

**INFLUENCE OF COMPETENCE OF PROJECT
MANAGEMENT COMMITTEE MEMBERS ON PROJECT
PERFORMANCE: A CASE OF CONSTITUENCY
DEVELOPMENT FUNDED PROJECTS IN KIHARU
CONSTITUENCY, MURANG'A COUNTY KENYA**

BY

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the Award of the Degree in Master of Arts in Project Planning and
Management of the University of Nairobi**

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DECLARATION

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

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DEDICATION

I dedicate the project to my wife Alice Wanjiru for her tireless support in the course of carrying out the studies

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ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
CDF	Constituency Development Fund
DFID	Department of Foreign Investment and Development
MP	Member of Parliament
NTPA	National Tax Payers Association
SPSS	Statistical Package for Social Sciences
USA	United States of America

ABSTRACT

The study envisaged establishing the influence of competence of project management committee members on project performance: a case of Constituency Development Funded projects in Kiharu Constituency, Murang'a County Kenya. The study sought to establish how the individual competence of the project management committee members, the capacity to employ information management technology, their financial management skills and project identification and management influence the performance of projects. The study employed a descriptive survey research design and the population of interest was thirty six members of the project management committees from the six wards and the constituency fund manager. The census sampling method was used for sampling purposes. This is because the PMC's were few and thus considered as a fairly manageable number to be reached in totality. The study collected data by use of questionnaires which were administered to the PMC's while the fund manager was subjected to a scheduled interview. The data was analyzed by use of qualitative and quantitative techniques. The qualitative techniques entailed content analysis and aligning the information that was collected from the field with other studies carried out in the realms of accountability in the constituency development fund management and related fiscal decentralization activities. The quantitative data analysis entailed both descriptive and inferential statistics. The descriptive statistics entailed mean, mode and measures of central tendency while the inferential statistics entailed chi-square tests and spearman rank order correlations. The study found out that: All the respondents were aware that there was a basic minimum requirement for the education levels of the project management committee members as pertains to academic proficiency. Most of the respondents (71%) considered the predominant information storage system in use as electronic and 59% of the respondents deemed the information storage procedures in place as adequate enough to meet the demands of the CDF projects. Most of the respondents (59.4%) deemed the members of the project management committees as well versed with the financial management procedures in place. The mode of project identification for the programs undertaken by CDF was predominantly found to be popular public participation in project determination (53%). The study recommended that: The CDF should place emphasis on the training of the project management committee members as a premise of ensuring that they have the requisite skills to carry out their activities effectively. Capacity building for information storage activities should be carried out on the part of the fund. This will ensure that enhanced scrutiny of the projects undertaken is actualized. The CDF should streamline the financial processes in place with a view of enhancing their capacity to mitigate against the risks of losses to the institution. This may enhance the ability of the populace to derive the intended benefits from the activities carried out by the fund. The governance practices of CDF should equally be fully implemented with regards to the provisions stipulated in the act. This may potentiate the ability to ensure ownership of programs and the capacity to enforce provisions for civic duty by the public as pertains to project identification and related requisites of the CDF programs.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Fiscal decentralization is the devolution of taxing and ability to spend money to regional governance units which are subsidiary to the central government (Crump, 2008). The principle of decentralization of the fiscal activities has the assumed benefits of subsidiarity thus singular focus to the central government in the achievement of its core functions, improved governance and accountability owing to the fact of enhanced scrutiny of the government spending. Improved democratization, citizen participation as regards the choice of the projects and the resultant enhanced service delivery in terms of increased efficiency is a key tenet of fiscal decentralization.

Fiscal decentralization is a core tenet of the United States of America (Kwame 2010). The federal states have the autonomy to raise revenue in form of taxes and the power to spend the same in their jurisdictions in terms of infrastructure development, service delivery and other mandates in their confines. The same is applied in all the states and the autonomy enhances their independence and strengthens their capacity to deliver services to the citizenry in their jurisdictions.

In China we have had fiscal decentralization aiding spur the local empowering, (Taylor, 2010). The enormous population of the country is effectively served by the regional governments which have a firmer grip and tighter control of their jurisdictions in terms of knowing the needs of their charges as opposed to the central government which has a greater focus on the policy and related national issues. At inception, the decentralization was volatile but with improved acceptance across board there has been improved governance and implementation of the programme leading to increased national growth for the country.

In Africa we have a challenge of the strengthening of political will to achieve the much required fiscal decentralization in many countries across the continent, (Adebayo, 2010). This stems from the fact that most of the countries are under a centralized governance rule. The much needed decentralization of power from the central government is a tall order for many countries in Africa. It thus makes the continent lay behind in relation to fiscal decentralization as compared to other developing countries in the world. Many jurisdictions have gradually embraced the political will to share resources across the electoral units across the countries. The elected political leaders have been charged with the responsibility of overseeing decentralized funds as disbursed in line with the pertinent needs of their areas.

The challenge of inter-governmental fiscal relations causes many countries not to undertake fiscal decentralization in Africa, (Komora, 2010). This is mainly driven by the fact that politics in Africa is very competitive and the driving aspect of a winner takes all in a political contest is the undoing of politics in Africa. This brings about the challenge of the winner wanting to develop his background at the expense of the others thus ignoring the need to have a decentralized system with equal opportunities for all. Many examples of gradual change in terms of ensuring equitable access to resources and facilities to aid spur development and reduce disproportionate development are slowly gaining root.

Fiscal decentralization can be of two forms, (Bird, 2008). They are the horizontal and the vertical forms. The horizontal form entails the fiscal units being equal. This is whereby all the states or federal units are equal to each other regardless of any consideration or persuasions in the mother country. Vertical form entails having the central government reigning supreme over the federal states and controlling all the aspects of decentralization and always playing key roles in the decision-making activities as regards the control of the autonomous units. In Philippines we have the primary development systems fund which has been created to ensure

funds are distributed to congress men for infrastructural development projects. This gives clout to the congress men as pertains political responsibility and the power to influence development activities in line with the aspirations of the electorate.

Intergovernmental transfers whereby a percentage of the revenue generated by the central government is transferred to the autonomous units are equally another form of fiscal decentralization, (Ball, 2009). This is whereby the central government levies taxes to the whole populace within its jurisdiction and transfers a percentage of the same equitably to all decentralized units to help them run their programmes and activities for the good of the citizenry in their jurisdictions. In Pakistan, the practice of funds allocation to constituencies has been profound. It started in the year 1985 and the programme has been a test case emulated by many countries in the Asian region. The percentage of revenue earmarked for the constituencies is distributed evenly for ensuring equitable resource allocation.

Fiscal decentralization confers powers and responsibility for accountability enhancement, reduction of unproductive overlap and duplication of authority, (Rodriguez, 2008). This gives clear functions and mandates to the units and frees the central government to pursue its rightful role of international relations and trade, legislation and oversight over the autonomous units. The presence of a fund which is drawn from the exchequer and a percentage of the total revenue collected disbursed to the electoral units has been an effective tool in India. The fund referred to as the Local Area Development Scheme sees the members of the legislative assemblies having a stake in the decision making as regards development issues. It brings forth the risk of overlap between the legislature and the executive but however in the exercise of prudence it assures equitable development.

The Constituency Development Fund is an initiative of the Kenyan government which was mooted in the year 2003. The essence of the fund is to ensure equitable resource allocation to

all constituencies which are the electoral zones. The allocation of funds is pegged on the poverty index and the population of the constituencies as a driving factor (Chweya, 2010). The programme has seen a total transformation of the country with regard to development of infrastructure and social amenities. It has brought a new face to the electoral areas in comparison to the previous practices whereby we had the elected members of parliament digging deep into their pockets to finance development activities through fundraising programmes. Public participation has also been a positive element of the fund. The local communities are involved in decision making on the projects to be undertaken. This invokes the element of ownership of programmes and public goodwill.

1.2 Statement of the Problem

The Constituency Development Fund has been a development strategy put in place by the government to ensure resource allocation in an equitable manner to all constituencies nationwide. The fund is administered from the national treasury and a national committee to oversee it is sanctioned by parliament. The committee has power to approve the spending plans in all the constituencies driven by the proposals made by the public. The Constituency Development Fund has been in place from the year 2003. Much has been achieved in terms of development activities facilitated by the fund nationwide.

Despite the strides made by the fund, the levels of public participation and issues of competency of the project management committees have greatly compromised the capacity of the fund to realize the envisaged ideals. The situation at hand is mainly motivated by the levels of exposure of the project management committee members in terms of academic proficiency and capacity to handle information technology platforms. The financial management skills of the project management committee members and their ability to competently decipher accounting information equally put the projects to a high risk. This is

due to the situation of having old persons who are barely literate sitting in the committees. The issue of having other persuasions other than the academic proficiency, intellect and exposure of the project committee members as the driving factor of inclusion highly compromises the capacity of the Constituency Development Fund to realize the envisaged fiduciary standards. This brings to the fore the issue of accountability and transparency in the administration of the Constituency Development Fund.

The National Tax Payers Association reports for the year 2012 and 2013 depict a situation whereby lack of accountability has been profound in many constituencies. The 2012 report indicated that there were audit queries in one hundred and thirty five constituencies touching on the spending and budgetary appropriations made toward community projects by the constituency development fund. This was an indication that more than half of the constituencies in the said year had accountability issues which had drawn the attention of the watchdog apparatus. It is against this background that the study sought to establish the influence of competence of project management committee members on project performance: a case of Constituency Development Funded projects in Kiharu Constituency, Murang'a County Kenya.

1.3 Purpose of the Study

The study sought to establish the influence of competence of project management committee members on project performance: a case of Constituency Development Funded projects in Kiharu Constituency, Murang'a County Kenya

1.3.1 Objectives of the Study

- i) To establish how the individual competence of the project management committee members influences the performance of CDF projects in Kiharu constituency.

- ii) To establish how the exploitation of technology by the project management committee members influences the performance of CDF projects in Kiharu constituency.
- iii) To explore how the financial management skills of the project management committee members influences the performance of CDF projects in Kiharu constituency.
- iv) To establish how the mode of projects identification influences the performance of CDF projects in Kiharu constituency.

1.4 Research Questions

- i) To what extent does the individual competence of the project management committee members influence the performance of CDF projects?
- ii) How does the exploitation of technology by the project management committee members influence the performance of CDF projects in Kiharu constituency?
- iii) To what extent do the financial management skills of the project management committee members influence the performance of CDF projects in Kiharu constituency?
- iv) How does the mode of projects identification influence CDF projects performance?

1.5 Significance of the Study

The Constituency Development Fund is a very novel idea. It was mooted and enacted into law with the sole aim and purpose of reducing inequalities with regard to development nationally. This is by way of having funds for development disbursed to all constituencies and having the public identifying projects that facilitate service delivery and foster economic growth. The need to confirm whether the ideals of the programme have been realized as pertains to ensuring accountability is thus imperative. The study may thus be of great significance to the government in terms of evaluating to find out whether the ideals of the fund have been realized.

The Constituency Development Fund Act (2003) that governs and manages the fund has enshrined provision for public participation as a pre-requisite for project identification and management. The community at large selects and puts in place committees to oversee the projects. The liberty and democratic space allowed gives the communities leeway to use their own discretion in appointing the project management committees. Instances of individuals of questionable academic qualifications and other attributes which may assure accountability sitting in the committees abound. The study will thus shed light on the challenges bedeviling the committees in the quest of undertaking their mandates. This may aid in the formulation of statutes geared towards realization of the funds fruition.

The need to assure proportionate resource allocation nationally and having the poverty index as the hallmark for resource allocation determination have been the hallmarks of C.D.F. However, cases of abuse, theft and mismanagement of the funds have been prosecuted in the courts of law. This gives credence for the study with a need to establish the extent to which community participation takes place and how it assures the accountability of the fund. The study may thus shed light on the extent to which community participation has affected the success of the constituency development fund.

The Constituency Development Fund has been a tool of assuring equitable resource allocation. It is a programme of fiscal decentralization occasioned by the fact that the monies are drawn from the central government to the constituencies. The fiscal decentralization programmes have even been greater entrenched at the advent of devolution. Scholarly attention for the sector is bound to grow. The study will thus equally contribute to the field of scholarly work and generate more knowledge on the subject.

1.6 Delimitations of the Study

The study was confined to Kiharu Constituency. It had a focus on finding out how the competence of the project management committee members affects the performance of Constituency Development Funds projects in Kenya. It did not have a focus on other constituencies other than Kiharu despite the Constituency Development Fund being a nationwide programme. The study equally did not look at the factors which influence performance other than the competence of the project management committee members aspect. Many other programs of decentralized funds exist. We have the county allocation, the economic stimulus funds, the Uwezo fund, the youth enterprise and women enterprise funds. The study did not focus on the other funds but on the Constituency Development Funds.

1.7 Limitations of the Study

The study encountered the following limitations:-

Availability of project management committee members was a challenge to the study. This is attributed to the fact that most of the projects are managed on an adhoc basis with no fixed abode for the project management committees. This highly challenged the data collection exercise. The researcher overcame the challenge by way of liaising with the CDF manager for the constituency with an aim of reaching all the project management committees.

The Constituency Development Fund is a very sensitive docket. This is mainly attributed to the political nature via which the fund is administered and managed. Some of the respondents were cautious about providing information which they deemed capable of injuring reputations and by extension political careers. The researcher strived to assure the respondents that confidentiality would be upheld by not divulging their identities. He will also sought to reassure the respondents about their ability to get a copy of the finished research report if need be.

Accountability is a very sensitive area as regards fiscal prudence and openness. Instances of unaccountability may be a precursor to fraud and criminal culpability may be preferred to the responsible persons. Access to secondary data for perusal to confirm the levels of accountability as a measure of performance was thus challenge to the study. The researcher sought to interrogate audited accounts and records from civil society organizations charged with the responsibility of conducting social audits to verify and augment the findings.

1.8 Assumptions of the Study

The study had the assumption that the respondents would be available in the quest of carrying out the study, they would give honest and truthful answers and the study findings would be of value to all the stakeholders.

1.9 Definition of Significant Terms Used in the Study

Accountability – Capacity to undertake fiscal discipline and related responsibilities allowing the traceability of all the spent funds. In the context of the study accountability is geared towards ensuring optimum utilization of the allocated funds.

Community participation - Ability of the local populace to be directly involved in all aspects of project identification and implementation.

Constituency Development Fund – A central pool of cash allocations which is two percent of the national revenue transferred to all constituencies to carry out development projects. In the case of the constituency development funds has an emphasis of ensuring equitable distribution of resources.

Financial management skills – Ability to faithfully undertake management of monetary resources in a sound manner. The skills have a focus on seeking to see that the disbursed funds are appropriated in the requisite manner.

1.10 Organization of the Study

The research report has five chapters. Chapter One has the introduction, which has the background of the study, problem statement, purpose of the study, objective, research questions, significance, limitations of the study, definition of terms and organization.

Chapter Two has the literature review, the theoretical framework, conceptual framework and a summary of the gaps to be filled. Chapter Three includes the research methodology, which has the research design, target population, sample size and sampling procedures, research instruments, validity and reliability of the instruments, piloting, and data collection procedures and data analysis. Chapter Four comprises of data analysis and interpretation of research findings. Chapter Five has the summary, conclusions, recommendations and further suggestions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The following chapter carries out a review of previous works carried out by other researchers in the field of community participation on accountability of fiscal decentralization programmes. It examines it based on its strengths and weaknesses in relation to the present study. It carries out a critical review of the study, gives a summary of the gaps to be filled and has a theoretical and conceptual framework as well.

2.2 Performance of CDF Projects

The core component of fiscal decentralization is financial responsibility, (Ahamad, 2010). The central government gives autonomy to a local unit and allows it to take charge of its financial activities on the principle of subsidiarity to the central unit. The quasi-independent local unit has the power to run and manage the financial activities within its jurisdiction. Many jurisdictions have exploited fiscal decentralization by way of conferring power to devolved units. The units are dependent on the central government for financing in the quest of realizing their mandates. The performance of the projects carried out especially in the realms of the CDF in Kenya is hinged on the ability of the parliamentary constituencies to carry out the projects undertaken in an ideal manner (Mittulah, 2013).

In India the legislators have access to a development fund which enables them to propel their vision for the electorate (Keefer, 2009). The fund draws its resources from the exchequer and it's pegged on having it realize 5% of the national revenue. The legislators use the fund to actualize infrastructural projects in their constituencies and other support programmes geared towards facilitating government service delivery to the constituents. In essence the fund gives

credence to the capacity of the legislator with regard to projects actualization and transfers a portion of the national revenue to the electoral unit. This facilitates fiscal decentralization and gives clout to the legislator in terms of spurring local development.

Fiscal decentralization may entail the federal unit having the power to self finance its activities by way of levying changes to achieve the same, (Fisben, 2009). This is whereby the unit is charged with the responsibility of deciding the taxes that it will levy on the constituents to generate the much needed revenue to facilitate the carrying out of all the activities within its jurisdiction. In many cases, the event of the electoral units being given power to self finance their activities does not suffice (Magubira, 2009). This is attributed to the fact the legislators are charged with the mandate of policy formulation and legislation. It thus inhibits them from undertaking the activity of formulating taxation policy and overseeing unit responsible for tax collection from the constituents. It is thus incumbent on them to rely on the central government and other devolved units to collect the taxes due for the purpose of facilitating financing for their decentralized activities.

Co-financing arrangement in the name of having users participating in the service delivery is equally another form of fiscal decentralization, (Eschura, 2009). The service providers have a mutual understanding with the autonomous unit to provide services to the populace and recover the cost of doing the same for the citizenry by way of levying taxes. These ensure service provision and equally ease the burden of the same from the unit by way of transferring the responsibility to a provider whose core business is the same. The practice of co financing is entrenched in the developed jurisdictions.

In Canada, the co-financing arrangement has gained root. This is occasioned by the fact that we have a developed private sector which complements the public centre in terms of service delivery to the citizenry (Vivek, 2010). The citizens are thus obligated to pay for the provided

services and the autonomous units recover the same from the contracted service providers' thus mutual gain for the service provider and the citizens. The fiscal decentralization aspect thus is associated with the mutual association between the contracted service provider and the electoral unit. The service provider levies taxes and provides services, makes some profits and has the electoral unit retain the surplus thus employment creation, growth of business and service delivery in an amiable manner.

Expansion of local revenues through property or sales tax is equally a core tenet of fiscal responsibility, (Vallian Court, 2010). The same gives the local authority powers to generate revenues and to decide on how to plan and budget from the proceeds accruing from the revenues. This gives it some legislative authority over the subjects of its jurisdictions, ability to make by-laws and have the same applied to all and sundry all for the purpose of making the financial programmes of the entity a reality.

In the current devolved governance dispensation in the republic of Kenya, we have a situation whereby the county governments are given autonomy to raise their own revenues and decide on how to spend it subject to the approval of the controller of budget (Mittulah, 2013). This is a form of fiscal decentralization which allows the devolved entities to respond to the local pertinent needs as opposed to the situation of the central governance authority deciding on the actual development projects to be undertaken. This allows the local units to have greater say as regards the projects to be carried out as motivated by the inherent dynamics within their jurisdictions (Mittulah, 2013). It gives the local population capacity to have their most pressing issues dealt with expeditiously owing to the local leaders having the touch of the ground. It negates the practice of haphazard policy pronouncements having similar projects duplicated regionally or nationally without taking due considerations of the prevailing needs of the populations.

Inter-governmental transfers whereby a percentage of the revenue generated by the central government is transferred to the autonomous units are equally another form of fiscal decentralization, (Ball, 2009). This is whereby the central government levies taxes to the whole populace within its jurisdiction and transfers a percentage of the same equitably to all decentralized units to help them run their programmes and activities from the good of the citizenry in their jurisdictions. Most of the constituencies development fund rely on the inter governmental transfers mode. The situation in the Pakistan is reflective of inter governmental transfers. The central government levies charges and has a portion of the same transferred to the electoral unit for service delivery and developmental purposes (Shadiullah, 2010). The government invests in the human resource component which assures it of capacity to effectively collect taxes due to it and this facilitates the transfer of resources to the electoral units within its jurisdiction.

Fiscal decentralization confers powers and responsibility for accountability enhancement, reduction of unproductive overlap and duplication of authority, (Rodriguez, 2008). This gives clear functions and mandates to the units and frees the central government to pursue its rightful role of international relations and trade, legislation and oversight over the autonomous units. It also allows the local units to attend to the most pertinent needs that the constituents are in need of. This ensures that in the prudent utilization of funds and accountability, local needs are effectively taken care of.

Lean public sector sizes are a benefit of fiscal decentralization to the central governments, (Pose, 2009). This is premised on the fact that the autonomous units free the central government off many responsibilities and it's bound to be learner. This brings along with it greater efficiency, a more competitive and innovative public sector and better value for the

money for the populace. In the developed jurisdictions which conform to the dictates of lean public governance and administration systems cost effective structures are realized.

All fiscal decentralization systems are hinged on four pillars, (Njeru, 2009). These are the money transfer to a local unit, the power of a local unit to raise taxes and the power of a local unit to borrow. The power to make decisions and implement them is equally a core pillar of fiscal decentralization. This brings along the much needed responsibility in the unit over resources, autonomy which is a major incentive for the units, macro-economic stability, simplicity and the resultant minimal administration costs.

2.3: Individual Competence of Project Management Committee Members and Project Performance

The essence of devolved funds remitted to the electoral units is to spur local growth. A critical aspect of the facilitation of the growth is the caliber of the individuals charged with a mandate of overseeing the fund. Instances of having highly educated persons who are knowledgeable as regards the emerging trends and local needs is key to programmes actualization. Surveys carried out in Guatemala showed that in the event of highly educated persons overseeing the projects in the electoral units they were bound to succeed heavily (Adan, 2012). The success of the projects was attributed to the ability of the committee members to positively engage the target beneficiary groups pro-actively and have them buy the vision of the projects. These minimized instances of strife and misgivings attributed to lack of clear understanding of the activities at hand. It also deterred the situation of failure to understand the essence of the projects (Adan, 2012). These brought to the fore enhanced capacities of the individuals tasked with the mandate of project administration as an attribute which heavily swayed the direction that the projects took in terms of completion and accountability to the end users.

The management and running of electoral units in the administration of devolved funds is mainly charged onto the communities which appoint the office bearers. The political dispensation which is always keen onto affirming the tenets of the policy of inclusion calls for the popular mandate in deciding the project committee members. This is a factor which predisposes the electoral units to a high risk in terms of having the wrong persons in office (Boateng, 2013). The individuals who work hard and convince the masses to vote for them during the campaigning for the management committee positions ultimately carry the day. This effectively puts them in charge of the fund administration regardless of their academic qualifications. The administration of constituency development fund in the republic of Ghana was put into jeopardy owing to having the wrong persons in charge. It occasioned many electoral units the failure to achieve their envisaged targets due to having rent seekers in office as opposed to public servants (Boateng, 2013). The individuals were keen on self-aggrandizement instead of providing leadership and servitude to the masses.

In the constituency development fund administration in the republic of Tanzania the issue of project administration and management has always been shrouded in unfavourable under currents attributed to having persons not meriting the positions in place (Ajayi, 2010). Instances of the project management committee members being taken advantage of by the bureaucrats in government abound. The government employees working in the arm which is charged with ensuring proper project implementation have had occasion of abusing their offices in many instances facilitated by the naivety of the project management members. They are placed at a position of disadvantage attributed to the situation of not having capacity to query basic provisions in the projects even in the event of gross mismanagement. (Ajayi, 2010). This primes the communities depending on the projects to a huge risks of failure attributed to the management committee education levels which puts them in a wrong pedestal.

The situation in Tanzania captures the thrust of the dynamics in many project management committees overseeing the constituency development fund in the republic of Kenya. Previous studies by (Kanua 2009, Kimani et al, 2009 and Omolo, 2010) showed that many constituencies had the undoing of incompetent project management committee members. The studies attributed the underlying situation to the exploitation of friendship, kinship ties and the need to have regional balancing in the committees as the overriding factor of putting in place the project management committees. Instances of having individuals considered as opinion leaders in the areas and with capacity to peddle influence in the community considered as eligible persons for the project management committees regardless of their academic qualifications predisposed the constituencies to great failure. The persons were in many cases not keen on learning and undertaking new challenges despite the inherent risks that they exposed the constituencies to. The studies proposed the need to set the bar high as regards the academic qualifications requisite for the project management committee's positions.

The National Anti-corruption Campaign Steering Committee in its annual report of the year 2010 showed that many constituencies had incidences of corruption and mismanagement within their ranks. The report attributed to the prevailing incidences to weak governance system at the project management committee levels (EACA, 2010). The flaws in management were heavily influenced by the disposition of the persons responsible for the activities. The academic levels of the project management committee's members were cited as a factor negatively impacting on the administration and governance of the constituency development fund (EACA, 2010). This had opened a great lee way for wayward contractors and officials from the central government supervising contract works to beat the systems and perpetuate corruption. It thus put the accountability function into abeyance.

The citizens CDF report card for Machakos town constituency for the year 2012 showed that the failure to fully realize optimum project implementation was hinged on the capacity of the project management committees. In electoral wards with educated and incisive project management committee members the administration and management of the constituency development fund was better than in those whereby semi literate persons were charged with responsibility (NTA, 2012). The report compared the eminent persons in the project management committee's who were highly educated to the situation of having them strive to give back to society as opposed to the others who were in it for the allowances and prestige that came along with the position. Greater sensitization for the communities on the need to have educated and academically competent persons in the project management committee's was championed by the national taxpayers association as a critical factor in ensuring accountability in the administration of the constituency development fund (NTA,2012). The study sought to find out what the prevailing situation is with regard to the education levels of the project management committee members in Kiharu constituency and how it affects the performance of CDF projects.

2.4: Exploitation of Technology by PMC's and Project Performance

A study commissioned by the World Bank carried out in the Eastern Europe in the year 2011 established that countries which had put in place integrated financial management information systems did not have profound cases of misappropriation of public funds, (Strom, 2011). This was heavily inclined to the capacity of integrated financial management information systems to be closely interlinked with the procurement management entities. It allowed for the streamlining of the procurement programmes in the jurisdictions and project management in the fiscal decentralization programmes. This was by way of allowing a good synchrony and interface between the devolved electoral units and the central government.

This placed effective safeguards as regards project implementation and management especially at the procurement function.

The Latin American experience depicts a situation whereby the implementation of electronic financial management systems was largely credited to the presence of a proactive and receptive bureaucratic dispensation. The employees in government and the supporting agencies embraced and willingly participated in the implementation programme, (Bartel, 2010). The situation gave rise to the goodwill translating into good promise on the project administration front. The multi-sectoral agencies involved in the public procurement and expenditure programmes willingly worked together in concert to the success of the initiative. This is in line with the position of (DFID, 2010) which called for the engagement and participation of all critical sector players in the fiscal management programmes as a measure to ensure the success of reform initiatives. This saw to it that the fiscal decentralization activities in transferring funds to the electoral units in the periphery were under taken in the preferred manner.

Information systems are the alternative for ensuring greater control and probity in government fiscal management, (Bill, 2010). A performance review carried out for the World Bank found out that many jurisdictions had adopted information systems as the route to take in the quest of reforming the public expenditure programmes. The review examined the prevailing information systems in South Africa and established that it had capacity to provide a basic accounting system, and a business intelligence system which monitors the revenue collection programmes. This accords the state capacity to have the varied functions which directly impact on the budget making process operating from one platform and avail the benefit of clarity in the process. This equally facilitated the tracking of decentralized funds remitted to the constituencies for the purposes of spurring local growth. It assured the

jurisdiction of reinforced capacities in terms of project implementation and planning (Bill, 2010). This raised the threshold of financial probity and accountability levels in the project management systems.

A participatory project management tool kit based on the African experience called for integration of systems and employment of technology as a measure of ensuring that the envisaged standards are realized. The employment of technology was vouched for as a medium of ensuring that the traceability of the financial management aspects was confirmed. The essence of technology employment was driven the fact that at the touch of a button the participants in a management programme can easily get to identify the progress made and funds expended for all levels (DFID, 2013). The practice has been proved as a veritable means of assuring the success of projects owing to the high standards as regards audit capacity and tracking all transactions undertaken in project actualization electronically.

A critical review of past and present frameworks of devolution in Kenya brought forth employment of technology as a pertinent challenge to the process. The review showed that in many cases the devolved units had failed to exploit current best practices expected of them as a measure of ensuring their sustainability (Omolo, 2010). Many cases had been reported of poor information storage mode and non adherence to basic information handling practices. This had occasioned the failure to retrieve information when it was required. In the event of information that entailed financial transactions the devolved units were exposed to the risk of loss. This was cited as a great shame in the current era as regards information handling and the benefits accruing from technology adoption.

A report by the institute of social accountability cited manual transactions as the panacea to sound administration of the constituency development fund in Kenya. Failure to adopt technology and exploit information management systems was indicated as a deep rooted

practice by many project management committees. The lack of a sound change management strategy geared towards ensuring that the committees conformed to the expected standards of information handling and storage was equally cited (Radoli, 2011). Many project management committees were comfortable conducting manual transactions which they could easily manipulate. Even in the event of a central repository in the constituency CDF office the information management systems were rarely utilized.

The report identified with previous study carried out by (Wamae, 2009; Mungai, 2009; Mwalulu et al, 2007; Nyamori, 2009 and Orero, 2011). The studies called for automation of systems in the constituency development fund management between the project management committees in the electoral wards and the CDF office at the constituency level. This was with a view of infusing greater professionalism in management and ensuring probity, diligence and propriety in the financial management programmes. This would ultimately enhance the accountability structures in the constituency development fund and give prominence to the activities carried out by the Project management committee members.

The constituencies development fund which was amended in the year 2012 and enacted in the year 2013 gives prominence to the infusion of information management system in the administration and management structures of the fund. It stipulates the need for electronic financial management systems a measure of ensuring sound governance and management standards (G.ok, 2013). The project management committees have been tasked with ensuring that the requisite information management systems are put in place. The study sought to find out how the level of technology adoption affects the accountability standards in the projects over seen by the project management committees in Kiharu Constituency.

2.5: Financial Management Skills by PMC's and Project Performance

Stakeholder's performance in the constituency development funds project anchored in legislative acts is mainly driven by the capacity of the persons charged with the responsibilities. Surveys carried out in many jurisdictions showed that in the event of having individuals who were adept to sound financial management systems the projects thrived. There was thus a direct correlation between the financial management skills of the individuals charged with the responsibilities of project administration and the performance of the projects (Adan, 2012). The success of the projects undertaken relied on the ability of the project management members to have the requisite skills as regard financial management. Training in financial literacy and assurance in terms of project management members having capacity to effectively understand and comprehend the nitty-gritty as regards to the financial transactions and other underlying developments in the project shores up the efficiency of the programmes (Adan, 2012). It assures the projects ability to withstand the test of time as regard accountability and financial probity attributed to effective systems and structures in place.

Fiscal decentralization has had the challenge of inept performance in many jurisdictions. This has been occasioned by poor planning and management as regards training and skills assurance in the individuals charged with the responsibilities of management. In the event of having projects worth enormous amounts of money and persons with no capacity to supervise and administer the funds it exposes the programmes to high risk as regards continuity and accountability (Boateng, 2010). In the republic of Ghana the constituency development fund encountered the challenge of poor management occasioned by lack of financial skills in the project management members in many constituencies. The committees were not effective in expenditure tracking and employment of safeguards as regards financial projections (Boateng, 2010). This exposed the projects undertaken within the jurisdictions covered by

financially illiterate management members to high risk. Instances of pending bills associated with an upward review of the project costs were cited in many cases.

Studies undertaken by Ntuala,(2010) Radoli, (2011) and Wamae, (2009) in Machakos town, Naivasha and Kibera constituencies showed that most of the projects which had not been completed in the constituencies development fund programme were due to mismanagement occasioned by poor financial skills in the project management members. The studies cited instances of exorbitant costs associated with increased bills accruing from the contractors mainly due to collusion with the public servants undertaking supervision works for the undertaken projects. This affected the capacity of the constituency development fund to realize its intended target in many electoral areas. The situation of extra payments and shoddy work associated with the increased financial expenditure at the expense of the initial budgeted costs put the projects into the risk of failure. The need for training the project management members with regard to financial skills impartation was thus underscored.

The National Taxpayers Association in its citizen's report card for the year 2012 showed that many cases of financial impropriety had been cited nationally. The increased incidences of poor management of the undertaken projects were attributed to lack of financial literacy skills in the project management members. The situation of some committee members failing to comprehend the thrust of the financial transactions occasioned the risk of mismanagement to the projects (NTA, 2013). They were inclined to approve payments due to contractors and service providers on the strength of supportive documents without further scrutiny for authentication. The projects thus ran the risk of poor management and excess payments which were eventually a big drain to the public coffers owing to presence of inept persons in the project management committees (NTA, 2013). The report called for training and financial literacy skills impartation on the project management committee members to stem the tide of

financial mismanagement. The study sought to find out how the financial literacy skills of the project management committee members in Kiharu constituency affect the accountability standards of projects carried out by the constituency development fund.

2.6: Project Identification by PMC's and Project Performance

Fiscal decentralization is driven by the principal of subsidiarity. Regardless of the same decision making is driven by local considerations and persuasions, (Christine, 2009). The local unit has the power to decide on the pertinent needs of its populace and it plays an overriding role in determining the projects that require funding and which have the needs of the local populace at heart. The capacity of the local populations to have an overriding role as regards project choice has a big bearing on the ability of the programmes to be successful (Christine, 2009). This is associated with the fact that the local populace is aware of its pertinent needs and has them as the driving factor with regard to project choice.

Having projects carried out on the ground brings about the practice of expeditious decision making by virtue of centralized planning, budgeting and decision making on the ground, (Eschura, 2009). This gives an assurance of having the programmes liberated from any external influence away from the local considerations. It gives the autonomous unit the liberty to run its affairs without undue influence from the central government. This enables the expeditious service delivery, realization of the local community interests and greater achievements without being begged down by slow bureaucratic processes from the central government.

Decentralized decision making increases the participation of the local populace in the same, (Ahmad, 2010). This is driven by the fact that the local population has its needs and knows its priorities in consideration to the local underlying factors. In the event of their involvement in decision making, they are bound to have their immediate needs as the driving consideration

in the decision making processes. They are bound to agitate for local programmes which are close to them as opposed to the central government deciding on matters which may not have major local considerations with regard to the populace needs (Ahmad, 2010). This also minimizes instances of skewed development programmes not driven by real business case. It also eliminates the situation of duplicity with regard to programmes owing to the fact that different areas have different needs.

Competence in the local knowledge and the information residing in the minds of the local officials gives legitimacy to local considerations in decision making, (Huugu, 2010). Local participation by the constituency lends accuracy to the development. The local populations is always at hand to give an input of its ideas and feelings as regards projects and what impact they have on their lives as a populace and the overall prioritization of needs with regard to service delivery (Huugu, 2010). The risk of failure is curtailed and minimized because the local population works hard to ensure that the projects are successful. It also infuses a sense of ownership of programmes and the capacity to successfully implement them.

Redistribution of decision making responsibilities between the central and lower government systems enhances the development of the national development agenda with different community considerations being the driving factor, (Ndegwa, 2010). This brings about a bigger picture of the different persuasions and considerations in the different regions driving the national agenda driven by the fact that different regions have carrying levels of development and different needs for the populace.

The constituency development fund has been very instrumental in the improvement of governance and participation of the community in the decisions that affect them, (Macharia, 2011). This is because the local population has a big say on the decisions which direct the funds programmes of events. The local community elects committees to manage projects

within their confines and see to it that austerity measures are applied and fiscal discipline in the name of proper accounting procedures is the norm. The committee has the oversight mandate at the local level and is bound by law to discharge its mandate failure to its always held accountable and may be subject to legal action. This plays a big role in enhancing democracy as regards the choice of projects which benefit the populace and the participation of the locals in decision making and the active participation in programme implementation.

The Member of Parliament in a constituency has the constitutional mandate of acting as the patron of the constituency development fund, (Chweya, 2008). This gives the community a hand in the kitty by virtue of having had popularly participated in the election of their member of parliament. He is assisted by the fund committee which should have the face of the whole constituency in terms of representation and if possible by way of election. It relieves the Member of Parliament from the pain of endless fundraising by way of having funds drawn from the consolidated fund to help manage the function of developing the constituency.

A more assertive civil society has prompted the community to always take a leading role in the decisions which regard the fund administration, (Mathiu, 2009). The populace is more sensitized as regards the pain of taxpayer's money going into projects which don't benefit them and the need to effectively police the fund by way of making enquiries and getting involved in every stage of project design, development and implementation. The presence of mechanisms for civil and private citizen's audit of projects has really stemmed the tide of corruption and misuse of funds in the implementation of the projects. This has caused the citizens to be more watchful and their members of parliament exercising greater caution in the name of fearing a backlash from the constituents once the five year term is over.

The constituency development fund act of the year 2013 clearly stipulates the need for public participation in the programmes undertaken. It gives credence to the essence of community involvement in project determination with the sole purpose of having the good will overriding the implementation for the eventual programmes success (Gok, 2013). The National Taxpayers Association report equally cites public participation as a critical factor which infuses accountability and prudence in programmes administration in the projects undertaken by the constituency development fund. This is an integral component which all project management committees should adhere to as a way of ensuring accountability and higher standards of management in projects carried out by the constituency development fund (NTA, 2012). It may ultimately improve the outcomes in terms of project realization and greater assurance for the longevity of programmes . The study sought to find out how public participation affects the accountability of programmes in the projects carried out by the constituency development fund in Kiharu constituency.

2.7 Theoretical Framework

The study was based on the Pigou's theory of economic welfare as postulated by Pigou's in the year 1972. The theory states that welfare is a state of happiness and satisfaction in the human being as influenced by their minds. The theory postulates that individual welfare is influenced by the outcomes accruing from happiness associated with an impartation of the economic livelihoods. The economic livelihoods are directly influenced by the capacity to have an assurance of improved earnings owing to a favourable investment and opportunities environment. In essence economic welfare can be directly correlated with the capacity to access economic opportunities and earnings thus a positive impartation of individual livelihoods. In the case of the study the performance of the CDF projects was a great boost to the livelihoods of the target communities thus directly impacting on their ability to have happiness and the resultant change in livelihoods.

The theory thus indicates that economic and social welfare can be directly linked to the money that an individual has accruing from the favourable working conditions and opportunities from government service provision. There is thus a correlation between the government programmes put in place to improve the livelihoods of the citizens and the satisfaction that they derive from it. The relationship between economic welfare of the individual citizens and the national income can thus not be ignored. In this case the competence of the PMC's influences the ability of the projects to have influence on the livelihoods of the communities. Good choice of the projects carried out influences their ability to impact directly on the communities and the exploitation of technology affects the fiduciary standards thus their performance.

The theory captured the imagination and the thrust of the study. This is because the study had an emphasis of finding out how community participation affects the performance of CDF programmes. The CDF programmes are modeled on the concept of assuring the social welfare of the citizens. This is by virtue of the fact that the emphases of the CDF programmes is to assure greater opportunities to the local populace owing to enhanced service delivery standards and basic social amenities provision. This can only be assured at the advent of apt performance of the projects carried out. The ability to provide good roads, equip classrooms, provide needy pupils with bursaries, build police posts and other associated programmes undertaken by the CDF ensures that the economic welfare of the local populations is positively impacted on. This brings along the increased opportunities which positively influence the capacity of the citizens to derive satisfaction from their enhanced social and economic welfare. The intended net effects can only suffice when the projects carried out meet the intended ideals of good performance to realize the populaces' expectations.

The capacity to ensure that the CDF realizes its mandate is hinged on the personalities of the individuals mandated with the tasks of ensuring proper utilization of the funds. These are the project management committee members. They are considered the watchdogs taking charge on the behalf of the community. Their competence, capacity to exploit technology, their financial management skills and ability to adhere to the provisions of public participation play an integral role in the realization of the essence of the CDF. These are key attributes that determine the performance of the CDF projects thus affecting capacity to realize the intended ideals of social welfare.

The study thus identified with the Pigou's theory of economic welfare. This is because proper management of the CDF which is influenced by the capacity of the project management committees to assure performance of the programmes has the capacity to improve the livelihoods of the citizens at large. Ability to complete a large number of projects brings along satisfaction and happiness to the society owing to the enhanced citizens welfare. This is a key measure of the performance of projects undertaken. Improved infrastructural and social amenities provision may directly influence the enhancement of social economic livelihoods and thus greater happiness attributed to the CDF programmes

2.8 Conceptual Framework

The following diagram presents the relationship between the independent variable and the dependent variables.

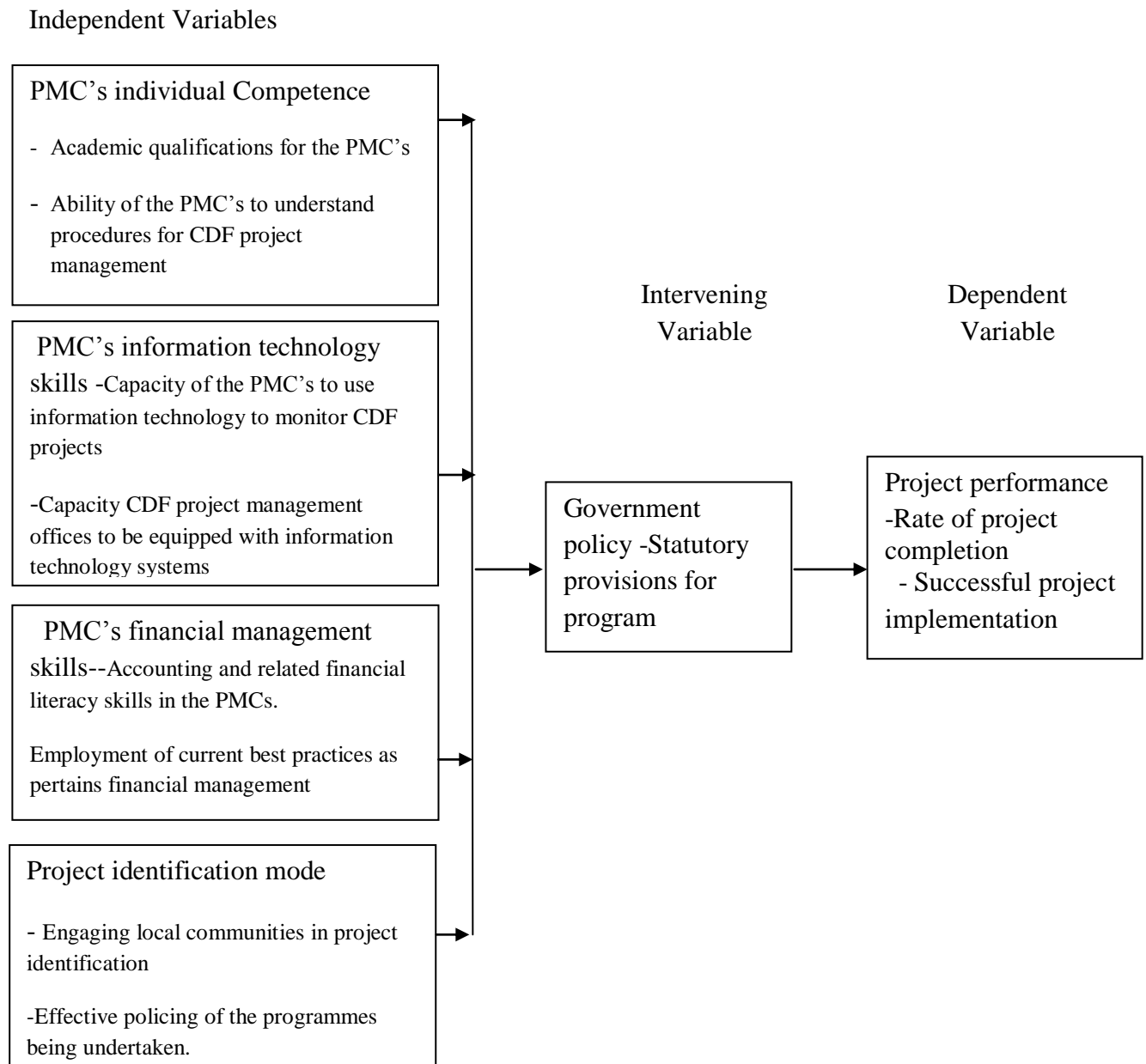


Figure 1: Conceptual Framework on Variables in the Study

In the event of educated members of the project management committee they may have good skills as regards community mobilization and earn the good will of the local community leading to greater participation of the masses in the programmes. Situations of capacity to adopt technology may infuse integrity with regard to efficiency of programmes associated

with good information storage modes and allied attributes. Good financial management skills assure the undertaken projects ability to have the requisite standards as regards project actualization and ability to adhere to the set budgetary ceilings and associated provisions. Ability to engage the community in public participation infuses as sense of ownership of programmes and goodwill requisite for project actualization. The government policy guides and defines the constitution of the project management committees. The accountability of the CDF projects is hinged on the capacity to fully commit the appropriated funds to the intended use. This ensures that the funds are not misappropriated and the populace derives value for money from the programs in place. It thus accords the taxpayers the benefits of having prudent utilization of public funds. This assures the capacity to achieve the intended objectives of the undertaken projects.

2.9 Summary of the Literature Review and Gaps to be Filled

The study sought to establish the influence of competence of project management committee members on project performance: a case of Constituency Development Funded projects in Kiharu Constituency, Murang'a County Kenya. It sought to determine how the project committee members' education levels, financial management skills, capacity to apply technology and community participation affect the accountability levels of the constituency development funded projects. Previous studies by (Kanua 2009, Kimani et al, 2009 and Omolo, 2010) showed that many constituencies had the undoing of incompetent project management committee members. The study sought to find out what the prevailing situation is with regard to the education levels of the project management committee members in Kiharu constituency and how it affects the performance of CDF projects. A critical review of past and present frameworks of devolution in Kenya brought forth employment of technology as a pertinent challenge to the process.

The lack of a sound change management strategy geared towards ensuring that the committees conformed to the expected standards of information handling and storage was equally cited (Radoli, 2011). The report identified with previous study carried out by (Wamae, 2009; Mungai, 2009; Mwalulu et al, 2007; Nyamori, 2009 and Orero, 2011). The study sought to find out how the level of technology adoption affects the accountability standards in the projects over seen by the project management committees in Kiharu Constituency.

Studies undertaken by Ntuala, (2010) Radoli, (2011) and Wamae, (2009) in Machakos town, Naivasha and Kibera constituencies showed that most of the projects which had not been completed in the constituencies development fund programme were due to mismanagement. The studies cited instances of exorbitant costs associated with increased bills accruing from the contractors mainly due to collusion with the public servants undertaking supervision works for the undertaken projects. The study sought to find out how the financial literacy skills of the project management committee members in Kiharu constituency affect the accountability standards of projects carried out by the constituency development fund.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the location of the study, research design, target population, sample and sampling procedures, data collection instruments and procedures, validity and reliability of research instruments used, data collection, processing and presentation methods.

3.2 Research Design

The study employed a descriptive survey research design to establish the influence of project management committee members' competence on the performance CDF projects in Kiharu constituency, Murang'a County. According to Orodho (2005), a descriptive survey design is a method of collecting information by way of interviewing or the administering of a questionnaire from a selected sample. It is mostly used to collect information about people's attitudes, opinions, habits or any variety of social issues. This design is deemed appropriate for the study because the researcher collected, analyzed and reported information as it exists in the field without the manipulation of the variables under study.

3.3 Target Population

All people under consideration in any field of inquiry constitute a universe or targeted population (Kombo et al, 2006). The target population of this study consisted of all the 36 project management committee members in the constituency and the Constituent fund manager. The study thus had a total of 37 respondents.

Table 3.3: Target Population

Zone	No. of project management committee members
Murarandia	6
Wangu	6
Township	6
Mbiri	6
Gaturi	6
Mugoiri	6
Totals	36

Source: Constituency Fund Managers Office, 2016

The study thus had a target population of thirty six project management committee members and the constituency development fund manager thus a total of 37 target respondents.

3.4 Sample Size and Sampling Procedures

3.4.1 Sample Size

The study picked all the 36 project management committee members in line with Kombo, (2006) when he argued that in the case of small populations, all the persons may be considered for the study. The fund manager who was considered a key informant for the study was also considered. The study thus had a sample size of 37 respondents.

3.4.2 Sampling Procedures

The census sampling method was used for sampling purposes. This is because the study population was small and all the project management committee members were considered to have the requisite information necessary for the study. The choice of sampling method was premised on the authority of giving due consideration to all persons in populations which are

considered small. This identified with Kombo, (2006), who argued that in the event of small populations the study can be more credible when the total population is considered.

3.5 Research Instruments

The study used questionnaires and an interview schedule as the instruments for the study. The study had a set of questionnaires which were used to collect data from project management committee members. The questionnaires were deemed suitable in that they could serve a large group of respondents; they had the benefit of self administerability, anonymity and the standardization of questions for the purpose of easing the data analysis procedures (Orodho, 2005). The questionnaires had both closed and open ended questions.

The study equally used the interview schedule for the purpose of having a structured interview with the constituency fund manager. He was considered a key informant and a resource person of high value to the study. The interview schedule was considered adequate in facilitating interaction in a structured manner with a view of getting as much information as possible.

3.5.1 Pilot Study

Prior to embarking on data collection, the researcher pre-tested the questionnaires using two project management committee members in Mathioya constituency which has similar socio-demographic features with Kiharu constituency. This was for the purpose of improving the reliability and validity of the instruments. Changes were made on the questions deemed appropriate after the pilot study.

3.5.2 Validity of Research Instruments

Validity is the degree to which a test measures what it purports to be measuring. Validity can also be said to be the degree to which results obtained from analysis of data actually represent the phenomenon under investigation (Orodho, 2005). The researcher tested the face and

content validity of the questionnaire. Face validity is in relation to the misunderstanding or misinterpretation of the question. This was checked by way of employing the pre-testing method. In this case the pilot study respondents were subjected to questionnaires for two consecutive times to test their ability to give similar answers to the items on the questionnaires.

Content validity on the other hand refers to the capacity of the instrument to provide adequate coverage of a topic. Adequate preparation of the instruments under the guidance of the supervisors, expert opinion and pre-testing of the open-ended questions helped establish the content validity.

The clarity of the language used was confirmed by way of having the pilot study respondents subjected to the instruments with a view of confirming their capacity to understand the language used in the instruments. The researcher made changes on to the instrument to ensure that it conformed to the understanding of the target group.

3.5.3 Reliability of Research Instruments

Reliability is a measure of the extent to which an instrument will consistently yield the same result after being administered several times to the same respondents (Orodho, 2005). To establish the reliability of the research instruments, the test retest method whereby the pilot study respondents were issued with questionnaires for them to fill and the same questionnaires were subjected to a retest to see how the response was. The test retest procedure has the disadvantage of development of bias occasioned by the exposure of the pilot study respondents to the same instruments twice. This may lead to the inordinate failure to realize the reliability thresholds. The reliability coefficient was computed using Pearson's Product Co-relation Co-efficient

$$r = \frac{\sum xy - \frac{\sum x \sum y}{N}}{\sqrt{(\sum x^2 - \frac{(\sum x)^2}{N})(\sum y^2 - \frac{(\sum y)^2}{N})}}$$

Where r = Pearson co-relation co-efficient

x = results from the first test

y = results from the second test

N = Number of observation

The reliability coefficient was computed using Pearson's Product Co-relation Co-efficient method. The reliability co-efficient was expected to be 0.7 or higher otherwise the instruments would have had to be revised to improve on their quality (Tavakol, 2011). This is because in the event of lower scores the reliability of the instruments would be in question. In the case of the study the reliability score was 0.83 after two consecutive tests.

3.6 Data Collection Procedure

Permission to conduct the research was sought from the National Commission for Science Technology and Innovation. The researcher thereafter visited the Murang'a County commissioner's office and request for a consent letter to the target respondents. The researcher hand delivered the questionnaires to the target respondents and collected them immediately after dropping to deter collusion by the respondents.

The researcher visited the constituency fund manager's office for the conduct of the scheduled interview. He made prior arrangements suitable to the schedule of the officer.

3.7 Data Analysis Procedure

After all the data has been collected, data cleaning followed for the purposes of identifying any incomplete, inaccurate or unreasonable data for the purpose of improving on quality

through correction of detected errors and omissions. Coding of the data thereafter followed and the codes were entered into a computer for the purpose of analysis. The researcher used the SPSS version 21 program for the purpose of data analysis. The program was considered worthwhile occasioned by its ability to have varied platforms for inter-operability. This facilitated the use of varied inferential tests on the same platform. The inferential tests included the Spearman Rank and Chi-square. The inferential statistics were used to test causal relations between the variables. Qualitative data was analyzed by identifying themes from the data collected. The themes arrived at were compared to previous studies carried out in the field of the influence of community participation on the accountability of CDF projects. The data was presented by use of frequency tables, percentages and inferential statistics.

3.8 Ethical Considerations

The researcher sought to get the consent of the respondents before administering the research instruments to them. He also assured the respondents of utmost confidentiality as regards their identities. An assurance that the information provided would be used for research purposes only was also proffered to the respondents.

Table 3.2: Operationalizational Framework

Variable	Indicators	Measurement	Scale	Instrument used
Dependent variable				
Accountability in CDF projects and completion in an optimum manner	- Capacity of the projects to account for all appropriated funds	Scrutiny of the budgets and spent funds on projects Inferential statistics chi-square, Pearson moment correlation	Nominal Ordinal Scale	Questionnaire Interview schedule Secondary data
Independent variables				
Education levels of project management committee members	-Academic qualifications (Secondary School Level) -Understanding procedural requirements in CDF.	-PMC's ability to understand the ideals of the CDF projects -PMC's ability to appreciate the technical designs of the CDF projects Inferential statistics chi-square, Pearson moment correlation	Nominal Ordinal Scale	Questionnaire Interview schedule Secondary data
Technology employment in the projects undertaken	- Information technology skills. -Basic computer literacy. -Capacity to integrate project information on the technology platform.	-PMC's ability to use information technology management systems in project monitoring Inferential statistics chi-square, Pearson moment correlation	Nominal Ordinal Scale	Questionnaire Interview schedule Secondary data
Financial management skills	- Accounting and related financial literacy skills -Understanding of public finance management act	Having financially literate PMC's able to fully undertake accounting programs in the project activities Inferential statistics chi-square, Pearson moment correlation	Nominal Ordinal Scale	Questionnaire Interview schedule Secondary data
Project identification mode	- Community engagement in project identification. -Public participation in monitoring and evaluation.	Fully engaged residents participating in activities geared towards project fruition Inferential statistics chi-square, Pearson moment correlation	Nominal Ordinal Scale	Questionnaire Interview schedule Secondary data

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

The study was carried out in Kiharu constituency. The study sought to establish the influence of community participation on the performance of the constituency development funded projects in Kiharu constituency, Murang'a County. All analysis used descriptive statistics and inferential statistics. Frequencies were obtained and expressed in percentage form and varying statistical tests employed. The opinions were interpreted and their content analyzed and described. The same was used to answer the research questions put forth when the researcher sought to establish the influence of community participation on the performance of the constituency development funded projects in Kiharu constituency, Murang'a County. The objectives that guided the study were education levels, technology employment, financial management and the project identification mode.

Table 4.1 Questionnaire Return Rate

Response	Frequency	Percentage
Questionnaires returned	32	88
Questionnaires not returned	4	12
Total questionnaires issued out	36	100.0

The study had a questionnaire return rate of 88% thus reflective of the ability to effectively ensure that most of the respondents willingly participated in the study.

4.2 Demographic Data of the Respondents

The study sought to find out the socio-demographic data as regards the project management committee members as regards to their genders, age and length of service with a view of relating the information to their understanding on the competence of project management committee members on the project performance in Kiharu constituency, Murang'a County

Table 4.2 Socio Demographic Information

Response		Frequency	Percentage
Respondents gender	Male	23	71.9
	Female	9	28.1
Total		32	100.0
Respondents age bracket	20-30 yrs	3	9.4
	31-40 yrs	19	59.4
	41-50 yrs	6	18.8
	51-60 yrs	4	12.5
Total		32	100.0
Years worked as a member of project management committee	1-5 years	28	87.5
	6-10 years	4	12.5
Total		32	100.0

Responses from Table 4.1 shows that most (n=23) (72%) of the project management committee members were of the male gender. This was an indication that members of the male gender were more assertive as pertains to seeking positions in the CDF project management committees. It can be interpreted to mean that the local community had an inclination to leadership from members of the male gender thus a reflection of the ingrained asymmetry as pertains to gender disposition. The members of the age bracket of between 31 to 40 years formed the bulk of the membership in the CDF project management committees (n=19) (60%). This was an indication that majority of the CDF project management committees members were of the middle age. It can thus be interpreted to mean that the local community had high confidence in the middle aged persons as pertains to leadership and the

ability to offer stewardship to the projects managed by the CDF. The length of time served as members of CDF project management committees by most of the respondents was 1 to 5 years (n=28) (88%). The responses reflected a situation whereby majority of the project management committee members were serving for the first term.

Table 4.3 PMC’s Awareness on the Regulations Guiding CDF Administration

Response	Frequency	Percentage
Yes	27	84.4
No	5	15.6
Total	32	100.0

Table 4.3 shows that majority of the respondents (n=27) (84.4%) were fully conversant with the regulations guiding the administration of the constituency development fund. The responses reflected presence of assertive respondents who were keen to understand the dynamics of the fund that they supervised. It can thus be interpreted to mean that the respondents had taken time to keenly understand the operations of the CDF with regard to the regulations guiding the administration of the fund. The responses were in tandem with the position taken by the CDF fund manager who attested to the fact that his office always ensured that the PMCs were trained on the regulations guiding the fund administration as a requisite for enhanced effectiveness. This ensured that they were able to police the activities of the fund effectively to see to it that the monetary resources were utilized in the right manner and community participation enhanced.

Table 4.4 Cross tabulation on the length of membership in the CDF project management committees and Awareness of CDF Administration

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	24.686 ^a	1	.000		
Continuity Correction ^b	17.913	1	.000		
Likelihood Ratio	19.109	1	.000		
Fisher's Exact Test				.000	.000
N of Valid Cases	32				

a. 3 cells (75.0%) have expected count less than 5. The minimum expected count is .63.

b. Computed only for a 2x2 table

Table 4.4 shows χ^2 (24.686^a, N=32) = 19.109, $p < 0.000$. The calculated statistic $\chi^2 = 24.686^a$ was found to be more than the tabled critical value of $\chi^2 = 19.109$. It can be interpreted to mean that, statistically, there was a significant relationship between the length of service in the CDF project management committees and the ability to be fully conversant with the regulations guiding the administration of the fund at $\alpha = 0.63$. It denoted the ability to have the length of time that the individuals had served in the project management committees as a factor affecting their ability to understand the regulations guiding the administration of CDF. The fund manager equally confirmed that the individual experience was a factor which affected the ability of the PMCs to effectively understand the regulations guiding fund administration. The individual disposition and ability to understand the regulatory framework stemming from experience was a factor that that affected the fund administration.

Table 4.5 Awareness of Legislative Framework Guiding CDF

Response	Frequency	Percentage
Yes	26	84
No	6	16
Total	32	100

The responses in table 4.5 confirmed that awareness of the legislative framework guiding the administration of CDF. This was an indication that the respondents went out of their way to understand the legal intricacies guiding the management and administration of the constituency development fund. It can thus be interpreted to mean that most (n=26) (84%) of the project committee members understood the legal requirements of CDF thus were well placed with regards to effectively carrying out their mandates.

Table 4.6 Instances of Lack of Accountability in the Fund Administration

Response	Frequency	Percentage
Yes	9	28.1
No	23	71.9
Total	32	100.0

Table 4.6 shows that most (n=23) (71.9%) of the respondents deemed the instances of lack of accountability attributed to the inadequacy of the regulations in place not to have sufficed. The responses were an affirmation of the ability of the regulations in place to adequately cater for the accountability of the CDF. It can thus be interpreted to mean that the regulations in place to ensure accountability of the CDF were fairly adequate to serve the intended purpose. Instances whereby the expectations for accountability were not met in the CDF were attributed to laxity on the part of the project management committee members and failure to enforce the regulations in place. The fund manager equally confirmed that the regulations in place adequately met the demands of CDF in terms of accountability to the citizens. He

however was of the view that in some cases the failure by the PMCs to effectively take charge of their positions compromised the ability to ensure apt community participation in the requisite manner.

Table 4.7 Criterion Used in Putting Project Management Committee Members

Response	Frequency	Percentage
Elections	29	91
Nominations	3	9
Total	32	100.0

Table 4.7 shows that the predominant criterion (n=29) (91%) used for putting in office project management committee members was elections. The responses were confirmation that the process was democratic in the sense of seeking the involvement of the wider community in the determination of the project management committee membership. It can be interpreted to mean that the CDF management strived to ensure democratic processes in the installation of the office bearers.

Table 4.8 Selection Criteria to Ensure Competent Office Bearers

Response	Frequency	Percentage
Yes	25	78.1
No	7	21.9
Total	32	100.0

Table 4.8 shows that most of the respondents (n=25) (78.1%) considered the selection criteria for putting in place the CDF project management committee members as effective enough to ensure that competent persons were in place. This was an indication that they appreciated the ability of the selection criteria with regards to assuring the communities that persons who merited were in office. The responses were confirmation of the position taken by the fund manager who confirmed that the regulations guiding CDF stipulated the need to ensure that

office bearers in the CDF were elected in a manner which was open and competitive to enhance their effectiveness

Table 4.9 Mode of Putting in Place Project Management Committee and Accountability of the Projects

Response	Frequency	Percentage
Yes	21	65.6
No	11	34.4
Total	32	100.0

Table 4.9 shows that most of the respondents (n=21) (65.6%) considered the mode of putting in place CDF project management committee office bearers to have affected the implementation of the projects. This was an indication that there was a direct correlation between the process of putting in place office bearers and the implementation of CDF projects. It can thus be interpreted to mean that the mode of putting in place CDF project management committee office bearers directly affected the project implementation and performance.

Table 4.10 Cross Tabulation on Criterion for Putting in Place Project Management Committees and the Effectiveness of the Mode of Office Bearers Selection on Accountability in the Projects

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.320 ^a	1	.012		
Continuity Correction ^b	3.517	1	.061		
Likelihood Ratio	7.021	1	.008		
Fisher's Exact Test				.033	.033
N of Valid Cases	32				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.03.

b. Computed only for a 2x2 table

Table 4.10 shows $\chi^2 (6.320^a, N=32) = 7.021, p < 0.000$. The calculated statistic $\chi^2 = 6.320^a$ was found to be less than the tabled critical value of $\chi^2 = 7.021$. It can be interpreted to mean that, statistically, there was no significant statistical relationship between the criterion for putting in place project management committees and the effectiveness of the mode of office bearers selection on the project implementation process at $\alpha = 1.03$. It can be interpreted to mean that despite the criterion for putting in place project management committees it did not affect the project implementation. The fund manager however had a contrary opinion because he was of the view that in the event of a flawed criterion of putting in place office bearers for the CDF the capacity to effectively ensure effective implementation was not assured. This compromised the ability to have the committees discharge their responsibilities in the expected manner.

4.3 PMC Member's Competence and Project Performance

The essence of devolved funds remitted to the electoral units is to spur local growth. A critical aspect of the facilitation of the growth is the caliber of the individuals charged with a mandate of overseeing the fund. Instances of having highly educated persons who are knowledgeable as regards the emerging trends and local needs is key to programmes actualization. Surveys carried out in Guatemala showed that in the event of highly educated persons overseeing the projects in the electoral units they were bound to succeed heavily (Adan, 2012). The success of the projects was attributed to the ability of the committee members to positively engage the target beneficiary groups pro-actively and have them buy the vision of the projects. These minimized instances of strife and misgivings attributed to lack of clear understanding of the activities at hand. It also deterred the situation of failure to understand the essence of the projects (Adan, 2012). These brought to the fore enhanced capacities of the individuals tasked with the mandate of project administration as an attribute which heavily swayed the direction that the projects took in terms of completion and

accountability to the end users. The study sought to find out the influence of individual project management committee members competence on the performance of the constituency development fund in Kiharu constituency, Murang'a County.

Table 4.11 Basic Minimum Education Requirement

Response	Frequency	Percentage
Yes	32	100.0
Total	32	100.0

Table 4.11 shows that all the respondents were aware that there was a basic minimum requirement for the managerial skills of the project management committee members as pertains to academic proficiency. This was an indication that the practice of insistence on academic proficiency was deeply ingrained in the local CDF management. This was confirmation that the education levels of the persons charged with the mandate of project management were an integral factor with regards to ensuring optimum management. The respondents went further to confirm that the basic academic requirement for the project management committee members was form four education level.

Table 4.12 Education Level of Project Management Committee

Response	Frequency	Percentage
To a great extent	12	37.5
To a fair extent	14	43.8
To a low extent	6	18.7
Total	32	100

Table 4.12 shows that most (n=14) (43.8%) of the respondents considered the education levels of the project management committee members to have been a factor that was given fair consideration in the election process of project management committee members. The

responses denoted the fact that the academic levels of the project management committee members were a critical factor in assuring the ability to have enhanced community participation. It can be interpreted to mean that the project management committee members academic levels directly impacted on the ability to ensure good relations with the communities thus their participation in CDF activities thus it was given great consideration during the election process. The fund manager had a contrary opinion going by the fact that he considered most of the projects management committee members as not up to the expected standards pertaining to the ability to effectively ensure community participation in the right manner despite their education levels. This was an indication that he did not wholly identify with the position of academic qualifications being the only benchmark to evaluate the PMCs on as pertains to their effectiveness in ensuring community participation in the implementation of CDF projects.

Table 4.13 Instances of Uneducated Persons in Project Management Committees

Response	Frequency	Percentage
often	19	59.4
rarely	13	40.6
Total	32	100.0

Table 4.13 shows that there were instances whereby uneducated persons had been elected into the project management committees (n=19) (59.4%). This was an indication that in some of the areas the motivations of electing office bearers into the project management committees for the CDF were other factors other than the academic proficiency of the office bearer. This was confirmation that the risk of poor management occasioned by lack of proficiency in the project management committee members was rife in the study area.

The findings identified with the citizens CDF report card for Machakos town constituency for the year 2012 which showed that the failure to fully realize optimum project implementation was hinged on the capacity of the project management committees. In electoral wards with educated and incisive project management committee members the administration and management of the constituency development fund was better than in those whereby semi literate persons were charged with responsibility (NTA, 2012). The report compared the eminent persons in the project management committee's who were highly educated to the situation of having them strive to give back to society as opposed to the others who were in it for the allowances and prestige that came along with the position. Greater sensitization for the communities on the need to have educated and academically competent persons in the project management committee's was championed by the national taxpayers association as a critical factor in ensuring accountability in the administration of the constituency development fund (NTA,2012). The study sought to find out what the prevailing situation is with regard to the education levels of the project management committee members in Kiharu constituency and how it affects the accountability of the fund management.

Table 4.14 Cross Tabulation on Effectiveness of Criterion for Putting in Place PMC's and Instances of Uneducated Persons Sitting Serving

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	13.095 ^a	1	.000		
Continuity Correction ^b	10.134	1	.001		
Likelihood Ratio	15.676	1	.000		
Fisher's Exact Test				.001	.001
N of Valid Cases	32				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.84.
b. Computed only for a 2x2 table

Table 4.14 shows χ^2 (13. 095^a, N=32) = 15. 676, $p < 0.000$. The calculated statistic $\chi^2 = 13. 095^a$ was found to be less than the tabled critical value of $\chi^2 = 15. 676$. It can be interpreted to mean that, statistically, there was no significant statistical relationship between the effectiveness of the criterion for putting in place project management committees and occasion of having uneducated persons sitting on the committees at $\alpha = 2.84$. It can be interpreted to mean that regardless of the criterion of the putting in place office bearers for the project management committees, the occasion of having uneducated persons sitting in them would still suffice. This was confirmed by the fund manager who stated that regardless of the position detailing the required academic qualifications which the PMCs possessed some were still not effectively able to measure to their expected standards as pertains to individual proficiency and performance. This had a negative effect on their ability to ensure effective community participation in the CDF projects.

Table 4.15 Lickert Scale on Education Levels

		Education levels affect the performance of the projects		Total
		Yes	No	
Education levels of the project management committee members affect their outlook to projects	disagree	2	0	2
	agree	19	0	19
	strongly agree	3	8	11
		24	8	32
<hr/>				
Total				
capacity to understand the accounting procedures affected by PMC's education levels	disagree	5	0	5
	agree	13	0	13
	strongly agree	6	8	14
Total		24	8	32
Ability comprehend the technical designs affected by the PMC's education levels	disagree	6	0	6
	undecided	3	0	3
	agree	14	0	14
	strongly agree	1	8	9
Total		24	8	32
The choice of projects undertaken affected by the PMC's education levels	disagree	4	0	4
	agree	13	0	13
	strongly agree	7	8	15
Total		24	8	32
Ability to supervise and oversee constituency projects affected by PMC's education levels	undecided	1	0	1
	agree	18	0	18
	strongly agree	5	8	13
Total		24	8	32

Most of the respondents (n=30) (94%) agreed that the education levels of the project management committee members affect their outlook to projects being undertaken. The responses mirrored the situation whereby the sustainability of the projects was hinged on the ability of the project management committee members to effectively discharge their

mandates. The ability to have a positive outlook on the projects carried out directly affected capacity to carry out the works.

Capacity to understand the accounting procedures for constituency development projects was affected by the competence and education levels of the project management committee members as confirmed by 84% (n=27) of the respondents. The responses denoted the essence of understanding the accounting procedures as a key premise of ensuring that the implementation of the CDF projects was assured. It can thus be interpreted to mean that the ability of the project management committee members to comprehend the accounting procedures for the actualization of the projects carried out was pertinent to their success.

Ability to comprehend the technical designs of the projects carried out by the CDF was influenced by the competence of the project management committee members as confirmed by 72% (n=23) of the respondents. This was an indication that the competency levels of the project management committee members directly contributed to their ability to be aware of the technical designs of the projects in place. It can be interpreted to mean that that the individual disposition of the project management committee members with regard to understanding the technical designs of the projects undertaken had a direct bearing on their implementation and community involvement.

The choice of project undertaken in a locality being affected by the competence and education levels of the project management committee members was confirmed by 88% of the respondents (n=28). The responses were a reflection of the ability of the project management committee members to have influence over the choice of projects carried out. It can be interpreted to mean that the leadership capacities of the project management committee members influenced the community members as regards to the choice of the projects carried out and their levels of participation.

The ability to supervise and oversee constituency development fund projects to completion was influenced by the education levels of the project management committee members as confirmed by 97% of the respondents (n=31). The responses confirmed that the individual capacities and proficiency of the project management committee members had a direct bearing on the ability to ensure that the projects that took off at the inception were seen through to completion and equally on the levels of community members' involvement.

The fund manager confirmed that in most cases the success of the projects and the ability to ensure effective utilization of the monetary resources expended in project actualization depended on the ability of the PMCs to exercise their managerial and oversight function as pertains to community involvement. This was aligned to their ability to have a positive outlook to the projects carried out, ability to understand their counting procedures entailing funds disbursement, capacity to appreciate the technical procedures involved in the project design and implementation process and equally participate in the supervision activity. This ensured that the implementation process and capacity to enhance scrutiny as regards community involvement was assured for the success of the projects.

Table 4.16 Means Analysis for Attributes on Individual Competence

	Mean	Std. Deviation	N
affect the project implementation	1.25	.440	32
comprehend the technical designs	3.81	1.061	32
capacity to understand the accounting procedures	4.13	1.040	32
managerial skills of the project management committee	4.22	.751	32
choice of projects undertaken	4.22	.975	32
ability to supervise and oversee constituency fund projects	4.38	.554	32

The mean analysis showed that the attribute of education levels with the highest mean difference was having the ability to supervise and oversee constituency development fund projects by the project management committee members. It can thus be deduced that the supervisory capacity of the project management committee members was a great underlying factor in the wake of ensuring optimal project implementation.

Table 4.17 Correlations for Individual Competence and Project Performance

		Project performance	Education levels of the project management committee	capacity to understand the accounting	comprehend the technical design	choice of project undertaken	ability to supervise and oversee constituency
Project performance	Pearson	1	.610**	.494**	.657**	.470**	.662**
	Correlation						
	Sig. (2-tailed)		.000	.004	.000	.007	.000
	N	32	32	32	32	32	32
Education levels of the project management committee	Pearson	.610**	1	.749**	.742**	.770**	.805**
	Correlation						
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	32	32	32	32	32	32
capacity to understand the accounting	Pearson	.494**	.749**	1	.870**	.927**	.757**
	Correlation						
	Sig. (2-tailed)	.004	.000		.000	.000	.000
	N	32	32	32	32	32	32
comprehend the technical design	Pearson	.657**	.742**	.870**	1	.821**	.728**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	32	32	32	32	32	32
choice of project undertaken	Pearson	.470**	.770**	.927**	.821**	1	.740**
	Correlation						
	Sig. (2-tailed)	.007	.000	.000	.000		.000
	N	32	32	32	32	32	32
ability to supervise and oversee constituency	Pearson	.662**	.805**	.757**	.728**	.740**	1
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	32	32	32	32	32	32

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson moment correlation was run to determine if there was any significant influence of the attributes that the study used to determine effects of education levels on community involvement. Project performance was used as the dependent variable while the indicators for effects of individual competence were deemed as the independent variables. The indicators were education levels of the project management committee, capacity to understand the accounting procedures, comprehend the technical design, choice of projects undertaken and the ability to supervise and oversee constituency fund projects. All the indicators of education levels had a positive correlation with the capacity to have optimal community members' involvement owing to the fact that they had a value of between 0 and one. It can thus be deduced that the individual competencies of the project management committee members had enhanced the project performance levels.

4.4 Technology Employment and Project Performance

A study commissioned by the World Bank carried out in the Eastern Europe in the year 2011 established that countries which had put in place integrated financial management information systems did not have profound cases of misappropriation of public funds, (Strom, 2011). This was heavily inclined to the capacity of integrated financial management information systems to be closely interlinked with the procurement management entities. It allowed for the streamlining of the procurement programmes in the jurisdictions and project management in the fiscal decentralization programmes. This was by way of allowing a good synchrony and interface between the devolved electoral units and the central government. This placed effective safeguards as regards project implementation and management especially at the procurement function.

Tables 4.18 Information Storage Systems in Use

Response	Frequency	Percentage
Manual filing	9	28.1
Electronic filing	23	71.9
Total	32	100.0

Table 4.18 shows that most of the respondents (71%) (n=23) considered the predominant information storage system in use as electronic. The responses denoted the fact that the CDF projects relied on the electronic systems to assure them of wellness in terms of the ability to meet the requirements of information storage. This was an indication that there were systems and practices in place to assure sound information storage in the organization. It can be interpreted to mean that measures had been instituted to ensure apt information storage electronically. The responses confirmed the position taken by the fund manager who attested to presence of electronic information storage ensured probity of the programs carried out.

Table 4.19 Adequacy of Information Storage Provisions to Meet CDF Demands

Response	Frequency	Percentage
Yes	19	59.4
No	13	40.6
Total	32	100.0

Table 4.19 shows that most of the respondents (59%) (n=19) deemed the information storage provisions in place as adequate enough to meet the demands of the CDF projects. This was an indication that the information storage provisions in place were largely appreciated as adequate though a very significant percentage of the respondents (41%) (n=13) considered them as inadequate. It can thus be interpreted to mean that there was need to ensure that the

information storage provisions in place met the expectations of the projects undertaken with regards to assuring current best practices.

Table 4.20 Efforts to Train Project Management Committee Members on Information Storage Best Practices

Response	Frequency	Percentage
Often	17	53
Rare	13	40
Not at all	2	7
Total	32	100

The responses as shown in table 4.20 confirmed that there were often efforts (53%) (n=17) of training the project management committee members on the current best practices as pertains to information storage activities. The responses denoted the ability of the CDF to engage in capacity building activities geared towards ensuring that they achieved the ideals of optimal information storage standards expected of them. The responses denoting rare occasions of training on information storage were significant (40%) (n=13). This was an indication that some of the project management committee members had not been exposed to their expectations with regards to the frequency of capacity building sessions for practices on information storage provisions. It can thus be interpreted to mean that there was need to engage in more capacity building forums for the CDF project management committee members. The fund manager confirmed that his office had put in place measures to ensure training of the project management committee members on current best practices entailing information storage via the use of the current technology provisions. This was an indication that there were activities in place to ensure that the PMCs effectively understood the demands of the information storage for the projects carried out and the office fund manager had put in place mechanisms to assure their training as a measure of instilling the requisite skills. The

fund manager confirmed that this was a practice geared towards enhancing the effectiveness of traceability of the projects records.

Table 4.21 Cross Tabulation on of Project Information Storage Modes and Efforts to Train PMC’s on Project Information Storage

	Chi-Square Tests		
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.049 ^a	2	.004
Likelihood Ratio	14.516	2	.001
Linear-by-Linear Association	9.153	1	.002
N of Valid Cases	32		

a. 4 cells (66.7%) have expected count less than 5. The minimum expected count is .56.

Table 4.21 shows χ^2 (11.049^a, N=32) = 9. 153, $p < 0.000$. The calculated statistic $\chi^2 = 11.049^a$ was found to be more than the tabled critical value of $\chi^2 = 9. 153$. It can be interpreted to mean that, statistically, there was a significant statistical relationship between the mediums of information storage used and the efforts to train the project management committee members on project information storage mediums at $\alpha = 0.56$. It can be interpreted to mean that the modes of information storage modes used were dependent on the ability to train the project management committee members on the approaches to employ.

Table 4.22 Lickert Scale on Technology Attributes

		Employment of technology on the accountability of CDF projects		Total
		Yes	No	
Medium of technology management used assures sound information storage	disagree	5	0	5
	undecided	3	0	3
	agree	13	0	13
	strongly agree	7	4	11
Total		28	4	32
Employed technology has enhanced traceability of all records	strongly disagree	3	0	3
	disagree	5	0	5
	undecided	5	0	5
	agree	13	0	13
	strongly agree	2	4	6
Total		28	4	32
PMC has employed technology to track all financial transactions of the projects	disagree	2	0	2
	undecided	2	0	2
	agree	11	0	11
	strongly agree	13	4	17
Total		28	4	32
Use of electronic systems for information storage enhances audit capacity of projects	strongly disagree	1	0	1
	disagree	3	0	3
	undecided	4	0	4
	agree	13	0	13
	strongly agree	7	4	11
Total		28	4	32
Integration of functions between the local and national offices has been facilitated by use of technology	disagree	1	0	1
	undecided	2	0	2
	agree	13	0	13
	strongly agree	12	4	16
Total		28	4	32

Most of the respondents (75%) (n=24) confirmed that the mediums of technology management used by the project management committee assured effective information storage in the CDF projects. This was an indication that the respondents appreciated the technology mediums in use with regards to the ability to assure the projects implemented the

capacity to meet requisite levels of scrutiny as pertains to information storage standards. It can thus be interpreted to mean that the mediums of technology used by the CDF to take charge of the information storage activities had withstood the test of time thus gained approval from the users.

The responses showed that most (59%) (n=19) of the project management committee members believed the CDF had employed technology which had effectively enhanced the traceability of all records for optimal traceability. A significant percentage of the respondents (25%) (n=8) were of the view that the CDF did not have optimal technology to enhance the traceability of all records. It can thus be interpreted to mean that despite the efforts to ensure employment of technology warranting traceability of the records the respondents still had some misgivings about it.

The ability to ensure employment of technology which can track all the financial transactions of the programmes was confirmed by most of the respondents (88%) (n=28). The responses were an indication that the CDF had optimal capacity to ensure that all the financial transactions were tracked as a basis of enhancing fiduciary standards. It can thus be interpreted to mean that the CDF had integrated the technology fulcrum on the financial management system as a means of ensuring traceability of all the financial transactions. This played a role in enhancing the ability of appropriating monetary resources in the expected manner as a measure of ensuring accountability.

The ability to use electronic systems for information storage enhanced the audit capacity for the programmes undertaken as confirmed by most of the respondents (75%) (n=24). This was an indication that the CDF had taken cognizance of the need to ensure use of electronic systems as a basis of information storage to enhance the information storage capacity. It can be interpreted to mean that the adoption of technology was an apt measure employed by the

CDF to enhance information storage capacity and improve on the ability to meet the demands of current best practices.

Most of the respondents (94%) (n=30) were of the view that use of technology had allowed integration of functions between the local and national offices and eased communication. This was a measure that had ensured synergy between the two offices and enhanced the quality of integration of activities. It was an indication that there was mutualism between the two offices and this had enhanced integration of functions. It can be interpreted to mean that employment of technology had ensured integration of functions between the national CDF office and the constituency offices and the sharing of information had enhanced the synergy between the two offices.

The CDF fund manager confirmed that the information storage activities carried out had placed emphasis on the employment of technology as a measure of ensuring the traceability of the documents used in the projects from inception to completion. The ability to track all financial transactions was also an effective measure in the documentation process. This was by virtue of the fact that the payment systems were conducted via the electronic banking platform which ensured that there was an enhanced trail of all the transactions made and this was a great measure with regards to assuring the ability to account for all the monetary resources utilized in a project. The integration of functions between the constituency offices and the national office was also confirmed to be a factor that enhanced the probity of the projects carried out. This was attributed to the fact that at the click of a button the national office was able to scrutinize the activities carried out as pertains to monetary resources expended in the project implementation. The position of the fund manager confirmed that effective safeguards had been put in place to ensure optimal project performance by the CDF and equally enhanced capacity to ensure the quality of the works undertaken.

Table 4.23 Means Analysis for Attributes on Information Storage

	Mean	Std. Deviation	N
monitoring and evaluation of the programmes undertaken	1.13	.336	32
employed technology which has enhanced traceability	3.44	1.243	32
medium of technology management used	3.94	1.045	32
use of electronic systems for information storage	3.94	1.076	32
track all financial transactions of the programmes	4.34	.865	32
integration of functions between the local and national offices	4.38	.751	32

The means analysis showed that the attribute of information storage with the highest mean difference was integration of functions between the national and constituency offices as a measure of easing the communication and sharing of information. It was thus an indication that in the event of having the national and constituency offices sharing information by virtue of integration of functions there is bound to be seamless interaction thus ease in the accounting procedures.

The findings confirmed the position by Omolo, (2010) in a critical review of past and present frameworks of devolution in Kenya which brought forth employment of technology as a pertinent challenge to the process. The review showed that in many cases the devolved units had failed to exploit current best practices expected of them as a measure of ensuring their sustainability. Many cases had been reported of poor information storage mode and non adherence to basic information handling practices. This had occasioned the failure to retrieve information when it was required. In the event of information that entailed financial transactions the devolved units were exposed to the risk of loss. This was cited as a great

shame in the current era as regards information handling and the benefits accruing from technology adoption.

Table 4.24 Correlations for Information Storage and Project Performance

		Information storage project performance	medium of technology management used	employed technology which has enhanced traceability	track all financial transactions of the programmes	use of electronic systems for information storage	integration of functions between the local and national offices
Information storage mediums on project performance	Pearson Correlation	1	.390*	.483**	.291	.379*	.319
	Sig. (2-tailed)		.027	.005	.106	.032	.075
	N	32	32	32	32	32	32
medium of technology management used	Pearson Correlation	.390*	1	.916**	.845**	.972**	.811**
	Sig. (2-tailed)	.027		.000	.000	.000	.000
	N	32	32	32	32	32	32
employed technology which has enhanced traceability	Pearson Correlation	.483**	.916**	1	.875**	.914**	.855**
	Sig. (2-tailed)	.005	.000		.000	.000	.000
	N	32	32	32	32	32	32
track all financial transactions of the programmes	Pearson Correlation	.291	.845**	.875**	1	.890**	.936**
	Sig. (2-tailed)	.106	.000	.000		.000	.000
	N	32	32	32	32	32	32
use of electronic systems for information storage	Pearson Correlation	.379*	.972**	.914**	.890**	1	.868**
	Sig. (2-tailed)	.032	.000	.000	.000		.000
	N	32	32	32	32	32	32
integration of functions between the local and national offices	Pearson Correlation	.319	.811**	.855**	.936**	.868**	1
	Sig. (2-tailed)	.075	.000	.000	.000	.000	
	N	32	32	32	32	32	32

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

A Pearson moment correlation was run to determine if there was any significant influence of the attributes that the study used to determine effects of information storage on project performance. Information storage on project performance was used as the dependent variable while the indicators for information storage were deemed the independent variables. The indicators were mediums of technology management used for sound storage of information, employment of technology to enhance traceability of records, employment of technology to track all financial transactions of the programmes carried out, use of electronic systems for information storage and the integration of functions between the local and national offices. All the indicators of information storage had a positive correlation with the capacity to have accountability owing to the fact that they had values of between 0 and one. It can thus be deduced that the information storage procedures in place had assured improved accountability.

The findings confirmed a report by the institute of social accountability cited manual transactions as the panacea to sound administration of the constituency development fund in Kenya. Failure to adopt technology and exploit information management systems was indicated as a deep rooted practice by many project management committees. The lack of a sound change management strategy geared towards ensuring that the committees conformed to the expected standards of information handling and storage was equally cited (Radoli, 2011). Many project management committees were comfortable conducting manual transactions which they could easily manipulate. Even in the event of a central repository in the constituency CDF office the information management systems were rarely utilized.

4. 5 Financial Skills on Project Performance

Stakeholder's performance in the constituency development funds project anchored in legislative acts is mainly driven by the capacity of the persons charged with the responsibilities. Surveys carried out in many jurisdictions showed that in the event of having

individuals who were adept to sound financial management systems the projects thrived. There was thus a direct correlation between the financial management skills of the individuals charged with the responsibilities of project administration and the performance of the projects (Adan, 2012). The success of the projects undertaken relied on the ability of the project management members to have the requisite skills as regard financial management. Training in financial literacy and assurance in terms of project management members having capacity to effectively understand and comprehend the nitty-gritty as regards to the financial transactions and other underlying developments in the project shores up the efficiency of the programmes (Adan, 2012). It assures the projects ability to withstand the test of time as regard project performance attributed to effective systems and structures in place. The study sought to find out how the situation in Kiharu constituency is.

Table 4.25 Financial Literacy of the PMC's

Response	Frequency	Percentage
Yes	19	59.4
No	13	40.6
Total	32	100.0

Table 4.25 shows that most of the respondents (59.4%) (n=19) deemed the members of the project management committees as financially literate. This was an indication that the project management committee members had strived to attain financial literacy provisions. This was a measure that ensured optimal financial management programs. A very significant percentage of the respondents however did not deem all members of the project management committees to be financially literate. This was an indication that in some instances the members of the project management committees did not have the requisite skills as regards financial literacy. It can be interpreted to mean that there was need to carry out continuous

training and sensitization of the project management committee members as pertains to the financial skills requisite for project management standards.

The fund manager shared similar sentiments when he attested to the fact that in some cases the PMCs failed in their mandate of ensuring that the requirements of the procurement procedures and related financial transactions were adhered to in the expected manner. This exposed the dynamics of the project cycles to jeopardy taking into account that financial processes with the intent of meeting the mandate of projects undertaken was an integral function. This exposed the exercise of project management in the implementation of CDF projects not being carried out in the right manner thus not delivering value for money to the citizens.

Table 4.26 Efforts to Enhance the Financial Literacy Skills of PMC’s

Response	Frequency	Percentage
Yes	7	21.9
No	25	78.1
Total	32	100.0

Table 4.26 shows that a very significant percentage of the respondents were of the view that no worthwhile efforts had been put in place to enhance the financial management skills of the project management committee members. The responses were an indication that no much effort had been put in place with regard to enhancing the capacities of the project management committee members. This denoted lethargy and laxity on the part of CDF with regard to capacity building of the persons charged with the mandate of overseeing project implementation. It can thus be interpreted to mean that there was need to enhance the ability of the project management committee members by exposing them to the requisite training as a basis of enhancing their abilities in guiding the financial processes and related skills .

Responses on the particular efforts put in place by the CDF office in training the project management committee members on financial management showed that they had received short in-house courses facilitated by the fund manager but they deemed them as inadequate. The fund manager equally confirmed that very little investment in terms of training had been accorded to the PMCs. This was an indication that the national body of the CDF had not put in place adequate measures to build the capacity of the PMCs with regard to training on financial skills as a measure of ensuring that their capacity to effectively monitor the utilization of monetary resources in project implementation was enhanced. This was an indication that there was a gap in the training of PMCs in financial management which needed to be taken care of as a measure of instilling enhanced capacities of probity in the project value chain where budgetary allocations for procurement of goods and services played a very significant role.

Table 4.27 Cross Tabulation on Financial Literacy and Efforts to Enhance Financial Management Skills in PMC's

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	6.131 ^a	1	.013		
Continuity Correction ^b	4.164	1	.041		
Likelihood Ratio	8.612	1	.003		
Fisher's Exact Test				.025	.015
Linear-by-Linear Association	5.939	1	.015		
N of Valid Cases	32				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.84.

b. Computed only for a 2x2 table

Table 4.27 shows χ^2 (6.131^a, N=32) = 8.612 p<0.000. The calculated statistic $\chi^2 = 6.131^a$ was found to be less than the tabled critical value of $\chi^2 = 8.612$. It can be interpreted to mean that, statistically, there was no significant statistical relationship between consideration of the ability of the project management members to be financial literate and the efforts to enhance

financial management skills in the project management committee members at $\alpha = 2.84$. It can be interpreted to mean that the ability to have financial skills was hinged on the individual disposition but not on the training accorded to the project management committee members.

Table 4.28 Capacity of Efforts Expended on Financial Skills Training to Realize the Intended Objectives

Response	Frequency	Percentage
to a great extent	3	9.4
to a fair extent	6	18.8
to a low extent	23	71.9
Total	32	100.0

Table 4.28 shows that ability of the measures undertaken to enhance the capacity of the project management committee members as regards the financial management had not achieved the intended objectives. This is because most of the respondents (71.9%) (n=23) deemed the activity to have realized its ideals to a low extent. This was an indication that despite active programs in place to ensure capacity building on financial management skills for the project management committee members.

Table 4.29 Lickert on Financial Management Skills

		Project implementation		Total
		Yes	No	
Financial management skills of PMC's have assured the constituency development fund of sound programmes	disagree	4	0	4
	undecided	5	0	5
	agree	10	4	14
	strongly agree	0	9	9
		19	13	32
Total				
Emphasis is placed on having financially literate PMC's measure of assuring accountability	strongly disagree	3	0	3
	disagree	10	0	10
	undecided	3	0	3
	agree	3	9	12
	strongly agree	0	4	4
Total				
		19	13	32
Financial management skills of the members have seen good utilization of the allocated funds	disagree	5	0	5
	undecided	4	0	4
	agree	10	0	10
	strongly agree	0	13	13
		19	13	32
Total				
		19	13	32
Financial management skills of PMC's allow good supervision and work flow projections in the projects	strongly disagree	3	0	3
	disagree	8	0	8
	undecided	3	0	3
	agree	5	8	13
	strongly agree	0	5	5
Total				
		19	13	32
Financial management skills of PMC's facilitate scrutinization of project accounts from informed positions	strongly disagree	8	0	8
	disagree	10	0	10
	undecided	1	2	3
	agree	0	7	7
	strongly agree	0	4	4
Total				
		19	13	32

Most of the respondents (72%) (n=23) were of the view that the financial management skills of the project management committee members had assured the constituency of sound programmes. The responses denoted the ability to ensure that the activities carried out by the CDF realized the intended purposes by virtue of enhancing the financial management skills of the project management committee members. This was an indication that the project

management committee members had exploited their knowledge of the financial management to assure CDF of the ability to meet its obligations. It can be interpreted to mean that the ability of CDF to realize the achievement of its ideals was hinged on the ability of the project management committee members to offer the requisite oversight in the financial management function.

The ability to offer oversight by way of placing emphasis on having financially literate project management committee members as a measure of assuring optimal procurement management was dissented to by most of the respondents (50%) (n=16). This is an indication that the capacity to confer the project management committees with financially literate persons was constrained and this limited the capacity of the CDF with regard to ensuring optimal project cycles management. It can thus be interpreted to mean that there is need to sensitize the communities on the essence of assuring only financially literate persons take positions of management in the CDF committees as a basis of assuring sound management.

Most of the respondents (72%) (n=23) deemed the financial management skills of the project management committee members as having assured good utilization of the allocated funds. This was an indication that the financial management skills of the project management committee members had been greatly appreciated and this was a measure of assuring sound funds utilization. It can thus be interpreted to mean that in the event of project management committee members who have good financial management skills sound funds utilization was assured owing to the oversight provided.

Most of the respondents (56%) (n=18) confirmed that the financial management skills of the project management committee members allowed good supervision and workflow projections in the projects carried out. This was confirmation that activities geared towards making forecast and projections as a measure of sound project implementation were heavily motivated by the financial management skills of the project management committee members. It can be interpreted to mean that in the event of having persons who understood the requisites of financial management, there was bound to be good supervision and work flow projections in the projects carried out.

The situation of financial management skills of the project management committee members facilitating capacity to scrutinize project accounts from informed positions was dissented to by most of the respondents (56%) (n=18). This was an indication that the financial management skills of the project committee members did not enhance their capacities as

pertains to facilitating project accounts scrutiny from informed positions. This was confirmation that most of the project management committee members did not have the requisite skills in accounting to guarantee informed positions as pertains to ongoing project accounts. It can thus be interpreted to mean that there was need to ensure sound proficiency in the project management committee members as a basis of enhancing their financial management skills pertaining to accounts of ongoing projects.

The fund manager held the view that most of the PMCs did not have the requisite skills to ensure sound programs for the CDF in terms of the financial management function. This occasioned the fund a high risk as pertains to the ability of assuring optimal management and utilization of the allocated monetary resources. It compromised the ability to ensure the works undertaken by the CDF in terms of standing the test of time as pertains to achieving the demand of ensuring procurement was carried out in the right manner and monetary resources effectively utilized in the project implementation. This confirmed previous records from the national taxpayers association (2013-2014) which reflected shortcomings in the financial management function of the CDF to the extent of affecting the quality of works delivered in the projects undertaken.

Studies undertaken by Ntuala,(2010) Radoli, (2011) and Wamae, (2009) in Machakos town, Naivasha and Kibera constituencies showed that most of the projects which had not been completed in the constituencies development fund programme were due to mismanagement occasioned by poor financial skills in the project management members. The studies cited instances of exorbitant costs associated with increased bills accruing from the contractors mainly due to collusion with the public servants undertaking supervision works for the undertaken projects. This affected the capacity of the constituency development fund to realize its intended target in many electoral areas. The situation of extra payments and shoddy work associated with the increased financial expenditure at the expense of the initial

budgeted costs put the projects into the risk of failure. The need for training the project management members with regard to financial skills impartation was thus underscored.

Table 4.30 Means Analysis for Attributes on Financial Management Skills

	Mean	Std. Deviation	N
Accountability in projects undertaken	1.41	.499	32
scrutinize project accounts from informed positions	2.66	1.405	32
measure of assuring optimal procurement management	3.13	1.264	32
work flow projections in the projects	3.28	1.276	32
members have assured the constituency development fund of sound programmes	3.88	.976	32
members have seen good utilization of the allocated funds	3.97	1.092	32

The means analysis showed that the attribute of financial management with the highest mean difference was the capacity of the project management committees to ensure sound monetary resources utilization. It can be interpreted to mean that in the event of the project management committee members seeking to ensure proper utilization of the allocated funds for the projects there was bound to be implemented in the requisite manner.

Table 4.31 Correlations for Financial Management Skills and Performance of CDF Projects

		Performance of CDF projects	members have assured the constituency development fund of sound programmes	measure of assuring optimal procurement management	members have seen good utilization of the allocated funds	work flow projections in the projects	scrutinize project accounts from informed positions
Performance of CDF projects	Pearson Correlation	1	.704**	.787**	.794**	.727**	.896**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	32	32	32	32	32	32
members have assured the constituency development fund of sound programmes	Pearson Correlation	.704**	1	.850**	.935**	.884**	.862**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	32	32	32	32	32	32
measure of assuring optimal procurement management	Pearson Correlation	.787**	.850**	1	.868**	.958**	.897**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	32	32	32	32	32	32
members have seen good utilization of the allocated funds	Pearson Correlation	.794**	.935**	.868**	1	.886**	.876**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	32	32	32	32	32	32
work flow projections in the projects	Pearson Correlation	.727**	.884**	.958**	.886**	1	.865**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	32	32	32	32	32	32
scrutinize project accounts from informed positions	Pearson Correlation	.896**	.862**	.897**	.876**	.865**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	32	32	32	32	32	32

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson moment correlation was run to determine if there was any significant influence of the attributes that the study used to determine effects of financial management skills on project performance. Project performance in CDF projects was used as the dependent variable while the indicators for financial management were the independent variables. The indicators were having the members assuring the constituency development fund of sound programmes, having in place measures of assuring optimal financial management, ensuring

good utilization of the allocated funds by use of financial management skills, work flow projections and good supervision in the projects by project management committee members and the ability to scrutinize project accounts from informed positions by project management committee members. All the indicators of financial management skills had a positive correlation with the capacity to have sound project implementation owing to the fact that they had values of between 0 and 1. It can thus be deduced that the financial management skills of the PMC's had affected project implementation.

4.6 Projects Identification Mode and Implementation

Fiscal decentralization is driven by the principal of subsidiarity. Regardless of the same decision making is driven by local considerations and persuasions, (Christine, 2009). The local unit has the power to decide on the pertinent needs of its populace and it plays an overriding role in determining the projects that require funding and which have the needs of the local populace at heart. The capacity of the local populations to have an overriding role as regards project choice has a big bearing on the ability of the programmes to be successful (Christine, 2009). This is associated with the fact that the local populace is aware of its pertinent needs and has them as the driving factor with regard to project choice.

Table 4.32 Identification of Projects Undertaken by CDF

Response	Frequency	Percentage
use of local opinion leaders	9	28.1
the choice of the member of parliament	6	18.8
popular public participation in project determination	17	53.1
Total	32	100.0

The responses on the mode of project identification for the programs undertaken by CDF was predominantly found to be popular public participation in project determination (53%) (n=17). This was an indication that the CDF had strived to ensure that the popular will of the public held sway as regards project determination. This reflected a consultative approach in the determination of projects undertaken by the CDF. It can thus be interpreted to mean that the CDF management placed emphasis on the involvement of the target beneficiary stakeholders as a basis of project identification and determination. The fund manager confirmed that public participation was a requisite in project identification. The PMCs were charged with the responsibility of lobbying for support from the local residents with a view of ensuring that they effectively participate in the project identification phase and equally play a role in civic monitoring activities to ensure effective utilization of monetary resources allocated to the projects in the implementation process.

The findings identified with Radoli, (2012) who opined that project identification and costing lay squarely with the CDFCs and the beneficiaries after identifying the project then the PMCs cost the project by preparing Bill of Quantities (BQ) and forward the same to CDFC in accordance with CDF Act (2013). The PMCs then forward minutes of certified documents for approval and ratification to local CDF office. This ascertains that the proposed projects are viable and also that there are adequate funds for them.

Table 4.33 Suitability of Project Identification Processes

Response	Frequency	Percentage
To a high degree	18	56.3
To a fair degree	7	21.9
To a low degree	7	21.9
Total	32	100.0

Table 4.33 shows that most of the respondents (56%) (n=18) considered the project identification process used for CDF interventions as highly suitable. This was an indication that they considered the process of project identification as serving the local communities well. This was a measure of appreciation as pertains to the ability to have the community deem the projects identified as suitable to them. It can be interpreted to mean that the processes of project identification were appreciated by the community and served the essence of inclusivity which is an ideal of ownership for the CDF projects.

Table 4.34 Correlation on CDF Projects Identification Process and the Suitability of the Projects Identification Process

		projects undertaken by the constituency development	project identification process as suitable
projects undertaken by the constituency development	Pearson Correlation	1	.698**
	Sig. (2-tailed)		.000
	N	32	32
project identification process as suitable	Pearson Correlation	.698**	1
	Sig. (2-tailed)	.000	
	N	32	32

** . Correlation is significant at the 0.01 level (2-tailed).

A Spearman's Rank Order correlation was run to determine the relationship between CDF projects identification process and the suitability of the projects identification process. There was a statistically significant correlation ($r_s = .698, p = .01$). It could thus be interpreted to mean that the project identification process played a role on the determination of the suitability of the projects undertaken. The findings identified the position taken by the fund manager who was of the view that there was a big relationship between the ability to effectively identify the projects to undertake and the capacity of the projects to meet the pertinent needs of the citizens intended to benefit from the intervention employed. This was confirmation that in the event of having a project identification process which took care of

the local demands with regards to the pertinent needs envisaged to be met, the projects were bound to have some good effects on the target beneficiaries.

The findings identify with the constituency development fund act of the year 2013 which clearly stipulates the need for public participation in the programmes undertaken. It gives credence to the essence of community involvement in project determination with the sole purpose of having the good will overriding the implementation for the eventual programmes success (Gok, 2013). The National Taxpayers Association report equally cites public participation as a critical factor which infuses accountability and prudence in programmes administration in the projects undertaken by the constituency development fund.

Table 4.35 Misgivings by Local Communities on Project Identification

Response	Frequency	Percentage
Yes	19	59.4
No	13	40.6
Total	32	100.0

Table 4.35 shows that there had been profound instances (59.4%) (n=19) when the local communities had felt aggrieved by the choice of projects to be undertaken. The responses were an indication that despite mechanisms to ensure consultations in the determination of the projects to be undertaken in some cases the choices made did not go down well with the local communities. This was an indication that there was need to ensure the participation of the local community in projects identification in a mutual manner which would ultimately reduce cases of strife. It can thus be interpreted to mean that there was need to ensure that the activities carried out in terms of project identification were all encompassing as a measure of ensuring that the views of many were considered.

Table 4.36 Mechanisms put in Place to Address Misunderstandings on Project

Identification			
Response	Frequency	Percentage	
Yes	29	90.6	
No	3	9.4	
Total	32	100.0	

Most of the respondents (90.6%) (n=29) considered there to have been adequate mechanisms put in place to address misunderstandings which may arise from the choice of projects. This was an indication that the CDF had concise dispute resolution mechanisms geared towards enhancing the ability to achieve the ideals of the fund in a cohesive manner. It can thus be interpreted to mean that the fund had opportunities for exploiting mechanisms in place to ensure resolution of conflicts on their occurrence at the advent of the choice of projects.

This confirmed the position of Huugu, (2010) who was of the view that competence in the local knowledge and the information residing in the minds of the local officials gives legitimacy to local considerations in decision making. Local participation by the constituency lends accuracy to the development. The local populations is always at hand to give an input of its ideas and feelings as regards projects and what impact they have on their lives as a populace and the overall prioritization of needs with regard to service delivery (Huugu, 2010). The risk of failure is curtailed and minimized because the local population works hard to ensure that the projects are successful. It also infuses a sense of ownership of programmes and the capacity to successfully implement them.

Table 4.37 Lickert Scale on Project Identification in CDF Projects and Project Implementation

		CDF projects accountability levels		Total
		Yes	No	
Local communities given free hands to determine the projects carried out in localities	strongly disagree	4	0	4
	disagree	6	0	6
	undecided	3	0	3
	agree	8	0	8
	strongly agree	5	6	11
Total		26	6	32
Local communities are cohesive and always take a common approach in project identification	strongly disagree	3	0	3
	disagree	5	0	5
	undecided	4	0	4
	agree	11	0	11
	strongly agree	3	6	9
Total		26	6	32
Public participation as regards the choice of projects enhances community ownership	disagree	3	0	3
	agree	12	0	12
	strongly agree	11	6	17
Total		19	13	32
Local communities are involved in all stages of project from inception to implementation	strongly disagree	5	0	5
	disagree	4	0	4
	undecided	10	0	10
	agree	0	13	13
	strongly agree	19	13	32
Total		5	0	5
Participation by local communities in project choice enhances scrutiny and social audit capabilities	strongly disagree	2	0	2
	disagree	3	0	3
	undecided	1	0	1
	agree	14	0	14
	strongly agree	6	6	12
Total		26	6	32

Most of the respondents (59%) (n=19) confirmed that members of the local communities were given a free hand to determine the projects to be undertaken in their localities. The responses were reflective of a situation whereby the governance programs in the CDF gave great consideration to the local needs as a premise of decision making with regards to the

projects undertaken in the localities. This was an indication that the need to ensure that the pressing demands of the local populations were met was the critical driving factor in CDF projects determination. This was an indication that emphasis was placed to ensure that the local needs determined the interventions put in place in terms of the projects carried out. It can thus be interpreted to mean that the CDF ensured that the local needs were the greatest motivating factor in the projects undertaken. Instances of dissent were however reflected in a very significant percentage of the population (31%) (n=10). This was an indication that in some cases the motivating factor in project choice determination was other considerations other than the realization of local community needs. It can thus be interpreted to mean that there was need to ensure that the local community demands superseded other motivating factors in project choice determination.

The situation of local communities being cohesive and always take a common approach as regards project choice was confirmed by majority of respondents (62%) (n=20). This was an indication that in most of the cases the greatest common persuasions in the mindsets of the local community members were factors which were common to all. This played a role in the situation of motivating a common approach in the determination of projects to be undertaken. The responses reflected cohesion and goodwill in the local communities thus having the greater good as the underlying factor in the determination of the projects to be carried out. It can be interpreted to mean that the local communities in most cases took a common approach as regards the project choice thus an indication of the fact that communal interests were the guiding parameter in project choice determination.

Most of the respondents (91 %) (n=29) confirmed that public participation as regards the choice of projects enhanced the communities ownership of the programmes. The responses were an indication that the communities were engaged in public forums to make decisions as regards the actual projects carried out. This was confirmation that they readily participated in

determination of issues that affected them directly as pertains to community development. They had a common plan and focus with regards to the activities carried out and the goodwill emanating from the process enhanced the ownership of the projects carried out. It can be interpreted to mean that the local communities were assertive enough to readily participate in public forums to determine the projects to be undertaken and this enhanced the communities' ownership of the programs.

Participation in all stages of inception, execution and implementation of the projects was confirmed by most of the respondents (72%) (n=23). This was an indication that the project life cycles were pertinent to the local communities in totality. It was confirmation that the local communities were dually engaged in the decision making processes in the projects carried out to ensure there was successful implementation. It can thus be interpreted to mean that local communities' participation in all critical stages of the project cycles ensured good governance and sound implementation of the programs undertaken.

The respondents confirmed that the participation by the local communities in project choice determination enhanced scrutiny and social audit capacities. The responses were an indication that the local communities were involved in oversight activities of the projects undertaken. This was a factor which enhanced the capacity of scrutiny and placing responsibility on the concerned offices taking into account that the projects are carried out with tax payers' money. This was a factor which enhanced the ability of the communities to demand responsibility and prudence in the utilization of public funds by virtue of program ownership. It can thus be interpreted to mean that the participation by local communities played a great role in enhancing social audit capacity in the wake of assuring the delivery of sound programs.

The fund manager confirmed that the local communities were given a free hand to determine the projects that they wanted undertaken in the different jurisdictions. This was a factor that enhanced their ownership of the projects carried out and equally ability to be assertive as

regards to advocacy on the implementation of the projects undertaken. The participation the projects cycle from inception to completion equally enhanced the ability of the residents to undertake scrutiny and social audit activities. This was a measure which enhanced the ability to ensure effective implementation thus cushioning the fund from the risk of engaging in projects that did not confer value for money to the residents.

Table 4.38 Means Analysis for Project Identification in CDF Projects Performance

	Mean	Std. Deviation	N
CDF projects implementation	1.19	.397	32
free hands to determine the projects	3.50	1.459	32
cohesive and always take a common approach	3.56	1.318	32
participate in all stages of inception	3.75	1.191	32
scrutiny and social audit capabilities	3.97	1.177	32
public participation as regards the choice of projects	4.34	.902	32

The means analysis showed that the attribute of project identification with the highest mean difference was the capacity of the project management committees to ensure public participation in project identification. It can be interpreted to mean that in the event of the project management committee members seeking to assure public participation in the identification of the projects undertaken; this was bound to raise the bar as pertains to the governance prism of the CDF projects.

Table 4.39 Correlations for Project Identification and Implementation of CDF Projects

		Implemen tation of CDF projects	free hands to determine the projects	cohesive and always take a common approach	public participati on as regards the choice of projects	participate in all stages of inception	scrutiny and social audit capabilitie s
Implementation of CDF projects	Pearson	1	.502**	.532**	.355*	.512**	.428*
	Correlation						
	Sig. (2-tailed)		.003	.002	.046	.003	.015
	N	32	32	32	32	32	32
free hands to determine the projects	Pearson	.502**	1	.956**	.846**	.909**	.873**
	Correlation						
	Sig. (2-tailed)	.003		.000	.000	.000	.000
	N	32	32	32	32	32	32
cohesive and always take a common approach	Pearson	.532**	.956**	1	.863**	.955**	.885**
	Correlation						
	Sig. (2-tailed)	.002	.000		.000	.000	.000
	N	32	32	32	32	32	32
public participation as regards the choice of projects	Pearson	.355*	.846**	.863**	1	.833**	.861**
	Correlation						
	Sig. (2-tailed)	.046	.000	.000		.000	.000
	N	32	32	32	32	32	32
participate in all stages of inception	Pearson	.512**	.909**	.955**	.833**	1	.937**
	Correlation						
	Sig. (2-tailed)	.003	.000	.000	.000		.000
	N	32	32	32	32	32	32
scrutiny and social audit capabilities	Pearson	.428*	.873**	.885**	.861**	.937**	1
	Correlation						
	Sig. (2-tailed)	.015	.000	.000	.000	.000	
	N	32	32	32	32	32	32

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

A Pearson moment correlation was run to determine if there was any significant influence of the attributes that the study used to determine effects of project identification on implementation. Project implementation was used as the dependent variable while the indicators for project identification were the independent variables. The indicators were having the project management committees get a free hand to determine the projects to be carried out,

ensuring a cohesive and always take a common approach in project identification, ensuring public participation as regards the choice of projects, the ability to have the public participate in all stages of the project from inception and the capacity to ensure scrutiny and social audit capabilities in the projects carried out. All the indicators of project identification had a positive correlation with the capacity to have sound implementation owing to the fact that they had values of between 0 and 1. It can thus be deduced that the project identification practices in Kiharu constituency had ensured improved thresholds with regards to implementation.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the findings, conclusions and recommendations drawn from the findings in connection with the influence of the competence of the project management committees on the implementation of constituency development fund projects in Kiharu constituency, Murang'a County. The objectives that guided the study were: individual competence, technology employment, financial management skills and the project identification mode.

5.2 Summary of Findings:

The summary of findings was as guided by the objectives of the study:

5.2.1 PMC's Members Competence and Project Performance

All the respondents were aware that there was a basic minimum requirement for the education levels of the project management committee members as pertains to academic proficiency. Most (n=14) (43.8%) of the respondents considered the education levels of the project management committee members to have been a factor that was given fair consideration in the election process of project management committee members. There were instances whereby uneducated persons had been elected into the project management committees (n=19) (59.4%). This was an indication that in some of the areas the motivations of electing office bearers into the project management committees for the CDF were other factors other than the academic proficiency of the office bearers.

The findings identified with previous studies by (Kanua 2009, Kimani et al, 2009 and Omolo, 2010) which showed that many constituencies had the undoing of incompetent project management committee members. The studies attributed the underlying situation to the exploitation of friendship, kinship ties and the need to have regional balancing in the

committees as the overriding factor of putting in place the project management committees. Instances of having individuals considered as opinion leaders in the areas and with capacity to peddle influence in the community considered as eligible persons for the project management committees regardless of their academic qualifications predisposed the constituencies to great failure. The persons were in many cases not keen on learning and undertaking new challenges despite the inherent risks that they exposed the constituencies to. The National Anti-corruption Campaign Steering Committee in its annual report of the year 2010 showed that many constituencies had incidences of corruption and mismanagement within their ranks. The report attributed to the prevailing incidences to weak governance system at the project management committee levels (EACA, 2010). The studies proposed the need to set the bar high as regards the academic qualifications requisite for the project management committee's positions.

5.2.2 Employment of Technology and Project Performance

Most of the respondents (71%) considered the predominant information storage system in use as electronic. (59%) of the respondents deemed the information storage procedures in place as adequate enough to meet the demands of the CDF projects. 53%) of the respondents confirmed that there were efforts of training the project management committee members on the current best practices as pertains to information storage activities.

The study findings tallied with a report by the institute of social accountability which cited manual transactions as the panacea to sound administration of the constituency development fund in Kenya. Failure to adopt technology and exploit information management systems was indicated as a deep rooted practice by many project management committees. The lack of a sound change management strategy geared towards ensuring that the committees conformed to the expected standards of information handling and storage was equally cited (Radoli, 2011). The report identified with previous study carried out by (Wamae, 2009; Mungai, 2009;

Mwalulu et al, 2007; Nyamori, 2009 and Orero, 2011). The studies called for automation of systems in the constituency development fund management between the project management committees in the electoral wards and the CDF office at the constituency level. This was with a view of infusing greater professionalism in management and ensuring probity, diligence and propriety in the financial management programmes.

5.2.3 Financial Management Skills and Project Performance

Most of the respondents (59.4%) deemed the members of the project management committees as well versed with the financial management procedures in place. This was an indication that the project management committee members had strived to understand the intricacies of the financial procedures used in the entity. A very significant percentage of the respondents (78%) were of the view that no worthwhile efforts had been put in place to enhance the financial management skills of the project management committee members. Ability of the measures undertaken to enhance the capacity of the project management committee members as regards the financial management function had not achieved the intended objectives as confirmed by 72% of the respondents.

Studies undertaken by Ntuala, (2010) Radoli, (2011) and Wamae, (2009) in Machakos town, Naivasha and Kibera constituencies showed that most of the projects which had not been completed in the constituencies development fund programme were due to mismanagement occasioned by poor financial skills in the project management members. The studies cited instances of exorbitant costs associated with increased bills accruing from the contractors mainly due to collusion with the public servants undertaking supervision works for the undertaken projects. This affected the capacity of the constituency development fund to realize its intended target in many electoral areas. The National Taxpayers Association in its citizen's report card for the year 2012 showed that many cases of financial impropriety had been cited nationally. The increased incidences of poor management of the undertaken

projects were attributed to lack of financial literacy skills in the project management members. The situation of some committee members failing to comprehend the thrust of the financial transactions occasioned the risk of mismanagement to the projects (NTA, 2013).

5.2.4 Project Identification and Performance

The mode of project identification for the programs undertaken by CDF was predominantly found to be popular public participation in project determination (53%). Most of the respondents (56%) considered the project identification process used for CDF interventions as highly suitable. There had been profound instances (59.4%) when the local communities had felt aggrieved by the choice of projects to be undertaken. Most of the respondents (90.6%) considered there to have been adequate mechanisms put in place to address misunderstandings which may arise from the choice of projects. This was an indication that the CDF had concise dispute resolution mechanisms geared towards enhancing the ability to achieve the ideals of the fund in a cohesive manner.

The findings confirmed the statutory provisions which call for public participation in the programmes undertaken. It gives credence to the essence of community involvement in project determination with the sole purpose of having the good will overriding the implementation for the eventual programmes success (Gok, 2013). The National Taxpayers Association report equally cites public participation as a critical factor which infuses accountability and prudence in programmes administration in the projects undertaken by the constituency development fund. This is an integral component which all project management committees should adhere to as a way of ensuring accountability and higher standards of management in projects carried out by the constituency development fund (NTA, 2012).

5.3 Conclusions of the Study

The study drew the following conclusions:

5.3.1 Individual Competence and Project Performance

The education levels of the project management committee members affected their outlook to projects being undertaken. The sustainability of the projects was hinged on the ability of the project management committee members to effectively discharge their mandates. Capacity to understand the accounting procedures for constituency development projects was affected by the competence of the project management committee members. The essence of understanding the accounting procedures is a key premise of ensuring that the implementation of the CDF projects was assured. The choice of projects undertaken in a locality was affected by the competence of the project management committee members. The individual capacities and proficiency of the project management committee members had a direct bearing on the ability to ensure that the projects that took off at the inception were seen through to completion.

5.3.2 Employment of Technology and Project Performance

The mediums of technology management used by the project management committee assured sound information storage in the CDF projects. The CDF had optimal capacity to ensure that all the financial transactions were tracked as a basis of enhancing the traceability of information. CDF had integrated the technology fulcrum on the financial management system as a means of ensuring traceability of all the financial transactions. Use of technology had allowed integration of functions between the local and national offices and eased sharing of information. This was a measure that had ensured synergy between the two offices and enhanced the quality of documentation.

5. 3. 3 Financial Management Skills and Project Performance

The capacity to confer the project management committees with financially literate persons was constrained and this limited the capacity of the CDF with regard to ensuring optimal financial management. The financial management skills of the project management committee members allowed good supervision and workflow projections in the projects carried out. The financial management skills of the project committee members did not enhance their capacities as pertains to facilitating project accounts scrutiny from informed positions. Most of the project management committee members did not have the requisite skills in accounting to guarantee informed positions as pertains to ongoing project accounts.

5. 3. 4 Project Identification and Performance

Members of the local communities were given a free hand to determine the projects to be undertaken in their localities. CDF gave great consideration to the local needs as a premise of decision making with regards to the projects undertaken in the localities. The local communities in most cases took a common approach as regards the project choice thus an indication of the fact that communal interests were the guiding parameter in project choice determination. Local communities were assertive enough to readily participate in public forums to determine the projects to be undertaken and this enhanced the communities' ownership of the programs. Local communities were duly engaged in the decision making processes in the projects carried out to ensure successful implementation. Participation by local communities played a great role in enhancing social audit capacity in the wake of assuring the delivery of sound programs.

5.4 Recommendations of the Study

The study made the following recommendations:-

5.4.1 PMC's Members Competencies and Project Performance

The CDF should place emphasis on the training of the project management committee members as a premise of ensuring that they have the requisite skills to carry out their activities effectively. This may enhance the ability of the CDF to effectively meet its obligations to the public and equally assure the capacity to give value to the monetary resources allocated to the constituencies for the implementation of varied projects. This may have the net effects of enhancing the value from the projects carried out as pertains to meeting the community expectations.

5.4.2 Employment of Technology and Project Performance

Capacity building for information storage activities should be carried out on the part of the fund. This will ensure that enhanced scrutiny of the projects undertaken is actualized. It will also see to it that the monetary resources expended towards projects are effectively utilized and the citizens get value for money for the works carried out from the traceability of the records. It will enhance the ability of the CDF to effectively resonate with the demands of the populace as pertains to works carried out being appropriate with regard to the capacity to meet the standards associated with the international demands of current best practices pertaining to quality in the documentation. This may play a major role in terms of meeting the expectations of the public and ensuring that the ideals of CDF are effectively met.

5.4.3 Financial Management Skills and Project Performance

The CDF should streamline the financial processes in place with a view of enhancing their capacity to mitigate against the risks of losses to the institution. This is by way of enforcing the requirements for the adherence to the public procurement and disposal act, 2005 as a measure of enforcing financial management. This may enhance the ability of the populace to

derive the intended benefits from the activities carried out by the fund. It may also ensure prudence in all the programs of the CDF and see to it that the expectations of the citizens with regard to value for money in the project implementation processes are actualized. This may motivate enhanced capacity for effective project implementation associated with the ability to ensure prudence in the financial management processes thus mitigating against the risk of loss.

5.4.4 Project Identification and Performance

The governance practices of CDF should equally be fully implemented with regards to the provisions stipulated in the act. Emphasis should be placed on enhancing the stakeholder participation via public forums effectively advertised for all and sundry. This may potentiate the ability to ensure ownership of programs and the capacity to enforce provisions for civic duty by the public as pertains to project identification and related requisites of the CDF programs. This is a factor which may enhance the provision of effectiveness in project implementation and assure the CDF of the ability to always identify with the demands of the public as regards meeting stakeholder demands and community expectations.

5.5 Suggestion for Further Studies

The study suggests that similar research with a bigger scope like county wide should be done to confirm whether the situation in Kiharu identifies with other constituencies of the county.

The study equally suggests that research on the factors affecting implementation of the county government projects should be carried out. This is with a view of confirming whether the dynamics affecting the CDF are similar to those of the county governments.

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APPENDIX I LETTER OF TRANSMITTAL

Dear Respondent,

I am a student undertaking a study programme in Master of Art (Project planning and Management). Am carrying out research in the role of community participation in constituency development funded projects in Kiharu constituency.

Kindly fill in the provided questionnaire to the best of your ability. Your identity will be treated with utmost confidence.

Thank you for your participation.

APPENDIX II QUESTIONNAIRE FOR PROJECT MANAGEMENT COMMITTEE MEMBERS

Kindly fill in the questionnaire by way of ticking in the boxes and filling in the provided spaces to the best of your ability. Your identity will be treated in utmost confidence and your participation will be highly appreciated.

Section A: Biodata

1. Kindly indicate your gender

Male

Female

2. What age bracket do you fall in?

20 – 30 yrs

31 – 40 yrs

41 – 50 yrs

51 – 60 yrs

61 – 70 yrs

Any other _____

3. How long have you served as a member of project management committee?

Less than 1 year

1 – 5 yrs

6 – 10 yrs

Any other _____

Section B: Study Questions

4. Are you fully conversant with the regulations guiding the administration of the constituency development fund?

Yes

No

5. Are you aware of the legislative framework that guides constituency development fund?

Yes

No

6. a) Have there been any instances of lack of accountability attributed to the regulations in place?

Yes

No

b) If yes in question 6(a) kindly explain

7. What criterion was used in putting in place the project management committee?

Election

Selection

Nomination

Any other _____

8. Would you consider the criteria as effective in terms of assuring that competent persons are put into office?

Yes

No

9. Has the mode of putting in place project management committee office bearers affected the accountability levels of the projects?

Yes

No

Section C: Individual competence of project management committee members

10. a) Is there a basic minimum requirement for the education levels of the project management committee members?

Yes

No

b) If yes, what are the basic minimum education standards for the project management committee members? Kindly indicate

11. Is the education level of the project management committee members given great consideration during the election process?

To a great extent

To a fair extent

To a low extent

12. Have there been instances of uneducated persons being elected into the project management committees?

Often

Rarely

Not at all

13. Kindly confirm your level of agreement with the following attributes on education levels of project management committee members and their effects on the accountability of constituency development fund projects

SA – Strongly Agree

A – Agree

U – Undecided

DA – Disagree

SDA – Strongly Disagree

	SA	A	U	DA	SDA
The education levels of the project management committee members affect their outlook to projects being undertaken	5	4	3	2	1
Capacity to understand the accounting procedures for constituency development projects is affected by the education levels of the project management committee members	5	4	3	2	1
Ability to comprehend the technical designs of the projects carried out by the CDF is influenced by the education levels of the project management committee members	5	4	3	2	1

The choice of project undertaken in a locality 5 4 3 2 1
is affected by the education levels of the
project management committee members

Ability to supervise and oversee constituency 5 4 3 2 1
development fund projects to completion is
influenced by the education levels of the
project management committee members

14. Does the education level of the project management committee members affect the
accountability levels of the projects?

Yes

No

Section D: Employment of technology

15. How do you store the records for the projects undertaken by the constituency
development fund?

Manual filing systems

Electronic filing systems

Any other _____

16. Would you consider the filing system as adequate to meet the demands of the
constituency development fund?

Yes

No

17. Have there been efforts to train the project management committee members on the
current best practices for information management?

Often

Rarely

Not at all

18. Kindly confirm your level of agreement with the following attributes on employment of technology on the accountability of constituency development funds projects

SA – Strongly Agree

A – Agree

U – Undecided

DA – Disagree

SDA – Strongly Disagree

	SA	A	U	DA	SDA
The medium of technology management used by the project management committee assures sound storage of all information	5	4	3	2	1
The project management committee has employed technology which has enhanced the traceability of all records	5	4	3	2	1
The project management committee has employed technology which can track all the financial transactions of the programmes	5	4	3	2	1
Use of electronic systems for information storage enhances the audit capacity for the programmes undertaken	5	4	3	2	1
Use of technology has allowed the integration	5	4	3	2	1

of functions between the local and national
offices and ease in communication.

19. Has the employment of technology facilitated accountability of the programmes undertaken by the project management committees?

Yes

No

Section E: Financial management skills

20. Would you consider all the members of the project management committees as financially literate?

Yes

No

21. a) Have there been efforts to enhance the financial literacy skills of the project management committee members?

Yes

No

b) What specific efforts have been undertaken? Kindly indicate

22. Have the undertaken efforts realized the intended objectives?

To a great extent

To a fair extent

To a low extent

23. Kindly confirm your level of agreement with the following attributes on financial management and their effects on the accountability of constituency development fund projects

SA – Strongly Agree

A – Agree

U – Undecided

DA – Disagree

SDA – Strongly Disagree

	SA	A	U	DA	SDA
The financial management skills of the project management committee members have assured the constituency development fund of sound programmes	5	4	3	2	1
Emphasis is always placed on having financially literate project management committee members as a measure of assuring accountability	5	4	3	2	1
The financial management skills of the project management committee members have seen good utilization of the allocated funds	5	4	3	2	1
The financial management skills of the project management committee members allow good supervision and workflow projections in the projects	5	4	3	2	1
The financial management skills of the project management committee members facilitate	5	4	3	2	1

capacity to scrutinize project accounts from an
informed position

24. Do the financial management skills of the project management committee members affect
the accountability of the projects?

Yes

No

Section F: Projects identification mode

25. How are the projects undertaken by the constituency development fund identified?

Use of local opinion leaders

The choice of the member of parliament

Popular public participation in project determination

26. Do you consider the project identification process as suitable?

To a high degree

To a fair degree

To a low degree

27. Have there been instances where the local communities have felt aggrieved by the choice
of projects to be undertaken?

Yes

No

28. Are there mechanisms put in place to address misunderstandings which may arise from the choice of projects

Yes

No

29. Kindly confirm your level of agreement with the following attributes on public participation as a factor affecting the accountability of projects

SA – Strongly Agree

A – Agree

U – Undecided

DA – Disagree

SDA – Strongly Disagree

	SA	A	U	DA	SDA
The local communities are given a free land to determine the projects to be undertaken in their localities	5	4	3	2	1
The local communities are cohesive and always take a common approach as regards project choice	5	4	3	2	1
The public participation as regards the choice of projects enhances the communities ownership of the programmes	5	4	3	2	1
The local communities are allowed to participate in all stages of inception execution and implementation of the projects	5	4	3	2	1

Participation by the local communities in 5 4 3 2 1
project choice enhances scrutiny and social
audit capacities

30. Does the public participation in project identification enhance the accountability levels?

Yes

No

31. In your own view, how can the community participation with an aim of assuring improved performance be enhanced for the constituency management committees?

Kindly explain

APPENDIX III INTERVIEW SCHEDULE FOR CONSTITUENCY FUND MANAGER

1. How long have you served as a fund manager in the constituency?
2. Would you consider the mode of putting in place project management committees as effective?
3. Are there provisions to ensure that the project management committee members meet the requisite standards with regard to the academic levels?
4. Have there been instances when the education levels of the project management committee members have affected programmes administration?
5. Have the education levels of the project management committee members affected the accountability standards of the projects in anyway?
6. Are the project management committee facilitated with regard to access to technology?
7. What implements have been provided to assure access to technology in the project management committees?
8. Has access to technology assured greater accountability standards for the projects undertaken?
9. Are there provisions to ensure that the project management committee members are financially literate?
10. Are there efforts to impart the requisite financial management skills in the project management committee members?

11. Have the financial management skills in the project management committee members affected the accountability standards in anyway?
12. What mediums do the project management committees employ to ensure public participation?
13. Would you consider the prevailing levels with regard to public participation as meeting the requisite thresholds?
14. Have the public participation standards affected the accountability of the projects undertaken by the constituency development fund in any way?
15. How can the project management committees be facilitated to undertake their mandates in a better manner?