FACTORS INFLUENCING THE EFFECTIVE IMPLEMENTATION OF CDF PROJECTS IN MASINGA CONSTITUENCY

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D53/ 11177 / 06

A RESEARCH PROJECT SUBMITTED IN THE PARTIAL FULLFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT), SCHOOL OF BUSINESS IN KENYATTA UNIVERSITY.
DECLARATION

This project is my original work and has not been submitted for the award of a degree programme in any university.

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ACKNOWLEDGEMENT

May I render due honour to the Almighty God due to his wisdom and divine guidance he offered me while writing this proposal.

Many thanks also go to my husband Peter and son Immanuel for being there for me every time I needed them, my supervisor Ms. Gladys Kimutai for being so patient with me and teaching/guiding me so well throughout the course, my friends for giving me moral support and encouragement while pursuing this degree programme, and also by giving me benefits of insights.

And all who wished me well in my course, God bless you all.
ABSTRACT

This study looked at the whole practice of project management with a close regard to the phase of project implementation being the phase that carry most of the project effort (85%). The principle objective was to investigate the factors influencing the effective implementation of CDF projects in Masinga constituency. The CDF projects are meant to foster national development from the grass roots level, sub location. Each constituency has a committee directly involved in the allocation of funds to various projects in their respective areas. These projects are normally prioritized as per the urgent needs of that particular area – Pressing Needs Identification (PNI). The study concentrated on one constituency. The study focused on reliable responses from CDF beneficiaries and the CDF project officers. The findings of the study have both theoretical and practical implications for the future of CDF projects and National Development in Kenya particularly the remote and poverty stricken rural areas. This enables them to be self-reliant and develop both socially and economically. Practically the study is useful to policy makers in different sectors of national building. Data was collected by use of questionnaires. A pilot study was carried out at Kangonde sub-location to determine the validity and reliability of the questionnaires before the actual study was carried out. Descriptive statistics were used to analyze the quantitative and qualitative data. The analysis gives a wide discussion on how the questionnaires were administered, the organization and management of interviews, methods of data collection and the techniques of the data analysis. Qualitative data was analyzed by content analysis from the coded information. The findings help highlight and illuminate issues of more general significance for proper management of CDF funds with special regard to general national development. From the findings of the study, it emerged that the implementation phase is very crucial to every project. The conclusions of the study show that generally the constituents were not happy with the running of CDF. The study recommends that all the CDF projects needed to be run professionally to avoid the seemingly stalling of the projects and to provide financial accountability to the general public.
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List of Abbreviations and Acronyms

CDF...............Constituency Development Fund
D.O...............District Officer
M.P...............Member of Parliament
CDC...............Constituency Development Committee
LDC...............Location Development Committees,
DPC...............District Project Committees,
CFC...............Constituencies Fund Committees,
NMC...............National Management Committee,
DDC...............District Development Committee
DPO...............District Planning Officer
CBOs...............Community Based Organizations
DPC...............District Projects Committee
PMO...............Project Management Office
PNI...............Pressing Needs Identification
DDO...............District Development Officer
GOK...............Government of Kenya
MDGs...............Millennium Development Goals
**Definition of Terms**

Project Implementation......Construction of the actual project result

Project Outcome..............The end result of a project

Constituency....................The area represented by an elected member of Parliament

Targets.........................Desired goals

Homogeneous-Population......A sampling unit of the same kind and can reasonably

Random.........................A process by which every available item has an equal
   chance of being chosen

Sample.........................A subset of population eg voters selected for
   questioning

Sample Survey...................The process of collecting the data from a sample eg
   asking the selected voters their views on CDF

Majimbo.........................The Kiswahili word for regions

Baraza.............................Community gathering (Kiswahili)
1.1 Background to the Study

Project management is a prerequisite in any progressive organization. A project is an interrelated set of activities that has a definite starting and ending point and results in the accomplishment of a unique often major outcome (Clements, 2007). Project management aims to ensure the effective use of resources and delivery of the project objectives on time and within cost constraints. Thus the purpose of project management is to achieve successful project completion with the resources available. Every project has to pass through the following five phases of project management: Conception Phase, Definition Phase, Planning and organizing Phase, Implementation Phase and Project handover Phase. This study concerns itself with project implementation as an aspect of project management. Implementation is an application, execution of an idea, plan, model, specification, design, standard and policy.

Zablon (2008) recommends that CDF project implementation is a gap to be filled. He reports that once the funds reach the constituency level, they are not used for the intended purposes and therefore do not benefit the constituents. Project Implementation process may be effective if some very important factors are kept in mind that are urgent in a project management system. Among the most significant mechanisms are problem resolution, continuous improvement, joint evaluation and persistent leadership (Gray et al, 2007).

The project takes shape during the implementation phase. This phase involves the construction of the actual project result. Programmers are occupied with encoding, designers are involved in developing graphic material, contractors are building, and the actual reorganization takes place (Hut, 2008). It is during this phase that the project becomes visible to outsiders, to whom it may appear that the project has just begun. The implementation phase is the ‘doing’ phase, and it is important to maintain the
momentum. At the end of the implementation phase, the result is evaluated according to the list of requirements that was created in the definition phase. It is also evaluated according to the designs. This phase becomes complete when all of the requirements are met and when the result corresponds to the design. (Gray et al, 2007).

The customer's needs from the product of the project must be defined, and the project scope should be clearly known. A record of when the project implementation process starts and finishes should be kept. The main thing to do before the implementation of a project is to predetermine and discuss the project budget and the estimated time, and the manpower required to finish the project (Nagarajan, 2004). This is crucial in success of project hence the delivery of the desired outcome to the customer.

1.1.1 Constituency Development Fund

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

The constituency is the unit of political representation in Kenya of which there are 210 in the country. Each constituency is further subdivided into locations for local administrative purposes. A district is a grouping of 4-6 constituencies and before the implementation of CDF in 2003; the district was hitherto considered the unit of local development. Under CDF, for the first time ever, the constituency is functioning as a development unit. Consequently at present considerable resources are being channeled
towards building up institutional capacity at the constituency level to support the fund. CDF is devoted to community based projects, which ensure that the prospective benefits are available to a widespread cross-section of the inhabitants of a particular area.

Table 1.1: CDF Allocations 2003 - 2008

<table>
<thead>
<tr>
<th>Year</th>
<th>Total annual allocation / % of ordinary government revenue</th>
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<tr>
<td>2003 / 4</td>
<td>1.26 billion</td>
</tr>
<tr>
<td>2004 / 5</td>
<td>5.6 billion (2.5%)</td>
</tr>
<tr>
<td>2005 / 6</td>
<td>7.2 billion (2.5%)</td>
</tr>
<tr>
<td>2006 / 7</td>
<td>9.7 billion (3.5%)</td>
</tr>
<tr>
<td>2007 / 8</td>
<td>10.1 billion (2.7%)</td>
</tr>
<tr>
<td>2008 / 9</td>
<td>10.1 billion</td>
</tr>
</tbody>
</table>

Source: cdf@wananchi.com

According to the CDF Act, expenses for running constituency project offices should not exceed 3% of annual constituency allocations. Each constituency is required to keep aside 5% as an emergency reserve. The CDF is not to be used to support political bodies/activities or personal award projects. A sitting MP is not a signatory to the CDF bank account but convenes the CDF Committee in her/his constituency. The penalty for misappropriation of the Funds is a prison term of up to 5 years, a Kshs. 200,000 fine or both. CDF project proposals are submitted to MPs who in turn forward them to the Clerk of the National Assembly. The approved project list is reviewed by the National CDF committee, which presents final recommendation to the Finance Minister.

Section 23 of the CDF act facilitates the input of the community in identifying the projects and participating in their implementation. It establishes the CDC for every constituency whose main function is to deliberate on projects, which have been collectively identified by the community in the locations of the constituency. This compares well with summarizing people’s opinions into one collective verdict about the development projects they wish to put in place. A research conducted by Mapesa et al
(2006) shows that key informants who were CDF officials said that there were limited skills in the constituency. There were no community members with essential skills to assist in preparing and implementing projects leading to lack of adequate community participation in project selection and execution therefore Mapesa recommends that project implementation is a gap to be filled. This study will therefore bridge the gap created in the questionable implementation of CDF projects. It questions on the reasons for the unfavorable implementation of the CDF projects.

1.2 Statement of the Problem

Project implementation is the stage where the project kicks off. According to Nagarajan (2004), 80-85% of the project work is done in this phase only. It is therefore imperative that in most cases this is where the project success is evident. In this phase, the feasibility studies have to be done, the project proposal has to be approved, the finances have to be available and the man power has to be put into place. All the activities have to commence and follow the order of priority as per the project plan. In the Kenya’s CDF situation, this plan is seemingly lacking according to researches done earlier by several academicians. Lumiti (2008), states that most of the CDF committees have plans of what they want to achieve but they have no implementation plans.

Concerns about the utilization of Constituency Development Funds have arisen. Most of the concerns revolve around issues of allocative efficiency. Radoli (2009), highlights some of the constituency characteristics that impact on the efficiency and efficacy of CDF and also some political economy aspects associated with this program. Since the introduction of CDF projects in Kenya in 2003, Kenyans have complained that the outcome of such projects is doubtful (Appendix V). In most cases the implementations of such projects take longer than planned, the end user gets a questionable result or the funds are not adequately utilized. Other CDF projects are abandoned in the process of implementation. CDF progress for the past three years like any other public sector is seen to be consistently performing poorly in some constituencies (Kimenyi, 2005). Masinga constituency is one of these constituencies that have been characterized by public outcry over the utilization of the CDF (Appendix V). According to Lumiti (2008), it has been a
challenge in some constituencies to have success in the projects due to lack of an
implementation plan. In Masinga constituency, out of 386 CDF projects, only 167 are
operational (Masinga CDF 2009/2010). This leaves the constituency with a total of 219
projects that are still stalling. In most of the stalling projects, the reason given is that
more funds are needed. This study seeks to bridge the gap created in the stage of
implementation of the CDF projects and diagnose the problem behind the stalled projects.

According to Lumiti, (2008) some constituencies do not have the capacity to utilize the
funds and the required plan to implement the projects; hence the large sums of money are
returned to the ministry of finance, yet Masinga constituency CDF projects lack money
for complete implementation. Despite the several years of research in the area of CDF
projects, no research has ever been conducted in Masinga constituency to come up with
the answers to the problems above. This study therefore seeks to find out factors
influencing effective implementation of CDF projects in Masinga constituency.

1.3.0 Objectives of the Study

1.3.1 Broad Objective
The overall objective of this study is to investigate the factors influencing effective
implementation of CDF projects in Masinga Constituency.

1.3.2 Specific Objectives
The specific objectives of this study are:

i. To find out how stakeholder involvement affects effective implementation CDF
   projects

ii. To determine how monitoring and evaluation affects effective implementation of
    CDF projects

iii. To find out how management training affects effective implementation of CDF
    projects

iv. To find out how project planning affects effective implementation of CDF
    projects

v. To find out how resource availability affects effective implementation of CDF
    projects
1.4 Research questions

The research questions of this study will be:

i. How does stakeholder involvement affect effective implementation of CDF projects?

ii. How does monitoring and evaluation affect effective implementation of CDF projects?

iii. How does management training affect effective implementation of CDF projects?

iv. How does project planning affect effective implementation of CDF projects?

v. How does resource availability affect effective implementation of CDF projects?

1.5 Significance of the Study

The findings of the study will be important to the following parties:

i. General public and Tax-payers: The findings of the study will also be important for the development of the nation in planning and provision of manpower requirements to ensure that the CDF projects are efficiently managed and meet the set objectives. The findings will also ensure positive attitudes to meet the needs of economic development of the nation. This will support a visionary by the strategists to industrialize Kenya by the year 2015-2030.

ii. Project managers and Implementers: The findings will help in bringing out the sense of project management in CDF especially in the area of project implementation in order to ensure a desirable outcome to the end user. The findings will be important to the relevant stakeholders in ensuring the right measures are taken during the implementation phase of CDF projects.

iii. The study will be quite enriching to researchers and scholars: This is because it will add to their knowledge and enable them to be more informed in future researches on CDF project implementation. This is mainly so because the study aims at highlighting factors influencing effective implementation of CDF projects.

1.6 Scope of the study

The study is limited to one constituency in Kenya (Masinga Constituency). Masinga Constituency is an electoral constituency in Kenya. It is one of six constituencies in
Machakos County. The constituency has seven wards, all electing councilors for the Masaku county council. The constituency was established for the 1988 election. The constituency has a total of 45275 voters (23006 males and 22269 females). The constituency has a total of 386 CDF projects up to 2010.

The study is designed to establish the factors influencing effective implementation of CDF projects in this constituency. To achieve this objective, questionnaires will be sent to the relevant stakeholders. The study will confine itself to the stakeholders and employees of CDF in the area. Several projects in the constituency will be sampled such as school construction, water projects, health care, planting trees and building of police station.

1.7 Assumptions and Limitations

1.7.1 Limitations of the Study

The capacity to reach the various divisions may affect the data collection on time. The researcher will have research assistants to aid in the same.

1.7.2 Assumptions of the study

In the proposed study, the assumptions made will include: all respondents will be cooperative and provide truthful responses, the researcher will take the proposed time to complete the collection of data and that the findings will be accurate so as to help make informed conclusions and recommendations.
CHAPTER TWO
LITERATURE REVIEW

This chapter contains a review of literature, either directly or indirectly related to the study. The literature reviewed focuses on what researchers, scholars and educationists have found out and said about factors influencing effective implementation of projects. The literature will be reviewed under the following headings: Introduction, Theoretical Review, Review of Previous Studies, and Conceptual Framework.

2.1 Introduction

Today's business environment is continually changing. Markets are no longer constrained by geographic or legal boundaries, enabling companies to expand globally and to collaborate within and across organizations. In this new environment, agility has emerged as a key driver for enhancing shareholder value and ensuring sustainability. To achieve agility, organizations are engaged in complex initiatives that are expected to efficiently deliver strategic and tactical business benefits to multiple stakeholders without compromising the integrity of the existing environment or violating compliance requirements. These factors, along with the greater demand for accountability and transparency in the market have raised the stakes for project success. In addition to that, projects have typically become more complex. Successful delivery of strategic initiatives can significantly impact an organization's efficiency, reputation and market value (Hut, 2008).

Delivery of a successful project requires that expectations and desired outcomes of all key stakeholders be, including: Project Outcomes: the project should be completed on time, on budget and should satisfy the stated requirements. Controls Outcomes: the design and implementation of controls should satisfy operational, regulatory and financial reporting requirements in an efficient and effective manner. Business Outcomes: the expected business benefits should be clearly defined, communicated and monitored.
This study provides tangible value to your project management in terms of implementation and organization, including:

i. A clear view of the expectations of the various project stakeholders and opportunities to create efficiencies in the project, benefit and control activities based on alignment with stakeholder expectations.

ii. A unique and independent perspective on relevant challenges in implementing your project, presenting an understandable view of the roadblocks that could potentially prevent you from achieving project success.

iii. Guidelines on continuous feedback to project sponsors and project managers enabling them to proactively identify and address potential implementation risks before they significantly impact the company.

iv. Transfer of knowledge, enhancing your organization's capabilities to successfully deliver future projects.

2.2 Theoretical Review

This review focuses on pertinent literature related to the research question. It is a review of relevant studies on the general subject of project management and implementation.

Coming together is a beginning. Keeping together is progress. Working together is success (Davidson, 2009). There needs to be a good relationship between whoever is delivering the project and the client in order to make it a success, both parties need to work at it. According to Mishra et al (2006), a project manager can shape the destiny of a project and consequently the education, training and development of a project manager becomes as important to all those concerned with the successful implementation of the project. It must be realized that project management is not only possible by tools and techniques ignoring the element of human wisdom. It has to be clear that if work is to be finished to near completion, a sacrifice in time and cost factors must be made. Similarly, if work is to be completed in time, one should not be rigid on costs and specifications.
2.2.1 Project Life Cycle
According to Nagarajan (2004), all projects have to pass through the following phases:

Conception Phase
This is the phase during which the project idea germinates. The ideas need to be put into shape before they can be considered and compared with other competitive ideas. The ideas need to be examined in light of objectives and constraints. A well conceived project will go a long way with successful implementation and operation of a project.

Definition Phase
This phase develops the idea generated during the conception phase and produces a document describing the project in sufficient details covering all aspects necessary for the customer and for financial institutions to make up their minds on the project idea.

Planning and Organizing Phase
This phase involves preparation for the project to take off smoothly. This phase is often taken as a part of the implementation phase since it does not limit itself to paperwork and thinking but many activities including field work. It is essential that this phase is completely done as it forms basis for the next phase, i.e. implementation phase.

Implementation Phase
Preparation of specification for equipment and machinery, ordering of equipment, lining construction contractors, trial run, testing etc. takes place during this phase. As far as the volume of work is concerned, 80-85% of the project work is done in this phase only. The bulk of the work is done during this phase therefore the need to complete this phase as fast as possible with minimum resources.

Project Clean-up Phase
This is a transition phase in which the hardware is physically handed over to the customer. Project accounts are closed, materials reconciliation carried out, outstanding payments made and dues collected during this phase. Essentially, this is the handing over of the project to the customer.
For any project to be successful, all the above stages of project management must be executed carefully and faithfully. If this is done, then project success is assured and the end product (outcome) is fit for the customer.

2.2.2 Project Implementation

Implementation of a project is the step where all the proper planned activities are put into action. Before starting the implementation of a project, the implementers must identify its strength and weaknesses. The implementation stage of a project involves deciding which tools will be used to reach the goals set (Kemp, 2005). This step comes after definition stage where tactics are set in order to ensure that the project objectives are clear, time allocation is well estimated and the resources are effectively allocated (cost estimations).

To ensure successful project implementation, there are some important tips that one needs to make use of. The project should have people who are dedicated more to create the situations of the successful project implementation. Before the project implementation process starts, all factors of project process should be written or recorded on paper. This makes the project implementation process easier to manage, and it can be of use for the projects that are the same as the current project. Project monitoring is also an important thing to make sure that activities are implemented as per planned. This assists the project implementers to check how well they are getting their objectives. This process is fully based on the knowledge that the procedure, by which a project is implemented, has so many effects on its access, maintenance, and operation (Clement et al, 2007).

The project implementation process begins and includes many different phases. The first starts with project planning phase that needs one to plan the tasks of the project. The second one is the project design phase that consists of the creation of system design comprising of application designing, database designing and the data communication design. The other phases in the project implementation process consists of create and unit test phase, integration test phase, training phase, and finally, the close out phase. The
project implementation process needs urgent pre requisites identified above to make the project a success and reliable. According to Kemp (2005), once the phases are through, one is through with implementation which carries the highest percentage of the project management effort. This phase itself being more or less the whole project, every attempt is made to fast track i.e. to overlap the varying sub phases. Fast tracking scan be improved if only agency is given the entire responsibility of design, supply and commissioning rather than different agencies (Mishra et al, 2006).

In an increasingly fast paced world, clients want implementation to be quicker and less intrusive. It is a tough thing to achieve because implementing a business solution is not a straightforward process, and there are certainly no quick fixes. Completing a project quickly may please the client in the short-term but in the long term there is a high chance that everyone loses out. There needs to be a good relationship between whoever is delivering the project and the client in order to make it a success, but as Ford (2009) says both parties need to work at it. It is understandable that companies want things done quickly, in theory it keeps costs down and does not disrupt the core business. But rushing things inevitably leads to mistakes.

After the implementation phase of a project, an evaluation is carried out in order to measure the project success or failure. For successful completion of a project, a formal banquet may be organized that may include speeches and awards or certificates of recognition for participants. For less successful projects, the ending can take the form of a ceremonial wake; even though the atmosphere may be less than festive, such an event can provide a sense of closure (Gray and Larson, 2007). According to Kemp (2005), a project is successful if it delivers on time, within budget and giving good results, there is need to solve problems without wasting time and money. If such problems are not well defined, then they cannot be completely solved. They keep coming back again and again. If the project is not worthwhile, then it should be cancelled with an immediate effect. Better never than late! The fact that a good amount was spent on a project is never a good
reason to continue. It is embarrassing to cancel a project but it is even worse when one loses in the long run. It is therefore important to recognize that there is a strong link between project success and project outcome. If the project fails, then the outcome is not desirable to the end user. On the other hand if the project succeeds, then the outcome is fit for the end user in accordance with the project objective. The purpose of any organization is in the long run to create results is to create results that meet the long run objectives of its stakeholders.

2.2.3 Factors Influencing Effective Implementation

Successful implementation of projects must put in place the following mechanisms:

Team work and Stakeholder Involvement: This reinforces a common purpose. According to Gray et al (2007), one of the objectives of team-building sessions is to establish a ‘we’ as opposed to ‘us and them’ attitude among the different participants towards the project. Some companies reinforce this point by having the management teams from different organizations work at the same location. Location is critical and well worth the added expense and inconvenience. A second objective of the sessions is to establish in advance mechanisms designed to ensure that this collaborative spirit is able to withstand the problems and setbacks that will invariably occur on the project. These mechanisms require the unwavering, consistent and fanatical support of the senior management. All managers are implementers in their own areas of authority and responsibility and all employees are participants. One of the key to successful implementation is communication management (Lumiti 2008). Ideally, managers must turn the whole of the implementation process into a companywide crusade.

Management training: The purpose of the training is to provide a platform for professionalism in the project work. The stakeholders involved in the implementation of the project must be trained in accordance with the objectives of the project in question. If training is not done, then the members act from a point of ignorance and guess work and the result is therefore dubious.
The training workshops can be used to emphasize the importance of learning by doing. Training the project team also helps in expanding on its efforts to introduce a self-monitoring tool in project work. The project team should also be trained in management to avoid mediocrity. The learning-action-reflection can be used in practicing project management. The action plan based on this principle can be used to learn more about how to make a useful and meaningful management system.

**Project monitoring and evaluation:** Monitoring represents an ongoing activity to track project progress into planned tasks. Evaluation represents a systematic and objective of ongoing or completed projects in terms of their design, implementation and results. Evaluation deals with strategic issues such as project relevance, effectiveness and efficiency in the light of specified objectives as well as project impact and sustainability. Periodic evaluations of ongoing projects are usually conducted in order to review implementation progress, predict a project’s likely effects and highlight the necessary adjustments in the project. Monitoring and evaluation is conducted in order to generate detailed information about project implementation process and also to improve the results in terms of why activities failed or succeeded (Mishra, et al 2006).

Regular data has to be gathered on project performance, comparing actual performance to planned performance, and taking corrective action if actual performance is behind planned performance (Gido, 2007). This ensures that the project objective is achieved even when things do not go according to plan. It is therefore important in CDF situation to explore if such formative evaluations are being carried out during project implementation.

**Resource availability:** According to Chandra (2008), availability of adequate funds also has a direct connection with expeditious implementation of projects. Firms with adequate funds have successful completion of their projects. There is always a budget for the project and this presents with serious project constraints. While the overall resource available may in theory be sufficient to complete the project, there might be difficulties arising from the way in which the project is scheduled. There might be a number of
activities scheduled to take place at the same time and this may not be possible given the amount of resources available.

Projects usually compete for resources. These resources include manpower, money and time. These projects compete against each other putting the project manager in the position of being in competition. Portfolio management is a solution to this whereby the project manager asks the top level management to define and set project priority across all projects. Also some projects seemingly are more important only due to importance and political clout of the project manager, these may not be aligned with the organization’s goals and objectives.

**Project planning**: The purpose of the Project Planning Phase is to define the scope and approach, determine the resources needed, and create a high-level plan for the project. This phase sets the stage for the remainder of the implementation project. The plan is created during the preliminary Project Team Meetings. Once the Project Team created and approved the project plan, Project Manager presents the plan to the Executive Steering Committee. Any requested changes are brought back to the Project Team and incorporated and the approval is achieved from the Executive Steering Committee before proceeding to the next phase of the implementation (Hut, 2008).

This is the formal transition phase to the project implementation phase. Thompson and Strickland (1997) recommend that implementing a strategy entails converting what is planned into action and then into results. The implementation process typically impacts every part of the organizational structure, from the biggest operating unit to the smallest frontline work group. If planning is not properly done then it is obvious that the implementation phase may not be successful.

It is at this stage that two determinations are reached

a) whether the project is truly worthwhile before implementing

b) which of the various alternatives for carrying it out will be the best (the work involved in making these determinations is called a feasibility study).
The collection and interpretation of all the data in the feasibility for the project must be objective and impartial, so that the conclusion that is reached is completely honest with regard to both the favorable and unfavorable aspects of the proposal (Gray et al, 2007). Objectives should be clearly stated, and a measurement must be identified for each objective. These critical success measurements determine what makes a successful project implementation. For example, a project may be completed on time and under budget, but if the department staff fails to successfully implement the system into their operations, the project could not be called a success. The factors must be able to be measured. Often baseline data must be gathered before and during project implementation.

### 2.3 Challenges Facing the Implementation of CDF Projects

In a highly centralized government, the vertical, hierarchical character tends to foster excessive bureaucracy and stall decision making until the review approval process runs its concerns through the management layers (Lumiti, 2008). This is what is currently seen in the government run projects. The CDF organizational structure needs to stress on the aspect of hierarchy where by managers are empowered to act on their own in the area of responsibility. In his recommendations, Lumiti urges the government to fully commit itself to enhancing the rate of implementation. A good policy environment will go a long way in ensuring that the CDF thrives and is thus able to empower many poor people.

In the research compiled by Mapesa et al (2006) on Kangundo constituency, 83% of the respondents indicated that they had no idea on monitoring and evaluation. For the CDF projects to be completed successfully, monitoring and evaluation is key, the government should ensure that there is adequate monitoring and evaluation to avoid situations where projects are completed with poor workmanship.
Zablon (2008), states that school and church leaders and the MPs lack the necessary credentials to man the fund. He recommends that the government should employ qualified personnel to manage the fund and delink the MPs from the management. Also the choice of projects affect their completion due to too big projects for the amount allocated therefore the projects end up being abandoned.

2.4 Review of the Previous Studies

This review focuses on the recent studies on CDF project implementation. The review also focuses on the general views of the other scholars in the recent past concerning the issue of CDF projects success.

Although management units select projects to be funded by CDF, it is not involved in their implementation; instead local groups plan and design their own projects and then produce those plans to the management unit (Lumiti, 2008). The groups may include community organizations such as parents associations, teachers’ organizations, self help groups, non-governmental organizations, local governments and private firms. Also the management unit that is responsible for determining which groups are eligible for submitting project proposals as well as the type of projects that can be funded. Furthermore, the rules regarding eligibility are resultant in the projects that will benefit the poor (Lumiti, 2008). Such process relies on the local initiatives and is therefore decentralized and demand driven process. The purpose of any organization in the long run is to create the results that meet the long run objectives of its stakeholders. In this research, the stakeholders include the MPs, the DOs, the local community members, church leaders, and the beneficiaries in the constituencies. Managers must put an explicit plan. Implementation must be secured by detailing the activities to be undertaken, assigning responsibilities to managers and holding them accountable for achieving results.

According to Radoli (2009), rampant abuse and mismanagement in CDF operations has given rise to an increasing number of complaints from the public. CDF Insight investigations have established that despite the rising number of complaints against
Members of Parliament (MPs) and their Constituency Development Fund Committees (CDFC's) across the country, only three cases have been officially prosecuted over the past six years. In his article Musa Radoli Coordinating Editor CDF Insight explores the status of CDF complaints and redress over the past six years. The underlying issue seems to be the refusal by new teams to own the liabilities of the previous MPs and the CDFs as far as the CDF projects are concerned. Radoli reports that even though the CDF Amendments 2007 Act created arbitration window to deal with disputes concerning the Fund, Insight investigations revealed that by the end of 2008 no single arbitration committee had ever been constituted to sit and arbitrate complaints. The failure of CDF redress institutions to act leaves the public, the intended beneficiaries of CDF, without an official route to deal with errant MP’s and CDFC members, and calls to question the commitment of these institutions to effectively police the funds.

Most of the projects are either incomplete after huge sums of cash having been pumped into them or simply ghost projects where millions were spent on “completed projects” where there is none. The purpose of any organization in the long run is to create the results that meet the long run objectives of its stakeholders. In this research, the stakeholders include the MPs, the DOs, the local community members, church leaders, and the beneficiaries in the constituencies. Managers must put an explicit plan. Implementation must be secured by detailing the activities to be undertaken, assigning responsibilities to managers and holding them accountable for achieving results.

Sometimes the target may be looked at as a performance measure. In this case, it becomes a measure of financial status, output, impact reaction or time bound. Impact performance measure reflects on a number of completed development projects while reaction performance measure reflects on the stakeholder judgment. CDF is created by a parliamentary act to serve a specific purpose, measuring performance and the factors that affect the impact calls for the understanding of the performance of CDF at the grass root level.
In his interview with the officials of the CDC, Mapesa (2006) confirmed that the CDC has tried to encourage community participation in PNI and project implementation to ensure transparency, process ownership and viability. Poor community participation has led to poor choice of projects some of which are not supported by the CDF, Act. To enhance community participation in tendering and supplies, several measures are put in place to facilitate smooth and transparent implementation of projects. These measures include: registration of contractors/suppliers and artisans, provision of information on tendering and supplies guidelines, and formation of a subcommittee for vetting and recommending suppliers. This is also to ensure that the CDF money remains in the constituency.

According to a research compiled on Limuru constituency, decisions on how to spend the funds in the constituency are not based on any master plan or defined development strategy for the area (Mapesa et al, 2006). Projects are scattered all over the locations/sub-locations. According to the CDC chairman, this is aggravated by the fact that the communities have limited tolerance for longer-term planning or longer-gestation projects. The CDC had put in place mechanisms to help communities avoid generating unrealistic wish lists. Available minutes of previous meetings show that there is a cordial relationship and coordination between the government officials, especially the DDO. It was evident that the DDC has forged successful alliances with the various technical departments of the ministries. However an interview with the key provincial administrators confirmed that at times their response has generally been poor and could be enhanced. In a focus group discussion with eight provincial administrators, it was clear that: identification and implementation of projects is largely influenced by the area MP; the MP uses them strategically for political consolidation since they are skewed against his political opposition areas; structurally, there is lack of a formal mechanism to channel community input into local decision-making and development planning, as well as to undertake oversight functions; and there is a relationship of mistrust and tension between the provincial administrators and local authorities.
In a research done in five constituencies that include: Kangundo, Kajiado Central, Machakos Town, Limuru and Makandara, Mapesa et al (2006) states that there is too little data available on project performance as a result of low completion rates to allow the researcher draw firm conclusions about the quality of the projects. All the respondents interviewed including the officials of CDF committees confirmed that the utilization of fund money is not based on any master plan (strategic plan) for the area. This causes discontent among constituents about their PNI. It also leads to equal allocation of funds across the locations in the constituency resulting to a thin spread and incomplete projects.

According to Mapesa in Machakos Town constituency, out of 300 attendants in a Baraza, only 6% of the respondents were satisfied with the performance of the CDC. In Kajiado North constituency, all the respondents interviewed including the CDF committee members agreed that the utilization of the fund is not based on any master plan for the area. This has caused discontent among constituents about their PNI. Funds are allocated across the locations in the constituency leading to a thin spread and incomplete projects.

According to key informants, since CDF money had been politicized right from its initiation, putting up a project in one location and then asking the other to wait as per the plan would be detrimental to political interests. In Makadara constituency, the current CDC lacked experience in planning, coordination and execution of development programmes.

Although the spirit of the CDF Act is considered by the majority of the people to be very good, it contains significant loopholes that facilitate the manipulation of the committees and the projects by either the committee’s appointing authority or the committee itself (Mapesa 2006). This has led to a high turnover and replacement of committee members who are fired at the whim of the area MP. This has adverse effects on the continuity and institutional memory of a particular committee and the progress of the projects.

In his recommendations, Mapesa suggests that there is need for promotion of participatory monitoring and evaluation. This entails communities monitoring and
evaluating the implementing and performance of projects according to selected indicators. This also includes the use of public opinion surveys or citizens’ report cards. The findings of participatory monitoring and evaluation exercise should be presented at meetings. Further, Public Perception Surveys about people holding public offices such as the CDCs should also be encouraged.

Awino (2003) adds that the internal forces within an organization are the ones that need to be monitored in order to create a competitive advantage for an organization. On the other hand, the existing procedures can become relevant or too rigid. Although major initiatives to implement corporate and business strategies usually have to be led by the CEO and other officers, top level managers are important to push strategic changes into functional areas and operating units and carry out the strategy effectively on daily basis. Successful implementers depend on how well the managers exercise leadership. In many ways they can play an active role or a low key: they can make decisions authoritatively or on the basis of consensus; managers may delegate much or little, they may be personally involved in details of implementation or stand on the sidelines and march on swiftly to launch implementation initiatives. They may also deliberately remain content with gradual process over long time frame. This study seeks to ensure that resources are allocated in a manner calculated to provide department with the people and operating budget.

2.5 Conceptual Framework

According to Orodho (2003) conceptual framework is a model of presentation where a researcher conceptualizes or represents the relationships between variables and shows the relationships graphically or diagrammatically. In the study the conceptual framework is a hypothesized model identifying the concepts or variables under the study and shows their relationship.

The purpose of a conceptual model is to help the reader to quickly see the proposed relationships (Mugenda and Mugenda 2003). The researcher puts the conceptual model to
test in order to establish the significance of the proposed relationships. In this study, the conceptual framework below will be applicable:

Figure 2.1: Conceptual Framework

**Independent Variables**

- **Management Training**
- **Project monitoring and evaluation**
- **Resource availability**
- **Team work and Stakeholder Involvement**
- **Project planning**

**Dependent Variable**

**Effective Implementation**

Source: Researcher (2011)

This is a picture of relationship of the various variables in this study. The main variable of this study is the effective implementation. This variable is considered as dependent variable which depends on the independent variables as outlined in the figure. The indicators of the effective implementation are therefore that; the projects will be completed on time, the project will be within stipulated budget, and that the project objectives will be met hence producing the right quality of the end product.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This chapter dealt with various procedures and strategies that were useful in this study. It focused on research design, target population, sampling strategy, data types and data collection techniques and data analysis.

3.2 Research Design
The study employed a descriptive design. Mugenda and Mugenda (1999), describes a descriptive survey as a method which enables the researcher to summarize and organize data in an effective meaningful way. The methodology involved in such a design is mostly qualitative and quantitative in nature providing descriptive data.

3.3 Target Population
Ngechu (2005), defines population as the total collection of elements about which we wish to make some references. The target population for this study consisted of 386 CDF projects in Masinga Constituency. The CDF projects coordinators provided information on how tendering was done, how the projects were funded, and the approximate amount of money they spent on the work completed (the amount spent compared with the amount budgeted for). The CDF beneficiaries provided information on their satisfaction on work done, how well they were involved in the projects and the usefulness of the finished product to the society. A presumption made was that the constituency is composed of people of diverse socio-economic characteristic.

3.4 Sampling Design
A sample allows the researcher to make generalizations about populations. A sample is a subset of a population, but the subset is only useful if it accurately represents the larger population. This study used a stratified proportional sampling. The population was divided into subgroups according to the type of projects and a sample was selected from
each stratum hence applying simple random sampling. The sampling frame comprised 386 projects (Masinga CDF 2009/2010). However, the study omitted the types of projects that did not have a variety of respondents. Such projects were only one in type and therefore did not attract subjective views and could not be used to make objective conclusions. Due to that assumption, this study concentrated itself on a population of 361 projects. 72 projects had been sampled. For every sampled project, 1 respondent was selected (a beneficiary of the project). The table below represented the sampling frame of the population:

<table>
<thead>
<tr>
<th>STRATUM (project type)</th>
<th>Population</th>
<th>Percentage</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>School construction</td>
<td>168</td>
<td>20</td>
<td>34</td>
</tr>
<tr>
<td>Water</td>
<td>130</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>Health care</td>
<td>37</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>Tree planting</td>
<td>21</td>
<td>20</td>
<td>4</td>
</tr>
<tr>
<td>Police station</td>
<td>5</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td>TOTAL</td>
<td>361</td>
<td></td>
<td>72</td>
</tr>
</tbody>
</table>

Source: Masinga CDF 2009/2010

Purposive sampling was used to select 10 CDF officers to provide more information on CDF.

3.5 Data Collection Techniques and Instruments
The primary data collection instrument in this study was a questionnaire while secondary data. Two questionnaires had been designed to seek information about the factors affecting effective implementation of CDF projects. The questionnaire also elicited information on possible remedies to ensure that the CDF projects were fulfilling their intended purpose; job creation, self sustenance, poverty reduction, rural-urban migration
reduction and rural development. The questionnaire contained both open and closed ended questions developed by the researcher and with questions based on the variables developed in the conceptual framework. The researcher preferred this method as it is easier in receiving the responses and it also ensures that the target population represents the entire population. Interviews were used in the cases where respondents were not able to read. Observations by the researcher were also used for data collection. The choice of these tools was guided by the time available and the objectives of the study. Such information was best collected using the questionnaire and interview techniques (Sekara, 2003).

Permission to conduct the research was acquired from the relevant authorities. Questions were administered to the respondents by selected research assistants who received pre-research training by the researcher. The execution of the distribution of the survey was in one month and the responses were received in four weeks. The preliminary data was collected by the researcher and two assistant research agents.

3.6.0 Piloting of Research Instruments
Questionnaires, interview schedules were piloted in at least four projects that had not been sampled for the study. The piloting ensured clarity and sustainability of the language used. Furthermore, expert opinion from the researcher’s supervision and from other professionals helped to check on the content and constant validity of the instruments. The purpose of this pre-testing assisted to find out any weakness that might be contained in the instruments. The piloting also was able to determine whether the instruments were reliable and valid.

3.6.1 Validity and Reliability of the instruments
Validity is the degree to which test measures what it is supposed to measure. The research instrument should be able to depict that what it is measuring and what is supposed to measure. Mugenda (1999), validity refers to the accuracy and meaningfulness of inferences based on the research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomena under
study. Content validity is a non-statistical method used to validate the content employment. The researcher helped to determine content validity by defining precise terms and the question items sampled domain of the specific content that the questions assumed to represent and then determined how well the content was. The researcher carried out a pilot study to establish the content validity. The consistent supervisors’ assistance also helped in content validity of the instrument.

The reliability of the study was able to address the similarity of the results through repeated trials. Reliability is the degree to which a question consistently measures, Gay (1992). The pre-test was done to assess the clarity and effectiveness of the research instruments the researcher was able to critically analyze the responses from the questionnaire in terms of their consistence, making judgment on their degree of reliability after which the researcher made the necessary changes to improve on the quality of questionnaire and increased its reliability. The inappropriate question items were discarded in order to improve the quality of the research instruments. Considering that the researcher was the one who had developed the instruments, they were reliable as the researcher had a prior knowledge on of the kind of people that would participate in the survey.

3.8 Data Analysis

Responses from questionnaires and interview schedules were organized according to pertinent aspects of the study. Patton (1990), points out that massive qualitative data collected from questionnaires, observations and interviews needs to be organized with significant patterns to reveal the essence of the data. Responses to the open-ended items in the questionnaires, interview, responses and observation data were analyzed and recorded quantitatively. That is, were Edited and Coded.

The closed-ended items in the questionnaires were analyzed and reported using descriptive statistics such as frequencies and percentages. Gay (1992) observes that the complexity of analysis is not an indicator of its goodness. He therefore recommends use of simple statistics rather than the more complicated one. All the responses were
organized in the pertinent aspects of the study, that is, were validated. They were checked for completeness in terms errors and omissions, inadequacy, illegibility and irrelevant responses. In a nutshell the study considered six important elements on which the study analysis was done namely:-

i. What the analytical framework intended to show.
ii. The scale by which variables were to be measured.
iii. Number of variables that were to be analyzed.
iv. Relationship between variables.
v. The number of samples that were involved.
vi. Nature of data.

Structured questionnaires and secondary data were coded to facilitate statistical analysis. The SPSS (Statistical Package for Social Science) package will be used to aid in data analysis. Descriptive statistics such as mean, percentages, standard deviation and frequency distribution were used to enable the researcher to meaningfully describe the distribution of measurements. Others were pie charts, tables and charts.
4.1 Introduction
Since the overall objective of this study is to investigate the factors influencing effective implementation of CDF projects in Masinga Constituency, the survey was limited to this constituency. The field research was comprehensive, giving most of the attention to the variables of this study which include: Teamwork and stakeholder involvement, Management training, Monitoring and evaluation, Project planning, and Resource availability. All these variables were captured in the questionnaires and the responses were sufficient enough to allow viable conclusions.

4.2 Background Information
The study concentrated itself to Masinga Constituency, Machakos County. In the survey, 55% of the respondents were male while 45% were female. 33% of the respondents were above 45 years, 33% were between 26-35, 30% were of age 18-25 and 35-45 were only 4%. It was interesting to note that 4% was the least representation by age range between 35-45. Most of the respondents had attained education level, at least up to primary level. Only 9% had no education. It was interesting to note that in the most of the constituents have attained college level which is the level of professionals (41%). Different people in the various occupations were well represented.

4.2.1 Response Rate
72 questionnaires were sent to the beneficiaries of CDF and 10 others sent to the CDF officers in Masinga Constituency. The total number of usable responses was 76. Six questionnaires were not returned as the respondents had relocated to an unknown place. This represented a response rate of approximately 93%, which was considered adequate for analysis. Findings of the study are presented and discussed in this chapter. Table 4.1
below represents the response rate of this survey. It is also evident that most of the respondents were farmers followed by the professionals in different fields.

### Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Beneficiaries</th>
<th>CDF Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
</tr>
<tr>
<td>Returned</td>
<td>68</td>
<td>94</td>
</tr>
<tr>
<td>Not returned</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Totals</td>
<td>72</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

### 4.2.2 Gender

The analysis figure 4.1 below shows the analysis of the respondents based on the gender in the constituency.

![Figure 4.1: Gender](image)

Source (Researcher, 2011)

From the survey in figure 4.1, it is evident that the 55% of the respondents were male while 45% were female. This shows that the gender parity was taken care of. The male respondents were more than the female ones. This shows that the male respondents were easily accessed compared to their female counterparts.
4.2.3 Age Range

This category sought to find out if the age ranges of the respondents were well represented. The results were summarized in figure 4.2 below:

**Figure 4.2: Age Range**

![Age Range Graph]

Source (Researcher, 2011)

The clustered column bar graph above illustrates the age disparities of the respondents. It is evident that 33% respondents were above 45 years, 33% were between 26-35, 30% were of age 18-25 and 35-45 were only 4%. It was interesting to note that 4% was the least representation by age range between 35-45. This might be owing to the fact that this is the most productive age and therefore it is likely that such people live in urban set up in search for livelihood. The rest of the analysis shows that the various age ranges were well represented in the survey.

4.2.4 Education Level

The education level of the respondents was included in the study as it has an impact on the respondent’s knowledge on the implementation of CDF programs. The results were as indicated in table 4.2 below:
Table 4.2: Education Level

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>College/university</td>
<td>31</td>
<td>41</td>
</tr>
<tr>
<td>Secondary</td>
<td>28</td>
<td>37</td>
</tr>
<tr>
<td>Primary</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>No education</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

In table 4.2 above, the highest number of respondents (41%) has attained college level while 37% have attained secondary level. 13% of the respondents have attained primary level while the least representation came from those who have no education (9%). This analysis shows that most of the respondents had attained education level, at least up to primary level. It was interesting to note that in the most of the constituents have attained college level which is the level of professionals. The least percentage was by the non-educated lot which was only 9%. These were assisted by the data collector.

4.2.5 Occupation of the Respondents

Respondents were also profiled based on their occupation. The findings were summarized in figure 4.3 below:
The survey shows that most of the respondents interviewed are farmers 33%, 26% are professionals, followed by self-employed at 17%, students at 13% while the least were jobless at 4%. This shows that different people in the various occupations were well represented. It is also evident that most of the respondents were farmers followed by the professionals in different fields.

4.2.6 Number of Years in Service in CDF

The CDF officials were requested to give the number of years in service with the CDF. Table 4.2 below summarizes the results:

Table: 4.3 Number of Years in Service in CDF

<table>
<thead>
<tr>
<th>Number of years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>7</td>
<td>6</td>
<td>75</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)
According to the survey, most of the respondents (60%) have worked for CDF since it began in 2003. 20% have been there for 4 years while 20% did not return the questionnaire as they had relocated. This analysis shows that most of the respondents had rich information on CDF performance given the years of service.

The respondents were tested on their knowledge, personal views, benefits and challenges of Constituency Development Fund initiative. The results of the survey were discussed with regard to the variables in this study. These are both independent variable (project implementation) and the dependent variables (Teamwork and stakeholder involvement, Management training, Monitoring and evaluation, Project planning, and Resource availability)

4.3 Project Implementation
4.3.1 Rate of Implementation of CDF Funded Projects

The respondents were requested to rate the implementation speed of CDF projects. The results are presented in figure 4.5 below:

**Figure 4.4: The Implementation Rate of CDF Projects**

Source (Researcher, 2011)
As evident from figure 4.5 above, the need for improvement in the speed of implementation is clearly evident. 50% indicated that the rate of CDF project implementation was slow while 33% others claimed that the rate was very slow. Only 9% and 8% indicated that the rate of implementation was ‘fast’ and ‘very fast’ respectively. From this analysis, it is clear that the respondents are not happy with the rate at which CDF projects were being implemented in the area.

4.3.2 Project Completion

The CDF officers were asked to say if the projects are completed on time or not. Their views were presented in the table below.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

All the respondents said that the projects were completed on time. This was found to be interesting given that so many projects that were started since 2003 are still seemingly stalling. This data was obtained in Masinga CDF 2009-2010 on the government web cdf@wananchi.com. No respondent responded with ‘no’ response so question 6(b) had no responses.

4.3.3 Goals as Affected by CDF

Mean scores were used to determine the effect of CDF on the goals below by the CDF officers on a 3-1 point scale ranging from ‘good’ (3) to ‘below average’ (1) responses. Standard deviations were used to determine the varying degree of the responses by the participants in the survey.
Table 4.5 Goals affected by CDF

<table>
<thead>
<tr>
<th>Effect</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project implementation</td>
<td>1</td>
<td>12.5</td>
<td>2</td>
<td>25</td>
<td>5</td>
</tr>
<tr>
<td>Access to the funds</td>
<td>6</td>
<td>75</td>
<td>2</td>
<td>25</td>
<td>0</td>
</tr>
<tr>
<td>Improved lifestyle</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12.5</td>
<td>7</td>
</tr>
<tr>
<td>Improved communication</td>
<td>2</td>
<td>25</td>
<td>2</td>
<td>25</td>
<td>4</td>
</tr>
<tr>
<td>Trained people</td>
<td>6</td>
<td>75</td>
<td>1</td>
<td>12.5</td>
<td>1</td>
</tr>
<tr>
<td>Income improved</td>
<td>3</td>
<td>37.5</td>
<td>3</td>
<td>37.5</td>
<td>2</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

From the survey, it can be noted that project implementation has the most effect on CDF with a mean of 2.74, followed by improved income. The goal with the least effect on CDF is access to the funds with a mean of 2.04, followed by the peoples’ training. The management of CDF needs to do something on the way finances are managed as far as this survey is concerned. The peoples training needs are also crucial to the management of any projects. CDF needs to put this in place with an immediate effect.

4.3.4 Development in the Area

Mean scores were used to determine the extent effect of CDF by the respondents on a 5-point scale ranging from ‘strongly agree’ (5) to ‘strongly disagree’ (1) questions.
Standard deviations were used to determine the varying degree of the responses by the participants in the survey.

Table 4.6 Effects of CDF on Development

<table>
<thead>
<tr>
<th>Effect</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can access medical facilities with ease</td>
<td>5 7</td>
<td>10 15</td>
<td>8 12</td>
<td>15 22</td>
<td>30 44</td>
<td>2.74</td>
<td>0.927</td>
</tr>
<tr>
<td>I can access places due to better roads</td>
<td>10 15</td>
<td>5 7</td>
<td>13 17</td>
<td>10 15</td>
<td>30 44</td>
<td>2.40</td>
<td>0.828</td>
</tr>
<tr>
<td>The economy has improved</td>
<td>10 15</td>
<td>8 12</td>
<td>22 33</td>
<td>16 24</td>
<td>20 29</td>
<td>2.33</td>
<td>0.767</td>
</tr>
<tr>
<td>Increased job opportunities</td>
<td>13 19</td>
<td>6 9</td>
<td>12 18</td>
<td>22 33</td>
<td>15 22</td>
<td>2.20</td>
<td>0.649</td>
</tr>
<tr>
<td>Increased competition</td>
<td>20 29</td>
<td>25 37</td>
<td>3 4</td>
<td>10 15</td>
<td>10 15</td>
<td>2.15</td>
<td>0.733</td>
</tr>
<tr>
<td>Advancement of technology</td>
<td>30 44</td>
<td>18 26</td>
<td>10 15</td>
<td>5 7</td>
<td>5 7</td>
<td>2.04</td>
<td>0.621</td>
</tr>
<tr>
<td>Increased security</td>
<td>32 47</td>
<td>20 29</td>
<td>8 12</td>
<td>4 6</td>
<td>4 6</td>
<td>2.03</td>
<td>0.593</td>
</tr>
</tbody>
</table>

Source: (Researcher 2011)

From the survey, it was evident that access to medical facilities had an impact on the development in the constituency (with a mean of 2.74) followed by road construction. The least effect of CDF on the constituency was increased security (2.03), followed by advancement of technology.
4.3.5 Effects of Variables on CDF Projects Implementation

The CDF officers were requested to rate the variables in this study as they have affected CDF project implementation. Table 4.9 shows the mean, standard deviation and variance of the respondents based on the effects of the various variables on project implementation.

Table 4.7 Effect of the Variables on CDF Implementation

<table>
<thead>
<tr>
<th>Effect on CDF Project Implementation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
</tr>
<tr>
<td>Teamwork and stakeholder involvement</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12.5</td>
<td>7</td>
</tr>
<tr>
<td>Management training</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>25</td>
<td>6</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>6</td>
<td>75</td>
<td>1</td>
<td>12.5</td>
<td>1</td>
</tr>
<tr>
<td>Project planning</td>
<td>4</td>
<td>50</td>
<td>2</td>
<td>25</td>
<td>2</td>
</tr>
<tr>
<td>Resource availability</td>
<td>2</td>
<td>25</td>
<td>2</td>
<td>25</td>
<td>4</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

From the analysis, it is clear that teamwork and stakeholder involvement has a great influence on project implementation (2.69), followed by management training. The variables rated with the least impact are resource availability (2.18), followed by project planning. It can be noted that in Masinga constituency the resource availability mechanisms put in place for the CDF projects are poor and need an improvement. It seems like the best mechanism in place is teamwork involvement.
Dependent variables of this study included: Teamwork and stakeholder involvement, Management training, Monitoring and evaluation, Project planning, and Resource availability. The results of the survey were analyzed according to the variables above.

4.4. Teamwork and Stakeholder Involvement

4.4.1 Knowledge on Constituency Development Fund

This section was intended to determine if the respondents knew about CDF. The results are summarized in the figure 4.4 below:

![Figure 4.5: Knowledge of CDF](image)

Source (Researcher, 2011)

The survey shows that most of the respondents (89%) were aware of the Constituency Development Fund initiative while 11% of the sampled population had no idea of the existence of CDF. This shows that CDF awareness is well taken care of in the constituency, since most of the respondents had an idea on the same.

4.4.2 CDF is Accomplishing its Role in the Constituency

The respondents were asked to rate this statement according to strongly disagree, disagree, neither agree nor disagree and strongly agree. Table 4.3 below represents the views given.
Table 4.8 CDF Accomplishing its Role

<table>
<thead>
<tr>
<th>Personal view</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Disagree</td>
<td>31</td>
<td>41</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>25</td>
<td>33</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

In table 4.8 above, most of the respondents (41%) disagree that CDF is accomplishing its role. 33% neither agree nor disagree, 14% strongly agree and the rest (12%) strongly disagree. It can be concluded that most of the constituents think that CDF is not accomplishing its role in CDF project initiative.

4.4.3: Involvement in the Selection of Projects

The respondents were tested on their involvement in selection of the CDF funded projects. The results are tabulated in the table below:

Table 4.9: Selection of CDF funded projects

<table>
<thead>
<tr>
<th>Involvement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actively involved</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Not involved at all</td>
<td>61</td>
<td>80</td>
</tr>
<tr>
<td>Not aware</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

From the above analysis, most of the respondents (80%) indicated that they were not involved in selection of CDF funded projects. 13% were not aware of what happens while 7% were actively involved. This analysis shows that most of the beneficiaries had
no control over which CDF projects needed funding. Only 7% are actively involved which is a very small percentage of the total respondents.

4.4.4 Involvement in Selecting Committee Members

The respondents were asked of their involvement in the selection of CDFC. Their responses are tabulated below.

<table>
<thead>
<tr>
<th>Table 4.10 Involvement in Selecting CDFC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

From the responses, 89% were not involved in the selection of committee members while 11% are involved. It was interesting to note that the 11% that were involved were barely the CDF officers. All the CDF officers noted that the management characteristics used to select the CDFC was experience in management. All the beneficiaries expressed that they were not involved. It can be noted that also the beneficiaries in an open ended question wrote that the person involved in the selection of CDFC is the local Member of Parliament. It was noted that this was unconstitutional given that this job does not belong to the MP.
4.4.5 Satisfaction with the Quality of Life

Table 4.11: Quality of Life

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied</td>
<td>19</td>
<td>25</td>
</tr>
<tr>
<td>Satisfied</td>
<td>43</td>
<td>57</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

The tabulations above indicate that the highest percentage of the respondents (57%) were satisfied with the quality of life since the introduction of CDF. 25% were very satisfied, while 11% were dissatisfied with quality of life. Only a small percentage of the respondents (3%) were of the opinion that the quality of life is neutral while (5%) were very dissatisfied with the quality of life. Generally, it can be clearly noted that the majority of the respondents are satisfied with the quality of life.

4.4.6 Assessment of CDF Performance

Mean scores were used to determine the effect of CDF on the goals below by the CDF officers on a 3-1 point scale ranging from ‘satisfied’ (3) to ‘dissatisfied’ (1) responses. Standard deviations were used to determine the varying degree of the responses by the participants in the survey. This part was geared towards measuring the effect of project planning on successful project implementation.
Table 4.12 Satisfaction Level with CDF Projects (Teamwork)

<table>
<thead>
<tr>
<th>Factors</th>
<th>satisfied</th>
<th>Fairly satisfied</th>
<th>Dissatisfied</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
</tr>
<tr>
<td>Community participation in decision making</td>
<td>1</td>
<td>12.5</td>
<td>6</td>
<td>75</td>
<td>1</td>
</tr>
<tr>
<td>Information sharing among the committee and the community members</td>
<td>2</td>
<td>25</td>
<td>6</td>
<td>75</td>
<td>0</td>
</tr>
<tr>
<td>Dispute/ conflict resolution mechanisms in place</td>
<td>5</td>
<td>62.5</td>
<td>1</td>
<td>12.5</td>
<td>2</td>
</tr>
<tr>
<td>Composition of CDF committees</td>
<td>3</td>
<td>37.5</td>
<td>5</td>
<td>62.5</td>
<td>0</td>
</tr>
<tr>
<td>Relevance of projects to people’s needs</td>
<td>1</td>
<td>12.5</td>
<td>4</td>
<td>50</td>
<td>3</td>
</tr>
<tr>
<td>Targeting on beneficiaries i.e. meeting the needs of special groups (women, children, youths etc)</td>
<td>5</td>
<td>62.5</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>CDF project reach (spreading benefits to all community members)</td>
<td>3</td>
<td>37.5</td>
<td>4</td>
<td>50</td>
<td>1</td>
</tr>
<tr>
<td>Equity (addressing the needs of the most needy e.g. remote areas, disabled, etc)</td>
<td>2</td>
<td>25</td>
<td>1</td>
<td>12.5</td>
<td>5</td>
</tr>
<tr>
<td>Capacity building / creating opportunities for the people to benefit more</td>
<td>5</td>
<td>62.5</td>
<td>2</td>
<td>25</td>
<td>1</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

From the survey, participation in decision making (2.87) and information sharing among committee and community members within the constituency were considered satisfactory
according to the mean. These are indicators of project planning. It seems like planning of the projects within the CDFC and CDF management is taking the first position in this study. 75% were fairly satisfied on participation in decision making.

4.5 Project Planning

4.5.1 Criterion Used in the Selection of the Projects

The respondents were tested on their knowledge of the criterion used in selection of the projects to be funded by the Constituency Development Fund. The results are tabulated in the table below

<table>
<thead>
<tr>
<th>Objective</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>First come first serve</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Not involved at all</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Not aware</td>
<td>70</td>
<td>92</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

The above analysis indicates that a large percentage of the respondents (92%) were not aware if the CDF projects were selected for funding. 5% were not involved at all, while 3% were of the opinion that the CDF projects were chosen on first come first serve basis. This analysis indicates how the beneficiaries of CDF in the constituency are kept in the dark concerning the projects selection. CDF is supposed to be a decentralized idea therefore keeping the beneficiaries off the idea is against the law.

4.5.2 Number of Projects Funded by CDF

This section was intended to determine the number of projects that had been started by CDF in their locality. The results are summarized in the figure 4.12 below:
Table 4.14: Number of Projects Funded by CDF

<table>
<thead>
<tr>
<th>Number of Projects</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2</td>
<td>25</td>
<td>33</td>
</tr>
<tr>
<td>3-6</td>
<td>31</td>
<td>41</td>
</tr>
<tr>
<td>6-10</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>None</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

The above findings show that most of the areas represented by the views of 41% respondents had 3 to 6 projects started by CDF since 2003. 33% had had zero to 2 projects started while 14% had 6 to 10 projects. 12% had had none. The majority of the respondents indicated that only up to 6 projects had been started since the initiative was introduced. This is around 7 years ago. This analysis proves the views that the CDF implementation rate is very slow.

4.5.3 Projects Completed Within the Last Two Years

The analysis in table 4.12 below shows the analysis of the responses based on the number of projects completed within the last two years.

Table: 4.15 Number of Projects Completed

<table>
<thead>
<tr>
<th>Number of projects</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between 5-10</td>
<td>1</td>
<td>12.5%</td>
</tr>
<tr>
<td>Between 15-20</td>
<td>1</td>
<td>12.5%</td>
</tr>
<tr>
<td>Over 20</td>
<td>6</td>
<td>75%</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

In table 4.12 above 75% of the respondents considered the number of projects completed within the last two years to be over 20. 12.5% considered the projects completed in the last two years to be 5 to 10 while another 12.5% were of the opinion that the projects...
were between 15 and 20. There were no responses on any of the projects falling on these choices: none, less than five and between 10 - 15. It was interesting to note that the respondents considered the number of projects completed within the last one year as over 20, this was the opinion of CDF officers yet 74% of CDF beneficiaries were of the opinion that 0 to 6 projects were started since the beginning of the CDF initiative in their localities. Also in the report released on www.cdf.go.ke by the Government of Kenya, only 7 projects were completed between 2009 and 2010 in Masinga Constituency. Therefore, the CDF beneficiaries seem to disagree with the officers on the same.

4.5.4 Assessment of CDF Performance

Mean scores were used to determine the effect of CDF on the goals below by the CDF officers on a 3-1 point scale ranging from ‘satisfied’ (3) to ‘dissatisfied’ (1) responses. Standard deviations were used to determine the varying degree of the responses by the participants in the survey.

Table 4.16 Satisfaction Level with CDF Projects (Planning)

<table>
<thead>
<tr>
<th>Factors</th>
<th>satisfied</th>
<th>Fairly satisfied</th>
<th>Dissatisfied</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
</tr>
<tr>
<td>How projects are identified</td>
<td>7</td>
<td>87.7</td>
<td>1</td>
<td>12.5</td>
<td>0</td>
</tr>
<tr>
<td>Types of projects within the constitution</td>
<td>3</td>
<td>37.5</td>
<td>3</td>
<td>37.5</td>
<td>2</td>
</tr>
<tr>
<td>Location of projects within the constituency</td>
<td>2</td>
<td>25</td>
<td>4</td>
<td>50</td>
<td>2</td>
</tr>
<tr>
<td>Quantity (number) of projects implemented</td>
<td>4</td>
<td>50</td>
<td>2</td>
<td>25</td>
<td>2</td>
</tr>
<tr>
<td>Time taken to implement projects</td>
<td>4</td>
<td>50</td>
<td>3</td>
<td>37.5</td>
<td>1</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)
From the survey, How projects are identified (2.90) and Location of projects within the constituency were considered satisfactory (2.85). These are indicators of project planning. It seems like planning of the projects within the CDFC and CDF management is taking the first position in this study.

4.6 Project Monitoring and Evaluation

4.6.1 CDF Projects Completion

The respondents were asked on their views if CDF projects are completed on time. Their views are tabulated below.

<table>
<thead>
<tr>
<th>Comment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, all of them</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Some of them</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Not any</td>
<td>70</td>
<td>92</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>76</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

The above analysis indicates that a large percentage of the respondents (92%) were of the view that CDF projects were not finished on time. 5% were thought that some of them are completed, while 3% were of the opinion that all the CDF projects were finished on time. This analysis indicates how the beneficiaries of CDF in the constituency are not happy concerning the stalling projects.

4.6.2 Usefulness of the Projects to the Constituents

The respondents were asked on their views on the usefulness of the CDF projects to them. They are tabulated below.
<table>
<thead>
<tr>
<th>Comment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very useful</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Useful</td>
<td>61</td>
<td>80</td>
</tr>
<tr>
<td>Not useful</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>76</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

Generally, most of the beneficiaries of CDP (80%) acknowledge that the projects completed are useful to the end user. Only 7% of the targeted population was of the view that the projects are not useful to them. This shows that the constituents are benefiting from the CDF initiative.

4.6.3 Assessment of CDF Performance

Mean scores were used to determine the effect of CDF on the goals below by the CDF officers on a 3-1 point scale ranging from ‘satisfied’ (3) to ‘dissatisfied’ (1) responses. Standard deviations were used to determine the varying degree of the responses by the participants in the survey. This part was geared towards measuring the effect of project planning on successful project implementation.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Satisfied</th>
<th>Fairly satisfied</th>
<th>Dissatisfied</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of work done</td>
<td>6</td>
<td>0</td>
<td>2</td>
<td>2.79</td>
<td>0.437</td>
</tr>
<tr>
<td>Accountability of CDF duty bearers to the economy</td>
<td>3</td>
<td>0</td>
<td>5</td>
<td>2.51</td>
<td>0.582</td>
</tr>
<tr>
<td>Overall impact of CDF projects on poverty</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>2.29</td>
<td>0.650</td>
</tr>
</tbody>
</table>
From the survey, Quality of work done (with a mean of 2.79) seems to be considered fair. This is an indicator of stakeholder and teamwork involvement. It seems like the community is fairly involved in the CDF projects.

4.7 Resource Availability

4.7.1 Project Budget

The CDF officers were asked to say if the projects are completed within budget or not. Their views were presented in the table below.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

All the respondents said that the projects were completed within budget. This was also found to be interesting given that so many projects that are stalling (found on a data obtained in Masinga CDF 2009-2010 on the government web cdf@wananchi.com) prove that the projects need more funding for them to continue. No respondent responded with 'no' response so question 7(b) had no responses.

4.7.2 Assessment of CDF Performance

Mean scores were used to determine the effect of CDF on the goals below by the CDF officers on a 3-1 point scale ranging from ‘satisfied’ (3) to ‘dissatisfied’ (1) responses. Standard deviations were used to determine the varying degree of the responses by the participants in the survey. This part was geared towards measuring the effect of project planning on successful project implementation.
Table 4.21 Satisfaction Level with CDF Projects (Resource Availability)

<table>
<thead>
<tr>
<th>Factors</th>
<th>Satisfied</th>
<th>Fairly satisfied</th>
<th>Dissatisfied</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
</tr>
<tr>
<td>Transparency in management of funds</td>
<td>4</td>
<td>50</td>
<td>1</td>
<td>12.5</td>
<td>3</td>
</tr>
<tr>
<td>Cost of projects</td>
<td>4</td>
<td>50</td>
<td>3</td>
<td>37.5</td>
<td>1</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

From the survey, transparency in management of funds (with a mean of 2.87) seems to be considered fair. This is an indicator of Resource availability. It seems like the community is fairly involved in the CDF projects financing according to the mean. The percentages express some form of dissatisfaction. 37.5% were dissatisfied with transparency in management of funds.

4.8 Project Training

4.8.1 Satisfaction with Development as a CDF Officer

The respondents were asked about their views on satisfaction with development as CDF officers. This was geared towards measuring the training of the officers to their work. Their views are tabulated below.

Table 4.22: Satisfaction with Development

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly satisfied</td>
<td>7</td>
<td>87.5</td>
</tr>
<tr>
<td>Satisfied</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Researcher, 2011)

Most of the respondents (87.5%) were highly satisfied with development in the area as CDF officers. Only 12.5% were the views of the satisfied. Generally, it is clear that the
officers of CDF are satisfied with the development in their areas of work. It seems like the level of training for CDF projects is fair.

4.9 Recommendations to Ensure Effective Implementation of CDF Projects

This question was open ended and therefore the respondents gave their views on what should be done to ensure effective project implementation in the constitution. The views of the various respondents were compiled together. The members of the community should be involved in selection of both the projects to be funded and CDFC members. To avoid nepotism, selection of committee members should be free and fair, chosen on merit and reshuffled every year. The MPs should not select the committee members. A balanced representation from the various locations in the constituency is necessary.

The CDF initiative should be decentralized rather than being an idea of the area MP. That way the community will identify with and own the projects work. The selection of the projects to be funded by CDF should be according to pressing needs and not just random. The projects should be funded promptly to avoid stalling projects.

The government should have mechanism in place to follow up and ensure that the fund is well utilized. Monitoring end evaluation on the project progress will ensure that there are no ghost projects and the stalling ones get completed. The projects should be evenly distributed throughout the constituency. The government should also follow up on the fund to ensure that it is well utilized.

The government should have a policy on the time span of the projects. The projects should be followed up once started to ensure finishing. The CDF officers should be qualified personnel. The team should be well trained on the job to ensure professionalism. The projects that have already been started should be completed before starting up new ones. The government should increase the fund to enhance the completion of stalling projects.
Line ministries should support CDF projects to facilitate quality work. Capacity building to the various stakeholders in CDF should be encouraged by all government structures and NGOs. Other devolved funds like LATF, Roads Levy and Bursaries should be increased to assist CDF because it is being targeted by everyone. The government should strengthen communication channels. The gaps in the CDF Act should be filled.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study was an investigation into the factors influencing effective implementation of CDF projects in Masinga Constituency. The study was keen to establish the reasons why such projects are seemingly stalling and also success strategies for the CDF projects.

The specific objectives of this study were:

i. To find out how stakeholder involvement affects effective implementation of CDF projects

ii. To determine how monitoring and evaluation affects effective implementation of CDF projects

iii. To find out how management training affects effective implementation of CDF projects

iv. To find out how project planning affects effective implementation of CDF projects

v. To find out how resource availability affects effective implementation of CDF projects

5.2 Summary

The results of this study show that majority of the respondents knew the role of CDF (89%). The results also indicate that the residents in the constituency felt better after the introduction of CDF in their constituency (57%). From the survey, it was evident that the constituents were satisfied with the quality of life since the introduction of CDF in their constituency. 11% expressed dissatisfaction with the quality of life since CDF was introduced.

Among the variables of this study, Teamwork and Stakeholder Involvement seem to be rated as the most that affected project implementation in the area with a mean of 2.69. In the survey, 87.5% of the respondents indicated that they were satisfied with stakeholder
involvement. 75% also said that they were satisfied with management training in place while 50% indicated that they were okay with the way project planning was done. 75% of the respondents seemed to be okay with the monitoring and evaluation in place while 75% of the CDF officers were dissatisfied with the way resources were availed for project management.

5.2.1 Background Information

The study was designed to establish the factors influencing effective implementation of CDF projects in this constituency. To achieve this objective, questionnaires were sent to the relevant stakeholders. The study confined itself to the stakeholders and employees of CDF in the area. Several projects in the constituency were sampled such as school construction, water projects, health care, planting trees and building of police station.

The study concentrated itself to Masinga Constituency, Machakos County. In the survey, 55% of the respondents were male while 45% were female. This shows that both genders were well represented even though there were more male compared to female. 33% of the respondents were above 45 years, 33% were between 26-35, 30% were of age 18-25 and 35-45 were only 4%. It was interesting to note that 4% was the least representation by age range between 35-45. Most of the respondents had attained education level, at least up to primary level. Only 9% had no education. It was interesting to note that in the most of the constituents had attained college level which is the level of professionals (41%). Different people in the various occupations were well represented.

5.2.2 Project Implementation

Implementation of a project is the step where all the proper planned activities are put into action. This step comes after definition stage where tactics are set in order to ensure that the project objectives are clear, time allocation is well estimated and the resources are effectively allocated (cost estimations).
From the survey, 63% of the respondents indicated that the rate of CDF project implementation is slow. All the CDF officers said that the projects were completed on time. This was found to be interesting given that so many projects that were started since 2003 are still seemingly stalling. This data was obtained from Masinga CDF 2009-2010 on the government web cdf@wananchi.com. From the survey, it can also be noted that project implementation has the most effect on CDF, followed by improved income. The goal with the least effect on CDF is access to the funds followed by the peoples’ training. The management of CDF needs to do something on the way finances are managed as far as this survey is concerned. The peoples training needs are also crucial to the implementation of any projects.

The main variable of the study being project implementation, it is important for the CDF management to consider all the dependent variables of this study as they affect the independent variable.

5.2.3 Team work and Stakeholder Involvement

This reinforces a common purpose. According to Gray et al (2007), one of the objectives of team-building sessions is to establish a ‘we’ as opposed to ‘us and them’ attitude among the different participants towards the project. Some companies reinforce this point by having the management teams from different organizations work at the same location. Location is critical and well worth the added expense and inconvenience. All managers are implementers in their own areas of authority and responsibility and all employees are participants. One of the key to successful implementation is communication management (Lumiti 2008). Ideally, managers must turn the whole of the implementation process into a companywide crusade.

In this study, the findings show that CDF awareness is well taken care of in the constituency, since most of the respondents (89%) had an idea on the same. It can also be noted that most of the constituents (75%) think that CDF is not accomplishing its role in CDF project initiative. All the CDF beneficiaries expressed that they were not involved in selection of the CDF committee members. It can be noted that also the beneficiaries in an
Open ended question wrote that the person involved in the selection of CDFC is the local Member of Parliament. It is important to note that this was unconstitutional given that this job does not belong to the MP. Something has to be done by the management of CDF concerning the same. Generally, all the CDF officers indicated that they were involved in selection of CDFC members as opposed to the beneficiaries.

5.2.4 Management training

The purpose of the training is to provide a platform for professionalism in the project work. The stakeholders involved in the implementation of the project must be trained in accordance with the objectives of the project in question. If training is not done, then the members act from a point of ignorance and guess work and the result is therefore dubious. The training workshops can be used to emphasize the importance of learning by doing.

Generally, it is clear that the officers of CDF (87.5%) were satisfied with the development in their areas of work. It seems like the level of training for CDF projects was fair. The officers of CDF did not give much information on training. Training the project team also helps in expanding on its efforts to introduce a self-monitoring tool in project work. The project team should also be trained in management to avoid mediocrity. CDF is faced with ignorance in management of its projects and it true to say that such ignorance can be erased with information provided through training. The learning-action-reflection can be used in practicing project management.

5.2.5 Project monitoring and evaluation

Monitoring represents an ongoing activity to track project progress into planned tasks. Evaluation represents a systematic and objective of ongoing or completed projects in terms of their design, implementation and results. Evaluation deals with strategic issues such as project relevance, effectiveness and efficiency in the light of specified objectives as well as project impact and sustainability. Periodic evaluations of ongoing projects are usually conducted in order to review implementation progress, predict a project's likely effects and highlight the necessary adjustments in the project. Monitoring and evaluation
is conducted in order to generate detailed information about project implementation process and also to improve the results in terms of why activities failed or succeeded (Mishra, et al 2006).

The general analysis in this study indicates how the beneficiaries of CDF in the constituency are not happy concerning the stalling projects. A large percentage of the respondents (92%) were of the view that CDF projects were not finished on time. Monitoring and evaluation of CDF projects, if put in place; will go along way with the actual timing of the projects’ lifecycle.

5.2.6 Resource availability: According to Chandra (2008), availability of adequate funds also has a direct connection with expeditious implementation of projects. Firms with adequate funds have successful completion of their projects. There is always a budget for the project and this presents with serious project constraints. While the overall resource available may in theory be sufficient to complete the project, there might be difficulties arising from the way in which the project is scheduled. There might be a number of activities scheduled to take place at the same time and this may not be possible given the amount of resources available.

In this survey all the respondents said that the projects were completed—within budget. This question was meant for the CDF officers. This was also found to be interesting given that so many projects that are stalling (found on a data obtained in Masinga CDF 2009-2010 on the government web cdf@wananchi.com). It is also clear in the data that the projects need more funding for them to continue. This is a wakeup call for the CDFC to be straight in their financial planning to ensure a smooth run in the project work.

5.2.6 Project planning

The purpose of the Project Planning Phase is to define the scope and approach, determine the resources needed, and create a high-level plan for the project. This phase sets the stage for the remainder of the implementation project. The plan is created during the preliminary Project Team Meetings. Once the Project Team created and approved the
project plan, Project Manager presents the plan to the Executive Steering Committee. Any requested changes are brought back to the Project Team and incorporated and the approval is achieved from the Executive Steering Committee before proceeding to the next phase of the implementation (Hut, 2008). This is the formal transition phase to the project implementation phase.

In this survey, the analysis indicates that a large percentage of the respondents (92%) were not aware if the CDF projects were selected for funding. 5% were not involved at all, while 3% were of the opinion that the CDF projects were chosen on first come first serve basis. This analysis indicates how the beneficiaries of CDF in the constituency are kept in the dark concerning the projects selection. CDF is supposed to be a decentralized idea therefore keeping the beneficiaries off the idea is against the law. This is part of the planning of the CDF projects.

5.3 Conclusions

It can generally be concluded that most of the objectives of this study were met. The general objective of the study was realized through a close look at the specific objectives which were discussed in detail through this study.

In as far as project implementation is concerned, it emerged from the study that the respondents were dissatisfied with the manner in which the implementation was being done in their area using CDF projects.

The survey indicated that teamwork and stakeholder involvement with the highest mean had an impact on the implementation of CDF projects in the constituency. The constituents indicated that dispute/conflict resolution mechanism were fairly in place. How projects were identified as well as types of projects fairly satisfied the constituents.

In Project planning, the analysis indicates that a large percentage of the respondents were not involved the CDF projects selection for funding. A few of the respondents were of the opinion that the CDF projects were chosen on first come first serve basis. This analysis
indicates how the beneficiaries of CDF in the constituency were kept in the dark concerning the projects selection; hence poor planning mechanisms are not in place.

The least effect on CDF implementation on the constituency was by resource availability with the lowest mean. Most of the respondents indicated that they were not happy with the way constituents had no access to the fund. It was of great concern to note that all the CDF officers expressed displeasure on the way funds were being handled. The study indicates that access to Constituency Development Funds was below average. The study analysis indicates that the constituents considered that equitable distribution of the funds was not well addressed.

In monitoring and evaluation, the general analysis in this study indicated how the beneficiaries of CDF in the constituency are not happy concerning the stalling projects. A large percentage of the respondents were of the view that CDF projects were not finished on time. This is a sign that the projects were not monitored and the formative and summative evaluations of the projects were not in place at all. This was a wakeup call to the management of this fund to ensure the project work is in future done professionally.

From the survey, it was evident that the respondents did not give much information on project training. It seems that some form of training has been put in place since the officers seem to understand most of the factors influencing implementation. It also emerged that the constituents were not trained on the role in as far as the management of the fund was concerned. Training of the constituents was the least applied goal but the most applied goal was project implementation.

The respondents rated the variables and it is evident that the highest rated was teamwork and stakeholder involvement followed by project planning. The least rated was resource availability followed by monitoring and evaluation. Finances are key to every project and CDF seems to be faced with such a bottleneck. It is important for this to be addressed and action taken as soon as possible.
5.4  Recommendations

Based on the findings and conclusions, the study makes the following recommendations:

- To ensure successful project implementation, the project should have people who are dedicated more to create the situations of the successful project implementation. Before the project implementation process starts, all factors of project process should be written or recorded on paper. This makes the project implementation process easier to manage, and it can be of use for the projects that are the same as the current project. Project monitoring is also an important thing to make sure that activities are implemented as per planned. This assists the project implementers to check how well they are getting their objectives. This process is fully based on the knowledge that the procedure, by which a project is implemented, has so many effects on its access, maintenance, and operation.

- The study recommends that the government should fully commit itself both for logistic support and financial backing to enhance effective implementation of the CDF projects. A good policy environment will go a long way in ensuring that the CDF projects thrive and are thus able to empower many poor people. This will also be important for the development of the nation in planning and provision of manpower requirements to ensure that the CDF projects are efficiently managed and meet the set objectives. This will support a visionary by the strategists to industrialize Kenya by the year 2015-2030.

- The study also recommends that the government should allow all CDF projects to formally go through the five phases of project management: Conception Phase, Definition Phase, Planning and organizing Phase, Implementation Phase and Project handover Phase. This will ensure that the projects are well managed and therefore this should lead to a better final product. The government should also empower the CDF stakeholders by training them on CDF expectations and provide trained project managers to guide the rest of the project team. This will help in bringing out the sense of project management in CDF especially in the area of project implementation in order to ensure a desirable outcome to the end user. This will also be important to the relevant stakeholders in ensuring the right measures are taken during the implementation phase of CDF projects.
• The study recommends that researchers and scholars in this field go into deeper details on how training, monitoring and evaluation and resource availability has affected success of CDF projects. This is mainly so because the study aimed at highlighting factors influencing effective implementation of CDF project

5.5 Suggestions for Further Research
Researchers and academicians should explore on the impact of project training, monitoring and evaluation on success of CDF projects. Other grass root funds e.g. Local Government Authorities Funds and Non-Governmental Organization Funds are a very rich area for further research. CDF is an innovative idea and can be replicated all over Africa.

5.6 Limitations of this Study
This study encountered various limitations and among them were: respondents were too busy to respond, six questionnaires were not returned since the respondents concerned had relocated to an unknown place, the respondents were suspicious of the intentions of the data collector even after acquiring an introduction letter from the university, the researcher had a hard time persuading the respondents to comply.
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APPENDIX I: QUESTIONNAIRE FOR CDF BENEFICIARIES

INTRODUCTION

I am a student from Kenyatta University School of Business. I am currently studying Master of Business Administration Degree 2010/2011 majoring in Project Management. I chose to undertake the above research study in your constituency and would like to gather information regarding effects of CDF project implementation on project outcome. This is as a partial fulfillment of the requirement for my MBA. The information gathered will be used entirely for academic purposes and will be treated with the highest degree of confidence that it can be accorded.

Please fill in the required information in the blank spaces or the boxes with a tick [✓]

Section A: Personal Profile

1. Gender
   Male [✓]  Female [ ]

2. Age range
   18-25 [ ] 26-35 [ ] 35-45 [ ] above 45 [ ]

3. Education
   Primary [ ]  Secondary [ ] College/University [ ] None [ ]

4. What is your occupation?
   Student [ ]
   Technical person [ ]
   Farmer [ ]
   Professional [ ]
   Self employed [ ]
   Others (please specify)
SECTION B: Personal views on CDF

5. Do you know about Constituency Development Fund?
   Yes [ ]  No [ ]

6. Kindly rate this statement according to the options given: ‘CDF is accomplishing its role in your constituency’
   Strongly disagree [ ]
   Disagree [ ]
   Neither agree nor disagree [ ]
   Agree [ ]
   Strongly agree [ ]

7. How have you been involved in the selection of which projects to be funded by CDF in your constituency?
   Actively involved [ ]
   Not involved at all [ ]
   Not aware [ ]
   Others (please specify)........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................

8. What criterion is used to select the project to be funded by CDF?
   Pressing Needs Identification [ ]
   First come first serve [ ]
   Random [ ]
   Not aware [ ]
   Others (please specify)........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................
9. a). How many projects have you seen started in your organization by CDF?
   0-2 [ ] 3-6 [ ] 6-10 [ ] None [ ]
   b). are the projects completed?
   Yes, all of them [ ]
   Some of them [ ]
   Not any [ ]
   For the projects that have been completed, how useful are they to the constituents?
   Very useful [ ]
   Useful [ ]
   Not useful [ ]
   Others
   specify

10. Were you involved in selecting the members of the CDF Committee?
    Yes [ ] No [ ]
    If yes, what management characteristics did you find in the person you selected?
    College/ university [ ]
    Secondary education [ ]
    Experience in management [ ]
    No training [ ]
    Others (please specify)

If no, who then is involved in selecting the committee members?

11. Satisfaction with the quality of life since the introduction of CDF in your constituency

- Very satisfied [ ]
- Satisfied [ ]
- Neutral [ ]
- Dissatisfied [ ]
- Very dissatisfied [ ]

12. How can you rate the implementation speed of CDF projects in your village?

- Very fast [ ]
- Fast [ ]
- Slow [ ]
- Very slow [ ]
- Others (please specify)

SECTION C: BENEFITS AND CHALLENGES

13. How has CDF affected development in the following areas in your constituency?

<table>
<thead>
<tr>
<th>Area</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I can access medical facilities with ease

The economy has improved

There is increased competition

I have seen new technology being applied

I spend less time to access facilities due to better roads

There has been increased security in the area

There is increased job opportunities in my area

14. What recommendations would you give to ensure effective implementation of CDF projects?
APPENDIX II: QUESTIONNAIRE FOR THE CDF OFFICERS

INTRODUCTION

I am a student from Kenyatta University School of Business. I am currently studying Master of Business Administration Degree 2009/2010 majoring in Project Management. I chose to undertake the above research study in your constituency and would like to gather information regarding effects of CDF project implementation on project outcome. This is as a partial fulfillment of the requirement for my MBA. The information gathered will be used entirely for academic purposes and will be treated with the highest degree of confidence that it can be accorded.

Please fill in the required information in the blank spaces or the boxes with a tick [✓]

Section A: Personal Profile

1. Gender
   Male [ ]    Female [ ]

2. Age range
   18-25 [ ]  26-35 [ ]  35-45 [ ]  above 45 [ ]

3. Education
   Primary [ ]  Secondary [ ]  College/University [ ]  None [ ]

4. Number of years in service in the CDF
   1 year [ ]  2 years [ ]  3 years [ ]  4 years [ ]  5 years [ ]  6 years [ ]
   7 years [ ]

Section B: The Effects of CDF on Societal Development

5. How many projects were completed in the last two years?
   None [ ]
   Less than 5 [ ]
   Between 5-10 [ ]
   Between 10-15 [ ]
Between 15-20 [ ]
Over 20 [ ]

6. (a). Have the projects been completed on the stipulated time?

Yes [ ] No [ ]

(b). If no in (a) above why?

Lack of a good plan [ ]
Resource unavailable [ ]
Unviable projects [ ]
Poor implementation strategy [ ]
Other reasons (please specify) .................................................................
.................................................................................................
.................................................................................................

7. (a). Have the projects been completed within the stipulated budget?

Yes [ ] No [ ]

(b). If no in (a) above why?

Over budgeting [ ]
Under budgeting [ ]
Poor planning [ ]
No money [ ]
Other reasons (please specify) .................................................................
.................................................................................................
.................................................................................................

8. Are you satisfied with the development in your work as a CDF officer?

Highly satisfied [ ]
9. Rate by use of (good, average, below average) how the points a-g have been affected by CDF

<table>
<thead>
<tr>
<th>Goals</th>
<th>Good</th>
<th>Average</th>
<th>Below average</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Projects implementation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Access to the funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Improved lifestyle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Improved communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Trained the people</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Income improved</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g. Others (specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. How would you rate the following as they might have affected project implementation as an officer of CDF?

<table>
<thead>
<tr>
<th>Effect on CDF Project Implementation</th>
<th>Effective</th>
<th>Not in place</th>
<th>No idea</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork and stakeholder involvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management training</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## SECTION C: Assessment of CDF Performance

11. What is your level of satisfaction with the CDF projects in terms of: satisfied, fairly satisfied and dissatisfied

<table>
<thead>
<tr>
<th>Indicators (performance criteria)</th>
<th>Level of satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>satisfied</td>
</tr>
<tr>
<td>1 How projects are identified</td>
<td></td>
</tr>
<tr>
<td>2 Types of projects within the constitution</td>
<td></td>
</tr>
<tr>
<td>3 Location of projects within the constituency</td>
<td></td>
</tr>
<tr>
<td>4 Transparency in management of funds</td>
<td></td>
</tr>
<tr>
<td>5 Community participation in decision making</td>
<td></td>
</tr>
<tr>
<td>6 Information sharing among the committee and the community members</td>
<td></td>
</tr>
<tr>
<td>7 Cost of projects</td>
<td></td>
</tr>
<tr>
<td>8 Dispute/ conflict resolution mechanisms in place</td>
<td></td>
</tr>
<tr>
<td>9 Composition of CDF committees</td>
<td></td>
</tr>
<tr>
<td>10 Relevance of projects to people’s needs</td>
<td></td>
</tr>
<tr>
<td>11 Quality of work done</td>
<td></td>
</tr>
<tr>
<td>12 Quantity (number) of projects implemented</td>
<td></td>
</tr>
</tbody>
</table>
13. Time taken to implement projects  
14. Targeting on beneficiaries i.e. meeting the needs of special groups (women, children, youths etc)  
15. CDF project reach (spreading benefits to all community members)  
16. Equity (addressing the needs of the most needy e.g. remote areas, disabled, etc)  
17. Capacity building / creating opportunities for the people to benefit more  
18. Accountability of CDF duty bearers to the economy  
19. Overall impact of CDF projects on poverty

12. Rate by use of (good, average, below average) how the points below as they have affected the implementation of CDF projects

<table>
<thead>
<tr>
<th>Goals</th>
<th>Good</th>
<th>Average</th>
<th>Below average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork stakeholder involvement</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Management training</td>
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<tr>
<td>Project planning</td>
<td></td>
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<td></td>
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<tr>
<td>Monitoring and evaluation</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Resource availability</td>
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<td></td>
<td></td>
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<tr>
<td>h. Others</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(specify)</td>
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</tr>
</tbody>
</table>

13. What recommendations would you give to aid in effective CDF project implementation?

...........................................................................................................................................................................
Thank you very much for your cooperation.
APPENDIX III: A MAP OF MASINGA CONSTITUENCY

Source: www.cdf.go.ke
APPENDIX IV: CDF CORE VALUES, MISSION AND VISION STATEMENTS

- **Core Values:** To enhance transparency, accountability, equity in resource distribution and participatory approaches by all stakeholders.

- **Mission:** To ensure that a specific proportion of the annual Government ordinary revenue is devoted to the constituencies for the purpose of development and in particular the creation of wealth at the grass root level is spent prudently and in a transparent and accountable manner.

- **Vision:** To be the most effective and efficient institution in the delivery and utilization of public resources.

Source: cdf@wananchi.com
APPENDIX V: QUOTES FROM THE PUBLIC (COMPLAINS)

- ‘Mheshimiwa how about youth organisations and empowerment? and their involvement in CDF representation equitably?’
- ‘...am from ikaatiini and am concern about people's income its is go down everyday. Youth funds where is money like me I need the fund’
- ‘... I WONDER IF YOU HAVE INCLUDED US IN THIS YRAR, S CDF BUDGET. WE NEED THE WATER THAN ANYTHING ELSE. I CHALLENGE YOU TO GO AND WITNESS HOW WOMEN ARE SUFFERING NOW- AUGUST/OCTOBER- LOOKING FOR WATER’
- ‘...Lastly where is CDF funds?’

Source: cdf@wananchi.com (August 2010)