributable to the different educational levels, though to insignificant levels. This determines understanding and interpretation of the message as received. Residents of the lowly developed estates like Mathare and Huruma seemed to be of more need communication information, as far as development levels were concerned and, therefore, expressed their desire to be given more information on CDF and how it can uplift their standards of living. The rest of the three remaining locations/wards were in a more developed regions because of their proximity to the City centre with an exception of Central Ward which forms the Central Business District (CBD) of Nairobi Area and as well as accessibility to more channels of communication.

Electronic media forms the backbone of the channels used to disseminate information to the general public according to the observation made in the field. The print media comes second, followed by projects as were physically seen on the ground within the constituency. Quite a reasonable percentage of the respondents/residents acknowledged the strategies of communication used to inform them about the CDF and how beneficial it has been in improving their areas of jurisdiction.

It was observed from the responses that the kitty is a form of decentralization though it did not seem to be pure fiscal decentralization characterized by revenue and expenditures. The CDF was seen as one-sided schemes as it did not linked well to the local revenue sources or fiscal effort. Therefore, it is likely to bring monetary illusions and minimize the extent to which the beneficiaries monitor the use of the funds under the kitty.

It was observed, however, that the respondents regarded the funds as "free monies", they were not motivated to monitor its expenditure in as far as the cost of the projects were

concerned. This showed that there was no effective communication or understanding that had been achieved to this end. Few respondents acknowledged that the public coffers fund the CDF kitty and the members of Parliament are simply trustees on their behalf being their representatives in Parliament. They did not even see the need for them to serve as their watchdogs in safeguarding the resources and demand for better accountability and transparency in service delivery.

The findings showed that effective communication strategy could provide institutional frameworks with various mandatory and optional information services that can be created to ensure that government communications are well-integrated and cost effective at the grassroots level so that it co-ordinates contracts services within the CDF institutions to ensure consistent and efficient delivery of the National Management Committees' (NMC) communications. It would ensure the integrity of the management's contracting process for the public opinion research, for publishing and electronic media monitoring, for film, video, audiovisual and multimedia productions, so as to have a wide catchment for beneficiaries of the fund to gain more from the communication dispensation.

In its role as the government's technical and co-ordinating authority for public opinion research, the NMC should advise CDF institutions both in rural and urban areas on their research plans and strategies, and maintain standing offers and other tools to facilitate research services. The NMC should publish annual reports on all the data from research activities and manage an up to date web-based database that is used to co-ordinate public opinion research activities on devolved funds throughout the country.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction to summary of findings

This chapter captures the summary of the research findings, conclusion, and recommendations for further research on the strategies of effective communication on devolved funds. The strategies of communication have been found to be very useful in disseminating information in the devolution approach to development. The Government's decentralization policy had been seen as a mystery by majority of Kenyans, who could not understand how the government could establish, provide and sustain a fund for every constituency in the country. But through the findings of this research paper, they can differentiate between the tail and head about CDF.

The findings indicated that the strategies of communication and the avenues of communication used like the committee system and use of print and electronic media played a major role in the dissemination of information between the constituents and the CDF management to make decisions on priority projects. Of the total respondents interviewed, 56.1% indicated affirmative, 36.7 said "no" while 7.2 did not indicate for either.

5.2 Answers to research questions

The strategies of communication that were being used to popularize CDF were: Message design, feedback approach, articulation of the development goals within the constituency. Also there were others like; the participation on communication approach, billboard method, timelines. The study revealed that some of the strategies were effective while others did not make much impact, but at least, they influenced some degree of communication between the CDF management and the constituents of Starehe Constituency. The overall result was that the constituents' understanding of the CDF and its role was over 70%, which could be rated as effective. There is still need for more research to close the remaining gap of 30% in order to achieve better results in the communication link among the stakeholders of the CDF management.

The communication structures that were used were the committee system, barazas, workshops, internet, posters, annual reports and returns. Others were newsletters, brochures and even sports activities. Not all the structures were effective in the communication. Of the mentioned structures, the committee system ranked the first in order of merit. The findings indicated that there were ward committees where, both vertical and horizontal communication was done indicating effectiveness in disseminating information to the constituents of Starehe Constituency, as well as within the management ranks. The remaining structures as listed, were less effective. Therefore, there is still need to do more research on those which were not very effective to increase their effectiveness.

Communication strategies influenced the decision-making process in the identification and implementation of projects under the fund. As has been indicated earlier, the committee strategy played a role in the decision-making on priority projects. Decisions or suggestions emanated from the people and were forwarded to the ward committees. The ward committees discussed the suggestion as presented to them by constituents on what the constituents felt was priority in their location or ward, within the constituency. The ward committees minuted the suggestion including their input and sent the same to the CDC. The Constituency Development Committee scrutinized the suggestions and fine-tuned the same and forwarded it to the Member of Parliament and the National Management Committee for ratification and funding. So, this strategy really determined the decision and implementation of projects.

Communication between the constituents and the management teams was motivated by various factors. Some of these factors were; people's reactions through print and electronic media, grievances in public meetings about the fund and its use, social responsibility, political gain and, the watchdog function on the part of ordinary citizens. Due to the forgoing factors, there was need to take care of them in order to achieve the communication objective of the fund. The findings from the study indicated that communication was the pillar of mutual co-existence among the stakeholders. The unique needs of each of the five wards within the constituency were addressed as so. The study found out that letters to the editor, interviews and commentaries on both the print and electronic media raised pertinent issues

regarding the CDF management. Citizenry across the constituency raised various issues through memoranda and commentaries at social gatherings. All these contributed to the motive behind need for communication strategies that could lead to need for effective communication among the stakeholders.

5.3 Conclusion

The study revealed that it was not easy to communicate effectively and convince all the constituents because of their initial attitude toward the fund. Therefore, there is need to use given strategies of communication in order to change their attitude. A majority of the respondents perceived projects and funds overseen by politicians as skewed toward benefiting those politicians than the common citizens.

According to the findings, the channels of communication open to the majority of residents is the media and especially the radio and television, therefore, effective communication has been achieved more by the use the media as compared to other channels of communication. It was further revealed that most of the residents did not have access to other modes of communication besides print and electronic media.

The devolution kitty as a form of decentralization was not pure fiscal decentralization characterized by revenues and expenditures. The CDF was seen as one-sided scheme that was not linked to the local revenue sources or fiscal effort. It was, therefore, likely to bring monetary illusions and minimize the extent to which the beneficiaries could monitor the use of the funds under the kitty, unless there was effective communication by use of strategies of communication.

It was conclusive that, effective communication would safeguard against the political leaders seeing CDF as an investment in their political careers with returns spread over electoral cycles. The implementation of the kitty could be a success if the stakeholders used effective communication or proper use of communication strategies in their awareness campaigns, hence welfare maximization as opposed to political returns.

Most of the respondents were between the ages of 31-40 years and most of them were married. This showed a generation of the young people which embraces devolution policies and are eager to receive communication if well communicated for they stand to benefit from devolution schemes, if they can come along with equity in the distribution of resources to the grassroots.

There is still a lot that needs to be done on the strategies of communication in order to have effective communication as there were some respondents who had no adequate information about CDF or the information had not reached them on kitty's operation and what their role should be on it.

5.4 Recommendations and implications

Communication barriers hindering the understanding between the CDF management and the constituents should be minimized to enhance the confidence from the residents of Starehe Constituency. There should be an effective communication strategy to safeguard against the political leaders seeing CDF as an investment in their political careers with returns spread over an electoral cycle.

There should be proper use of communication strategies to ensure that there is proper utilization and understanding of the use of CDF funds. This would create awareness on what is taking place with regard to the usage of the financial resources.

Information deduced from the respondents indicated that CDF is perceived to be a novel concept, which is likely to have major positive impact on grassroots development. However, there should be careful monitoring of its operations in order to ensure that its efficiency and effectiveness is paramount. Residents should participate in monitoring the fund's expenditure in as far as the cost of financing the projects is concerned. This will be achieved only if there is proper communication or understanding on the use of the fund. There is need for the constituents to serve as watchdogs in safeguarding the resources and demand for accountability and better service delivery.

The residents of the lowly developed estates like Mathare and Huruma deserved more attention as far as development levels were concerned. The rest of the three remaining locations/wards were in more developed regions because of their proximity to the City Centre of Nairobi Area, as well as accessibility to more channels of communication.

Electronic media channel should be used to disseminate information to the general public according to the observation made in the field. The newspapers should also be embraced as a means of communication to the public since it also seemed preferred method of communication.

The committee system, which was already in place, should be broadened to involve discussions of various outlined objectives, minuted and printed for reference at a later stage. The same should be made public for the constituents to read and to give their own suggestions. This approach can be effective where there is horizontal communication between various committees at the constituency level, for example, ward and location committees. According to the respondents, these committees act as resource forums to gather information for the consumption of the main CDF committee.

The residents and the CDF stakeholders should be subjected to frequent seminars and workshops on CDF issues to reduce a communication gap between the stakeholders and the beneficiaries of the fund. This would improve the understanding and interpretation of the message as it is received.

Also there should be need to co-ordinate and support the planning of horizontal or constituency-wide communications on the fund; asses performance and results, and ensure effective resource and expenditure management related to the communications function are well organized. This will facilitate the communication function within the parameters of the committees up to the National Management Committee, which would bank-roll the activities of the fund.

Rigorous study to be undertaken to identify the main sources of concern that are emerging be undertaken in order to avert major failures in future. Such study would offer concrete recommendations on reforms on the type of information and data required for all CDF projects for effective monitoring and evaluation of the use of project money to achieve the desired goals.

Since the communication function is a shared responsibility that requires the support, co-operation and interaction of various personnel throughout an institution. There is need for policy advisers, program managers and other functional specialists – analysts, researchers, human resource officers, access to information and privacy co-ordinators, marketing specialists, information technologists, web masters, graphic artists, librarians, receptionists and call-centre staff to get involved and carry out the requirements of this policy in all aspects of their work. Their supervisors must ensure that the head of communications, or his or her designate, is consulted on all activities and initiatives involving communication with the public or which have implications for an institution's internal communications.

Communication personnel should participate actively in the planning, co-ordination and implementation of devolved funds' communications, including the use of new technologies. Their co-operation is required to ensure sufficient resources for communications are allocated within operational budgets. Active working links and ongoing liaison with communications staff are imperative to ensure that an institution's communication needs, both domestic and international, are fully accounted for and addressed in all program and policy activities.

Collaboration among policy advisers, program managers, analysts, researchers, marketing specialists and communications staff should ensure that public needs and concerns are routinely identified and addressed in the planning, management and evaluation of policies, programs, services and initiatives. There should also be need to ensure that the communication goals and priorities of the government are consistently and coherently reflected in programs and services of devolved funds like the CDF.

Partnership should be enhanced between specialists in human resources and communications staff to ensure that the institution's internal communication requirements are met.

Collaboration among information technologists, Web masters, call-centre operators, graphic artists and communications staff ensures that proposed activities or methods of communication are technically feasible and practical.

Finally, use of the right strategies of communication would lead to better understanding of CDF as devolution strategy and can also provide important information important in the design of future devolution schemes.

5.5 Suggestions for further research

There is need to carry out a comparative study on communication but involve other aspects using population samples from both urban and rural constituencies in order to give comprehensive solutions to the identified communication gaps.

- i. A survey of constituent's perception on the communications as delivered by stakeholders on the fund in order to prepare for better services in future.
- ii. Replications of this study should be carried out in all other 210 constituents in order to reveal their unique communication gaps that need strategies for effective communication and development.
- iii. A study to identify the main sources of concern that are emerging should be undertaken to avert major failures in future. Such study would offer concrete recommendations on reforms on the type of information and data that should be required for the implementation the CDF projects.

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APPENDICES

APPENDIX 1: Questionnaire to the targeted population sample of Starehe Constituency Central Division in Nairobi-Kenya

TO WHOM IT MAY CONCERN

I am a MA Communication Studies student in the University of Nairobi (UON) School Of Journalism. As part of the course requirement, I am carrying out a study entitled "*The Utility of Communication strategies in the management of the Constituencies Development Fund (CDF), in Kenya: The Case of Starehe Constituency, (Central Division) - Nairobi*".

The main aim of the study is to examine the utility of communication strategies as used by stakeholders in the management of CDF as they endeavour to address Millennium Development Goals (MDGs), Kenya. It is hoped that the study recommendations will be used as a guide towards the effective communication and management of the fund in the area under study and Kenya as whole.

The purpose of this covering letter is to request you to set aside some time from your busy schedule for an interview, which will enable the researcher come up with factual and relevant data, related to policy issues that affect the successful implementation of the communication strategies in Kenya, toward the development of constituencies under the Government's devolution policy.

You are requested to respond to the following questions to the best of your knowledge and as truthfully as possible. Your responses will be treated with utmost confidence and will be used for the purpose of this study.

Thanking you in advance for your time, cooperation and support.

Yours sincerely,

MWEBI GEORGE L.

APPENDIX 2

Section A: General Information

Please tick (✓) the appropriate answer in the questions that follow and where possible fill in the blanks.

1. Please indicate your age bracket.
 - a) 18 - 30
 - b) 31 - 40
 - c) 41 - 50
 - (d) 51 and above

2. Gender
 - a) Male
 - b) Female

3. Marital status
 - c) Single
 - d) Married

4. Educational standards
 - i. None
 - ii. Primary
 - iii. Secondary
 - iv. College
 - v. University
 - vi. Postgraduate

5. Which of the following locations/wards do you stay in Starehe Constituency?
 - i. Mathare
 - ii. Ngara
 - iii. Central
 - iv. Kariokor
 - v. Huruma.

Section B

Strategies of Communication used to popularize the Fund in Starehe.

1. Which among the following communication channels do you get information about CDF?

Electronic media	Newspapers	Journals	Posters	Barazas	Workshops /Seminars	Physical projects on ground

2. In your opinion, which other way would you best gain information apart from the channels suggested in 1 above.

.....

3. How has the information received using the channels named in 1 above influenced your understanding about CDF?

.....

4. From the following list, please, tick the communication strategies that have been effectively used to disseminate information about CDF to the constituents of Starehe.

Subject matter	Understanding Audience	Feedback	Message Design	Articulating Goals	Development

5. In your view, has the information received through the strategies named above helped the Constituency Development Committee (CDC) communicate effectively to the constituents?

Yes
 No

6. If yes, how has it enabled them change their attitudes?

.....

7. The following communication strategies contribute to the understanding of CDF amongst the stakeholders? Please indicate to what degree, by use of the following rating scales.

- 1 - Very greatly
- 2 - Greatly
- 3 - Moderately
- 4 - Lowly

Participant communication	Billboard method	Timelines	Feedback

Section C

Communication Structures used in the management of CDF.

1. The following approaches are important tools that the CDF management uses to communicate to the constituents. Please indicate how often they are used

- 1 - Most frequent,
- 2 - Frequently
- 3 - Occasionally
- 4 - None.

Committee minutes	Barazas	Internet	Workshops	Any other? Please specify

2. Briefly state the methods of communication that are being used to publicize CDF in your constituency.

.....

3. In your view, do the following; posters, annual reports and returns, news letters and brochures, and sports activities comprise other communication strategies that are used to educate constituents about CDF?

- Yes
- No

4. If yes, please explain how effective they have been.

.....
5.

Please suggest other strategies of communication you consider useful in making communication about CDF more effective.

.....

6. What are the main projects being emphasized by the CDF stakeholders in their awareness campaigns?

- (i).....
- (ii).....
- (iii).....
- (v).....

7. In your opinion, which of the following is the most effective method of communication? Please rate the preferred approach using the following scale:

- 1 - Very important
- 2 - Important
- 3 - Not important

Top-bottom	Bottom-up	Horizontal	None of the three

8. Some constituents resort to peaceful/violent demonstrations whenever they are aggrieved by the CDF management's decisions and activities. In your view, is this an effective communication strategy?

Yes
 No

9. Please give reasons for your choice.

- (i).....
- (ii).....
- (ii).....
- (iv).....

Section D

Communication strategies and decision-making processes in the identification and implementation of projects

1. Which of the following strategies would you consider appropriate in passing your message to CDF managers? Please rate them in order of importance.
 - 1 - Very important
 - 2 - Important
 - 3 - Not important

Memoranda	Letters to the Editor	Dialogue with the Councilor/MP/DO	Grievance at funerals	Any other? Please specify

2. Have you contributed to the selection of projects that have been implemented in your constituency?

Yes
 No

3. If yes, which strategy did you use to communicate your suggestions?

.....

4. In your view, what communication strategies should be employed to convince the CDC on projects considered uniquely important to some areas?

.....

5. Do you consider ward/location committees as avenues of communication that the CDF management should use to make decisions on priority projects?

Yes
No

6. If yes, briefly state how effective it should be.

.....
.....

7. In your opinion, do you think that knowledge about these funds have been properly disseminated to the intended people?

Yes
No

8. If no, please give your reasons.

.....
.....

9. In your view, what should be done on attitudes and perception of constituents so as to enable CDF managers effectively disseminate information about the role of the fund?

.....
.....

Section E

Factors mitigating communication between the Constituency Development Fund management and the intended beneficiaries.

1. Do you consider transparency and accountability as important in motivating communication between constituents and the CDF management?

Yes
No

2. Please give reasons for your answer.

.....
.....

3. Social responsibility is one of the factors necessitating dialogue between the CDF and the constituents.

Strongly agree	Agree	Disagree	Strongly disagree

4. Political gain motivates communication amongst stakeholders especially when politicians stand to benefit. Do you agree to this statement?

Yes
No

5. Please give reasons for your answer.

.....
.....

6. The constituents are supposed to be watchdog windows for the fund to ensure accountability on the part of the implementers. Suggest ways they can communicate information without fear or favour.

- (i).....
- (ii).....
- (iii).....
- (iv).....

7. The watchdog function of the citizens has not been harnessed well due to lack of proper means of communication for forwarding confidential information to relevant authorities for action. Do you agree with this statement?

Yes
No

8. If yes, to what extent has this influenced decisions on the selection and implementation of projects in your constituency?

Very great	Great	Moderate	Low	Very low

9. In your view, why is it important to co-ordinate information flow between the constituents and the CDF management?

.....
.....

10. Do you agree that there is communication breakdown between the CDF management and the beneficiaries of the fund?

Yes
No

11. If yes, suggest what should be done to make such communication effective?

.....
.....

12. Do you think that there is wide understanding about the CDF as a form of devolution policy?

Yes
No

13. If No, please give your reasons.

.....
.....

THANK YOU FOR YOUR TIME AND SUPPORT

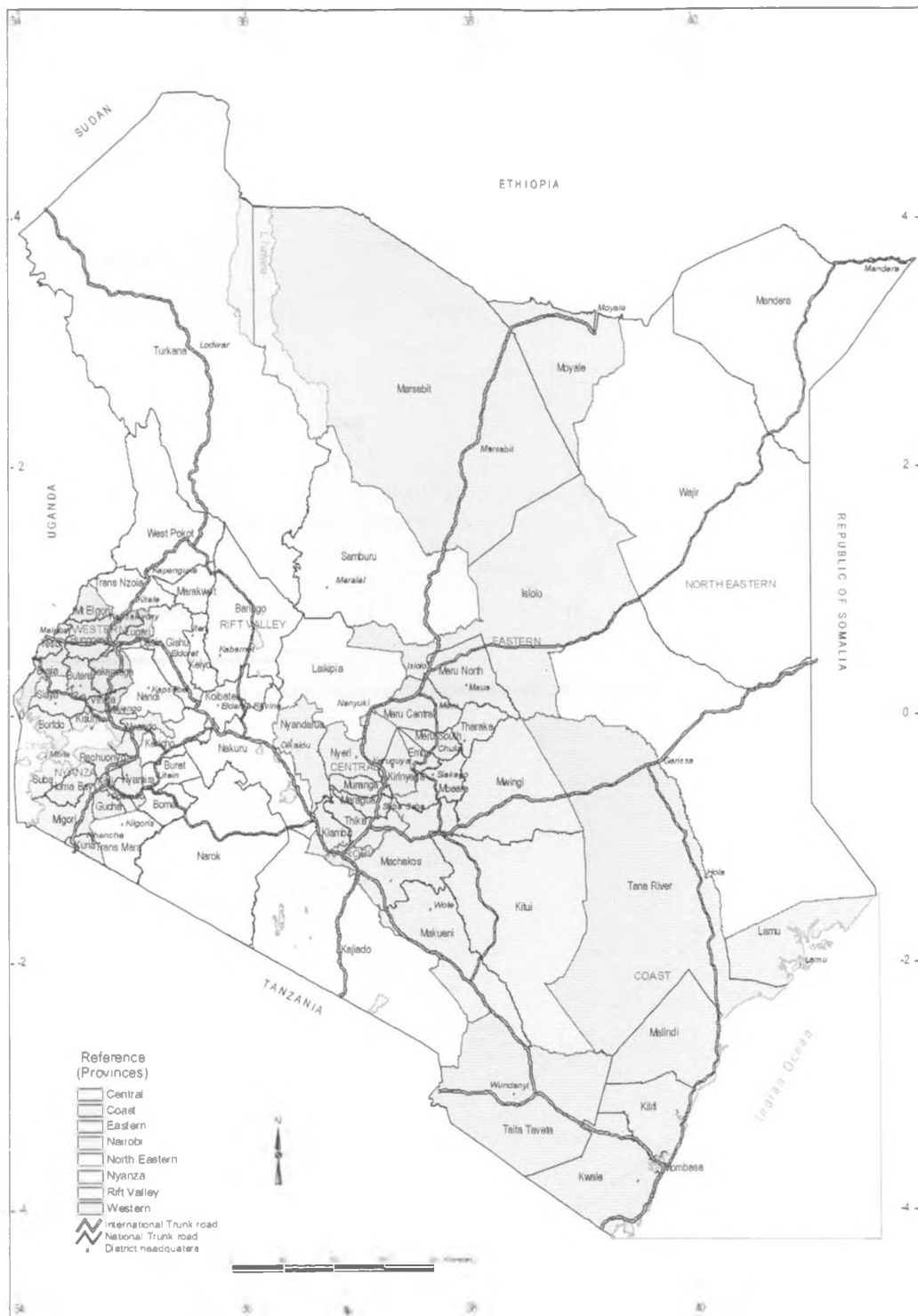
**Appendix 3
WORK PLAN**

ACTIVITY	MONTH	YEAR
1. Submit Research Topic	May	2007
2. Literature Review	June	2007
3. Submission of Proposal	July	2007
4. Primary Data Collection	August	2007
5. Secondary Data Collection	August	2007
6. Data Analysis	August	2007
7. First Draft Submission	September	2007
8. Final Draft	September	2007

**APPENDIX 4
BUDGET**

ITEM	AMOUNT Kshs.
Stationary	10,000.00
Binding services/photocopying	5,000.00
Travel expenses	2,000.00
Subsistence	3,000.00
Research assistants	10,000.00
Secretarial work	3,000.00
Supervision fee	5,000.00
Data analysis	10,000.00
Contingencies	2,000.00
TOTAL	50,000.00

KENYA ADMINISTRATIVE UNITS



Source: 1989 Kenya Population and Housing Census

Prepared by Central Bureau of Statistics

Nairobi District Constituencies



Starehe Constituency Wards

