AN ASSESSMENT OF THE FACTORS INFLUENCING THE EFFECTIVE IMPLEMENTATION OF THE CDF PROJECTS IN BALAMBALA CONSTITUENCY.

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SPRING 2017
STUDENT’S DECLARATION

I, the undersigned, assert that this is my original work and has not been submitted to any other college institution or university other than United States International University - Africa.

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This research report has been presented for examination with my approval as the appointed supervisor.

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The purpose of this study was to determine the factors influencing the implementation of CDF projects with specific focus on Balambala constituency in Garissa Kenya. The study sought to determine how stakeholder relationships influences effective implementation of CDF projects, how monitoring and evaluation influences effective implementation of CDF projects, how management training impacts on the implementation of CDF projects and how CDF project planning impacts on the effective implementation of CDF projects.

The research design used for the study was descriptive based on a sample of 398 respondents from Balambala constituency. The research tool employed for the study was a structured questionnaire. Data was analyzed using descriptive statistics, regression and correlation analysis were used to infer conclusions on the data.

The study found a significant positive relationship between Stakeholder involvement and effective implementation of CDF projects, a moderate positive relationship to effective implementation of CDF projects, while monitoring and evaluation and management training reflected a weak insignificant positive relationship to effective implementation of CDF projects.

The main recommendation from the study is the need for constituency’s to make deliberate effort in enhancing Stakeholder relationships, incorporating project planning, and monitoring and evaluation to their project implementation processes. There is a need for constituency’s to lay the right structures to facilitate inclusion of these factors which are currently ill structured.

A similar study on factors influencing implementation of CDF needs to be done in an environment where the factors used in this study have been actively practiced for a period of time in order to ascertain the validity of the findings obtained in this research. Different models besides regression could also be used on similar studies to get an in-depth understanding of the relationships between the factors studied and CDF project implementation.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Project management is a prerequisite in any progressive organization. Project management aims at ensuring effective use of resources and eventual delivery of the project objectives on time and within the cost constraints formally planned for. The key purpose of project management is to therefore achieve successful project completion with the resources available (Kerzner, 2013). According to Leach (2014), every project must 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 with specific focus on Constituency Development fund (CDF) project implementation. Implementation is an application, execution of an idea, plan, model, specification, design, standard and policy.

The course of a project is defined at the implementation phase. This initial phase involves the creation of the concrete project outcome. It is during this phase that the specific roles and tasks are defined to facilitate the efficiency of a project. Programmers are concerned with encoding, designers are occupied with developing graphics, contractors are involved in building, at this phase, the actual organization of the project takes it shape (Hut, 2008). The project becomes clearly visible to outsiders during this phase. The implementation phase which could literally be termed as the 'doing' phase, should begin steadily and the momentum maintained throughout the implementation phase. Once the implementation phase is completed, results are evaluated with reference to the list of requirements outlined at the definition phase. Evaluation is also assessed as per the designs provided at the beginning. The implementation phase is only said to be complete when all requirements outlined are met and the result corresponds to the selected design. (Gray & Larson, 2007).

Projects are conceived with the primary idea of its ability to transform lives. They are used as a channel to transform people in a society economically and boost their ability to become independent. Projects add value to a society that could in turn be used as a gateway to achieve an economic end (Rwelamila & Purushottam, 2012). Projects usually take the form of physical infrastructure like hospitals, road networks, rails, markets and factories. A clear understanding of
the community in context needs to be developed before the decision of a fit project for a community is conceived (Bornstein, 2010). The expectations of the community define the eventual outcome usefulness and sustainability of a project. Winch (2010) in Rwelamila & Purushottam (2012) notes that many projects fail due to a divide between the idea and the reality of a project then the eventual conception and creation of a project. Unsuccessful projects are therefore a byproduct of a poorly developed business or development strategy, inefficiently designed projects that failed to meet constraints in time, budget, and utility expectations. Such projects end up failing to live up to the expectations of stakeholder’s thus becoming unsustainable and eventually failing.

Rwelamila & Purushottam (2012) highlight some of the common challenges facing projects in Africa. They include dissatisfaction: and disharmony among stakeholders, lack of a proper system for consulting stakeholders, archaic projects created without clarity and direction of goals, failure to stay within stipulated timelines and costs, poor personnel recruitment and training, lack of proper Monitoring and Evaluation structures, inability to respond to unexpected crisis effectively, incompetent, insufficiently trained project manages and leaders who are politically driven, unchecked power and politics within organizations, general lack of a sense of urgency and value for time and conflicts Lipsky (2010) also emphasizes on the challenges of excessive power, incompetent leadership, inefficient systems, and the challenge of politics. Such factors affect implementation of projects and the problem is especially felt in the public sector where the needs of the community whom this projects are designed for are overshadowed by individual interests of prominent people in leadership.

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 therefore is to predetermine and discuss the project cause, budget and the estimated time, and required manpower to finish the project (Nagarajan, 2004). This is crucial in success of project hence the delivery of the desired outcome to the customer.

The CDF kitty is a devolved project funding program created by the Kenyan government in the year 2003 on the basis that county government officials were better able to understand and identify with the needs of the constituents they are in charge of (Ochieng & Ruth, 2013). The
CDF Kitty has been hampered by various challenges since its inception in 2003 hence failing to fulfil the agenda of making development accessible to people everywhere in the country (Ochieng & Ruth, 2013). This study is geared at assessing the lope holes affecting this problem that has been highlighted in various places.

Zablon (2008) mentions that CDF project implementation has gaps that are yet 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 processes may be effective if some very important factors are kept in mind that are urgent in a project management system. Among the key mechanisms are being able to resolve issues, engaging in continuous improvement, evaluation and persistent leadership (Gray & Larson 2007).

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, 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 research 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 and economic 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 not fruit full, 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, 2015).
Balambala constituency is one of these constituencies that have been characterized by public outcry over the utilization of the CDF (Constituency Development fund (CDF), 2011). 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. This leaves the constituencies with a lot of 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 diagnoses 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 Balambala constituency CDF projects lack money for complete implementation. Despite the several years of research in CDF projects, no research has ever been conducted in Balambala constituency to come up with the answers to the problems above. This study therefore seeks to find out the factors influencing effective implementation of CDF projects in Balambala constituency.

1.3 Purpose of the Study
The overall purpose of this study is to investigate the factors influencing effective implementation of CDF projects in Balambala Constituency.

1.4 Research Questions
To achieve the purpose of the study was guided by the following research question

1.4.1 How does stakeholder involvement affect effective implementation of CDF Projects?
1.4.2 How does monitoring and evaluation affect effective implementation of CDF Projects?
1.4.3 How does management training affect effective implementation of CDF projects?
1.4.4 How does project planning affect effective implementation of CDF projects?

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

1.5.1 General public and Tax-payers:
The findings of the study will 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.

1.5.2 CDF 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’ ensuring the right measures are taken during the implementation phase of CDF projects.

1.5.3 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 research areas as concerning 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 (Balambala Constituency). Balambala Constituency is an electoral constituency in Kenya. It is one of six constituencies in Garissa County. The constituency has five wards, the constituency was established for the 2013 election. The constituency has a total of 45275 voters (23006 males and 22269 females) the study is 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 confines itself to the stakeholders and employees of CDF in the area. Several projects in the constituency were sampled including a school construction, water projects, health care, planting trees and building of police station.

1.7 Definition of terms
1.7.1 Project
The word project refers to an interrelated set of activities with a specific starting point and ending point aimed at achieving a desired major outcome (Clements, 2009).

1.7.2 Funds
An amount of money that is used for special purpose or sum of money whose principal plus interest is set apart for specific objectives (Investopedia, 2017).
1.7.3 Development
The process of economic and social transformation that is based on complex cultural and environmental factors and their intersection (Ngacho & Das, 2014)

1.7.4 Constituency
A body of citizens entitled to elect a representative/ legislature in parliament (Cambridge dictionary, 2017)

1.8 Chapter summary
This chapter gives an over view of the research area and identifies the problem of the study. It also presents the background of the study and the beneficiaries of the results of the study. It focuses on possible factors influencing the effective implementation of the CDF projects. Chapter two, literature review, explores in depth all these concepts and theories introduced in chapter one with reference to authoritative strategic management journals and literature. Chapter three follows outlining the research methodology used in fulfilling the objectives of this study it is followed by chapter four which analyses the findings obtained from the study and finally five which discusses the findings and gives recommendations based on the results obtained.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction.
In order to deliver a successful project, the expectations and outcomes of all the key stakeholders need to be factored in and development of a clear view of the expectations spelled out. Creation of opportunities is then done to enhance efficiencies in a project as well as assessment of benefits and establishment of controls on the stakeholder expectations. Challenges in implementation of the project need to be identified and a feedback system developed to see to it that project stakeholders are actively involved and proper planning is done to avert potential implementation risks in good time to prevent adverse impact on the project. This chapter explores dynamics on these factors based on the objectives concerning stakeholder involvement, monitoring and evaluation, management training and project planning.

2.2 Stakeholders’ involvement in CDF project
Since its inception CDF has created a notable impact, numerous CDF projects have been rolled out in country. It is however evident that CDF monetary allocations are not managed transparently and supposed beneficiary communities are not sufficiently involved in the management of these funds thus leaving loopholes for loss of funds. (Davidson, 2009). Lack of stakeholder involvement has also lead to several cases of incomplete, substandard quality, irrelevant projects in various constituencies in the country. While selected constituencies have performed considerably well due to the CDF fund, several have recorded failure. While numerous studies have been carried out on CDF, little has been studied on effects of stakeholder involvement in eventual project performance (Davidson, 2009). In a study carried out in Isiolo North Constituency, findings revealed that some CDF projects had stalled because of lack of funds. It was also realized from the same study that three dispensaries were not operational, and many roads were impassable particularly during rainy seasons. This study study assesses the role of the many stakeholders involved in CDF including CDFFC, PMC and assigned government officials in the performance of CDF projects (Ngacho & Das, 2014).

2.2.1 Project identification
Mwangi (2005) in Ravallion (2005) expresses the fact that the development of a CDF starts of with need realization and identification. This fact is also spelt out in the CDF policy documents on project identification, as stated in section 23 (2, 3 &4). The CDF Act 2003 provides
guidelines on the process of identifying a project. The Act mandates that meetings and forums should be held for project selection and the identified projects submitted to the CDF committee prior to transmission for funding. Adhering to this critical step allows all stakeholders to share in the vision through assessment of needs achieved from informed group discussions (GOK, 2003). Kerote (2007) states that the need identification process not only confirms the need, but helps stakeholders clarify the magnitude of the problems lay down and deliberations made in line with the resources available at hand.

2.2.2 Implementation of CDF project
The CDF amendment Act of 2007, on the CDF implementation guidelines prepared by the National Management Committee stipulates that CDF projects be implemented by the respective government departments in the constituency in which they fall (GOK 2003). The members of each constituency are accorded the right to be active through the implementation processes of these projects. The constituents are also expected to monitor the projects and see to it that objectives of each project are met and resources allocated are rightly distributed and used appropriately whilst the aspect of time is adhered to (GOK, 2004).

2.2.3 Other government bodies involved in CDF projects
The Ministry of Planning and National Development functions as the umbrella body for CDF bodies countrywide. The Minister in charge is authorized to make regulations and needful amendments to facilitate the smooth running of the CDF kitty. The minister is however held accountable by parliament to whom she/he must report amendments to for approval before implementing the changes (Government of Kenya (GOK), 2015). The Minister of Planning and National Development is also expected to table annual reports on the activities carried out through the kitty, operation reports and expenses rising out of the fund at the close of each financial year. The CDF law indicates with clarity that the district government plays a critical role in the implementation of CDF projects. The Act states that departmental heads of specific ministries are expected to oversee CDF projects that fall under their specific dockets, they are expected to keep records on the funds and maintain a report on project progress (GOK, 2015). The District Development Officer (DDO) is the representative development officer functioning under the Ministry of Planning and National Development. The DDO issues the Authority to Incur Expenditure (AIE). Another support personnel of the CDF kitty is the District Accountant who is mandated to sign all CDF cheques. The District Accountant is required to maintain CDF
books of accounts in line with the government audit regulations. The District Accountant is also expected to ensure compliance to procurement guidelines during CDF transaction processes (GOK, 2015). He/she is assigned the mandate to ensure all projects are started off with a Project Committee and that the committee members possess the capacity to deal with procurement processes and have the ability to maintain proper records. Following recent amendment on regulations, the District Accountant is a mandatory member of project tender committees.

2.3 Monitoring and evaluation of project
Monitoring and Evaluation is a critical component of a management cycle which includes project planning, design, and implementation. Gyorkos (2003) notes that project planners ought to incorporate a well-defined monitoring and evaluation strategy within the overall project plan. The monitoring and evaluation plan should include activities to be carried out to get feedback, people to be involved in carrying out these activities, frequency of carrying out the activities, budget expectations for activities and specific insights expected to be achieved from the monitoring and evaluation feedback. Evaluation is resourceful in building knowledge and enhancing favorable implementation. Ex-post evaluation is useful in impact assessment. (Iwu, 2016) identify the complementary functions of the two scopes of monitoring and evaluation. Information obtained from monitoring is channeled into evaluation enabling development of an understanding in capturing lessons learned midway and at the end of the implementation process. It provides clarity with regards to what was done right and what was done wrong enhancing for learning and enriching future project implementation or creating room for developing a better design of the project at hand.

In 2005, the Ministry of Planning and National Development commissioned work on the design of a suitable framework for conducting Monitoring and Evaluation (M&E) in the National Development Programme. Designing of the programme was a collective effort involving the government, Civil Society, private sector, and the Republic of Kenya (Republic of Kenya, 2005). Although this M&E framework was proposed it is yet to be fully operational and there remains a daunting need for CDF to develop a participatory M&E component in its project management component. This view is seconded by (Ndolo, Malala & Njagi, 2015). who noted in a Social Audit of the CDF kitty that there is a need to strengthen the monitoring, evaluation and reporting scope of the CDF management of projects. The CDF Act of 2003 places emphasis on the M&E
just as DFRD did. Both bodies noted that the mode M&E is yet to be specified. The Act authorizes the technical department, DDO and CDFC the duty of conducting monitoring and evaluation of the project. The Act also allocates 2% of the CDFC fund for use in monitoring and evaluation activities but the money can only be spent after CDFC recommendations through minutes (GOK 2003).

2.3.1 The need for monitoring evaluation
In 2005, the Ministry of Planning and National Development proposed work on the design of an appropriate framework for M&E framework for the National Development Program. The proposed M&E framework is yet to be fully operational. Besides, there is a strong case that CDF should have participatory monitoring and Evaluation components in its management. This view is supported by (Iwu, 2016) who indicated in her Social Audit of CDF that, monitoring and reporting should be strengthened and deepened in all CDF projects. It is a fact that, the CDF Act, 2003 emphasizes on the Monitoring and Evaluation, just like DFRD. The mode of doing it is not well specified. The Act gives technical department, DDO and CDFC authority to monitor the project. The Act, further allocates 2% of CDFC fund to be used for monitoring and evaluation exercise, but this money is only spent after the CDFC recommendation through minutes (CDF Act, 2003 revised 2007). This makes monitoring and evaluation to be somehow difficult and sometimes cosmetic, as it is the CDFC to decide which project to be monitored, which one to be evaluated, how much funds to remove and who to do the exercise. As can be seen, CDFC has power to, themselves, manage monitoring and evaluation within the CDFC projects, which is self-regulation and is wrong. It also allows the unfaithful CDFC not to institute monitoring and evaluation to some projects they either have interest in or have interest of hiding something (Nyaguthii, & Oyugi, 2013)

2.3.2 Stakeholder’s involvement in monitoring and evaluation
Involvement of stakeholders in CDF projects directly and indirectly influences the outcome of the project and is critical to success of the processes. The study was interested in knowing whether all stake holders are involved in monitoring and evaluation of CDF projects as mandated by revised CDF Act of 2007. CDF management usually involves members of a constituency, failure to involve all relevant stakeholders in a constituency creates loopholes for corruption in the planning in through the planning and implementation processes (Nyaguthii, & Oyugi, 2013).
2.3.3 Theoretical framework for monitoring and evaluation in projects

The evaluation theory involves two concepts social science theory and the program theory. Social science theory plays an important role in evaluation of practices and can be very informative especially when carried out prior to implementation. Social theory can be very informative for assessing initial needs. A program design involves a careful examination of available literature including primary studies and may provide knowledge on effective strategies for dealing with the problems of concerns (Bourgon, Bonta, Rugge, & Scott 2010). Program theory evaluation also helps in getting to know of lessons learnt about what works and what does not work therefore saving project managers and program designers and evaluators a lot of time and resources that would have otherwise been wasted trying out things ((Bourgon et al., 2010). Program theory also provides guidelines in identifying key program elements and articulates how these elements are expected to relate to each other.

2.3.4 Politics in monitoring and evaluation

Devolution of resources to the decentralized units of government is seen to be a positive move by the central authorities in national government. Great concern has arisen concerning the organization and management structures of CDF programs which have been seen to be heavily political. Members of parliament are at the helm of control of these kitty right from formulation of the project, disbursement of finances and even dictate participants through the monitoring and evaluation process (Ochoki Nyamori, 2009). Politicians have the power to decide who is to be given control of a project, and dictate the actions of stakeholders robbing them of the independence to work efficiently, they conspire in deciding which places to develop and which areas to ignore in a constituency based on the political mileage they can get from these places rather that genuine need. Constituents continue to suffer in the thought that the projects effected by these politicians are as a result of the politicians’ goodwill rather that their right (Ochoki Nyamori, 2009). Politicians have gone as far as taking projects beyond the borders of the constituencies’ they have been charged with to constituencies for their own benefit resource wise and politically. Such challenges lead to rejection which causes a weak institutional framework further deepening the problem. The habit of extending benefits of the project beyond their designate geographical regions and host constituency further weakens the CDF institutional framework since constituent members withdraw support in monitoring and evaluation. CDF kitty is unfortunately under the manipulation of MPs totally disregard the principle checks and
balances. Political power allowed MP’s in approving annual budgetary estimates, spending it and eventually spending a portion of the money to question how it has been used means that M&E results will always be skewed towards their agenda of political Survival. The local people will remain ignorant of the embezzlement of funds and shy away from complaining even when they are since they cannot question the very system that is fighting them.

2.4 Management training on CDF funded projects
Training is a process by which individuals gain knowledge, skills and attitudes that are helpful in shaping man’s destiny in life. Through the acquired knowledge, abstract theoretical constructs are tested with real life challenges, hence the educated always take control of events with courage, (Burke, 2013). Education and training are viewed as aspects of life that mould the behavior of individuals into desired state; impart skills and knowledge for solving emerging problems and offer opportunities for innovation and creativity necessary in addressing future challenges (Burke, 2013).

In business, whereas entrepreneurs may be influenced by some form of hereditary factors, serious and successful entrepreneurs are shaped to be equal to their tasks through education. (Meredith, 2011). Meredith (2011) Insists that the modern business world can only be understood by learned entrepreneurs who possess the skills and knowledge required to keep pace with changes of globalization. Jusoh, Ziyae, Asimran, & Kadir (2011) observe, that since environment has become too complex to predict the charges that are likely to occur in future, it is no longer business as usual and businessmen must strive to remain awake in a pro-active manner to be able to deal with any force that may threaten their operations. Aggrey, (2001) wonders why it has always been believed that anybody can implement projects successfully. He says that several projects are engaged in with the same attitude, but rarely exist beyond their first anniversaries, simply because “people are in business”. He warns that resources should not be committed into development ventures if the management is lacking, even in the basic business skills, for such enterprises were bound to fail.

2.4.1 The strategic goal of training staffs
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 (Kerzner, 2013). 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 to make a useful and meaningful management system (Kerzner, 2013).

The capacity of the organization is measured by conducting evaluation, the value and participation of the human resources in the policy making process and their motivation to impact decision. Human resource on the project should be given clear job allocation and designation befitting their expertise, if they are inadequate then training for the requisite skills should arranged. For projects with staff that are sent out in this field to carry out projects activities on their own (Meredith, 2011).

2.4.2 Management training at the constituency level
In a study by Zainabu (2008), self-help projects in Kwale were seen to be doing poorly, as a result of lack of training. Zainabu emphasizes the fact that a well trained business person is better able to evaluate the course of a project while putting into context both internal and external factors hence fixing any deviation identified. One lacking training may imagine that business is bad with everyone and may remain rather helpless waiting for a period of better business conditions only to find themselves committing similar mistakes.

Through training PMCs can adopt more variety in their project enterprises, a strategy which will appeal continuously to project beneficiaries. In some instances, certain customers may get fed up with monotonous products for having the same old looks and may opt for substitutes in hope of getting perceived value addition. Adopting new ideas and techniques may activate customer interests in even similar products (Birmingham 2004). Birmingham, (2004) further recommends that business persons add value to products through altering processes. In modern times, knowledge required in project work goes beyond an organizations individual level and project managers ought to study rivals and competitors to enhance their superiority. Modern project management takes place in a crowded field and no participant should be underrated since the
field is ever changing, taking the characteristic of a highly sophisticated space to face with unchecked simple skills (Amary, 2006).

According to Sign (2002), manual operations dependent on mare strength are quickly being taken out of production processes, and effectively replaced by more reliable and efficient technology. Currently human labour is geared towards obtaining maximum gain, while lowering production costs an indication that soon, only skilled personnel able to take advantage of technology will be required in project teams rendering several untrained human resource jobless. Strategies superior in nature continue to be developed for businesses through manipulation of internalized skills and knowledge obtained through consistent training and refined experience. Lavender (2002) emphasizes that bringing variety into the market every now and then build on customers trust and loyalty in broad business enterprises. She simplifies the concept by noting that variety goes beyond creation of several products but could well be released through basic value addition where the value of on product changes continuously.

2.4.3 Rationale in training the management of the CDF projects

According to Awino (2003), training and education offer are the most valuable asset for an enterprise. Investing in human capital who possess the right expertise and knowledge has been verified a worthy undertaking. Knowledgeable workers increase the productivity of resources. Whereas some organizations opt to invest primarily in non-human resources, in project development, one it is clear that success begins at the point of resource deployment, and resources must hence be allocated based strategically thought out plans, which can only be achieved by sufficiently trained personnel (Nagaraja, 2004). While all the various factors of production are critical to the success of a venture, training is paramount when inclusively coupled with all other factors. The value of trainings must also be measured in line with the agenda of the firm to ensure that spending on trainings is equivalent to the resource value addition in the venture (Awino, 2003). Awino 2005, further proposes that professionals from select industries be invited in organizations to induct project workers. Cost effective trainings through computer applications developed by qualified professionals can also be incorporated to enable workers gain knowledge at a comfortable pace.

Looking at the influence of training on productivity of brick-making projects in china, Syang Wan (2010) observed that brick-making was one of the most profitable undertakings in the rural
areas of China, yet remained the greatest contributor to environmental degradation. Continuous production of bricks in total disregard of their effects on the environment must be discouraged by adopting modern brick making technology which is environmentally friendly. To be able to adopt such technologies in brick making, prior training is necessary in handling such machines.

In India, bricks are also being made and this industry provides employment to several rural folks, though regarded as a great pollutant of the environment when undertaken in its traditional form. With the introduction of brick-making machines, this sector has been improved. Several brick-making persons have been trained in using the technology making these projects productive, Cole (2009). In Kenya local development interventions have become very popular with people in both rural and urban areas. Those who engage in these initiatives have learned how to add value to the locally available raw materials to deliver gainful project outputs, Mogore (2010)

2.5 CDF project planning
The key agenda of the Project Planning Phase is to define the scope and approach that a project will take. In this stage resources needed are determined and clear plans and goals are lay down to ascertain the success of the project. It is at this stage that a blue print is developed which acts as a reminder through the implementation processes. The plan is drawn out at the preliminary stages of the Project Team Meetings (Giezen, 2012). After the project team creates and approves a project plan, the project manager gives a presentation of the plan to the Executive steering committee who review it and make any necessary changes on the pan. The plan is then taken back to the project team who are notified of the changes that were recommend, the changes are incorporated in the plan and the document is returned to the Executive Steering committee who approve the project plan and hand it over for implementation (Hut, 2008).

Thompson and Strickland (1997) verify that the implementation stage of project management entails conversion of the plan into an actual project. While the implementation process appears more concreate and visible to the public and impacts directly on an organizations structure, failures in implementation point straight back to a faulty planning process. How the planning is executed determines the failure or eventual success of a project. It is at this stage that two determinations are reached. Planning aids in assessing whether proceeding to develop a project is truly worthwhile before implementation can begin. Planning also gives the project team a platform to explore and discuss various viable alternatives on what will be the best options on
projects to carry to the implementation stage minimizing error. It is therefore a resourceful stage in carrying out a feasibility study for a project. Measurements of the success of a project are also determined at this stage (Giezen, 2012).

Highly centralized types of government have a strong vertical hierarchical structure that may facilitate excessive bureaucracy and slow down decision making processes because time is spent reviewing and making back and forth decisions across several management layers (Lumiti, 2008). This is the most pronounced situation currently in government managed projects in Kenya. The CDF organizational structure ought to aligned such that managers are empowered to act on their own in their functions of responsibility within laws that will curb misuse of authority. Lumiti (2008) urges government to commit itself to a hastened rate of implementation of CDF projects on the ground level through creation of good governance policies. A healthy policy environment will see to it that the CDF kitty thrives and empowers many people at the constituency level.

2.5.1 Strategic goal of planning in projects
According to Gordon (2013), strategic planning is an organization management activity used to set priorities, focus energy and resources strengthen operations. Strategic planning involves identification of most important options towards the realization of practical vision (goal). A strategy is seen as the approach to be used step by step by an organization to most effectively accomplish its mission towards practical vision It is a set a procedures and tools designed to help leader’s managers and planners think and act strategically.

According to Dibrell, Craig & Neubaum (2014), strategic plan development requires consideration and articulation of values and priorities; the plan should reflect views expressed by all those involved in the process. States that have successfully designed and adopted plans included all those interested in the strategic planning process. For example, processes have been developed to involve programme managers, providers, legislators, and the public in the articulation of visions (Kumwar, 2004). Some states hold public meetings; others have Barasa and Gakuu coupled meetings of policymakers with public opinion polls asking about the core values of citizens.
There are challenges facing CDF projects in Kenya. For instance, there is evidence that there are not satisfactory resources availed to complete the necessary internal and external oversight and audits which form part of the strategic planning yet it is in the CDF legislation (GOK, 2004). Second there is no guarantee that ordinary constituencies will be fully knowledgeable and able to act effectively in developing plans for CDF projects. Third the CDF programme is subject to cumbersome process of coordination with other government agencies and is infiltrated with a lot of fraud and corruption. Consequently, there is need to develop procedures for effective cost planning in support of project implementation as it is necessary to address the politicized nature of the CDF funds. This is envisaged will ensure project completion regardless of the political leadership in place. In the prevailing scenarios CDF funds are dispersed to various projects without due referenced to neither strategic plans nor the time frame of the project (Baskin, 2010).

2.5.2 Ineffective planning and mismanagements of the financial resources

Economy maximization is a core value in procurement, whether local, regional or international (Section 2 of PPDA 2005). One of the ways of economy maximization is ensuring that purchases are made in relation to the prevailing market prices; the preferred way to know if a purchase is within prevailing market rates is by carrying out a market survey prior to a purchase. Even before the CDF in the year 2003, the public have been involved in development projects either individually or collectively as well as privately, at such they are aware of prices of commodities which is why the public questions the pricing criterion of some CDF projects.

There have been cases of Millions of funds meant for development programmes being misappropriated, according to a recent audit report. It includes money earmarked for the expansion of classrooms, dormitories, laboratories and related activities. According to the Controller and Auditor General, there was massive irregular procurement, forgery, over-payment and money not accounted for in the Ministry (Malala, Ndolo & Njagi, 2015).

The government auditor’s report for the period 2008/2009 shows major improprieties, including irregularly purchased laboratory equipment worth KES 261 million. The Auditor-General further said equipment for 1,457 secondary schools spread across the country was single-sourced. This is contrary to Section 74 of Public Procurement and Disposal Act, 2005 (Siringi, 2010). Critique of other researches done on CDF
Malala, Ndolo & Njagi (2015) in their research note that procurement of CDF projects is highly unprofessional since the CDFTC members are ill informed of the policy and regulatory framework that they needs to operate under; he sampled 0.056 % of the entire population although he did not mention how he spread the sample to cover the entire Constituency. A similar research by Rutere (2009) in North Imenti Constituency reveals that CDF projects were behind schedule mainly due to delay in delivery of materials (50 % of respondents), in his study, 78 % of the respondents ranked CDF projects as being behind Schedule as a result of poor procurement. Rutere also did not mention his spread of the sample distribution to have a fair representation of the entire population.

2.5.3 Resources allocation
Kenya consists of 290 constituencies, each represented in the National Assembly by an elected Member of Parliament (MP). Allocation of the CDF among constituencies is governed by a formula specified in the CDF Act 2005. Since the government did not have poverty estimates at the constituency level in 2003, the CDF was allocated equally in the 2003/2004 FY-with each constituency receiving KES 6 million (six million only). However, from the year 2004, the CDF allocation was revised and pegged on a formula comprising of two parts; part “(a) three quarters of the net total CDF divided equally among all constituencies (netting out 3% administrative takedown), and part (b) a quarter of the net total CDF divided by the national poverty index multiplied by the constituency poverty index” (GOK; 2004). Part (b) of the formula was implemented by allocating a quarter of the net total CDF kitty based on the contribution to national poverty of each constituency with a 0.23 adjustment factor that rescales the allocations downwards for 16 urban constituencies.

CDF Act embraces a concept where leaders consult more closely with their constituents or by involving them in the project cycle of identification, initiating, planning, executing, monitoring (and evaluation) and project closing (GOK, 2004) leading to ownership of the said project rather than imposing outsider-devised interventions on them. In particular, the Project Management Committees are mandated to do the project’s materials and services procurement and forward the same recommendations of award to Constituency Development Fund Tender Committee (CDFTC) for approval or ratification of contract or tender award (GOK 2007). With the CDF, the constituency is functioning as a development unit and thus a public
procuring entity (PPE) with numerous projects being funded; as a result, there are a lot of procurement activities going on. From 2003/2004 FY, considerable National resources have been channeled towards developing the constituencies through the fund; good percentages (about 68 % of these resources are spent on procurement related activities.

Going by the CDF allocation formula, every constituency spends 68 % of its annual allocation on procurement related activities through sourcing, advertising, evaluation, awarding, contracting and contract management; this is so because, of the annual CDF allocation 15 % is usually set aside for education none infrastructure development activities (bursary, continuous assessment tests and mock examinations), administration activities gets 3 % of the allocation, 3 % goes to recurrent expenditure, 2 % for sports activities excluding cash awards, monitoring & evaluation gets 2 % of the allocation, emergency kitty of 5 % of the annual allocation is also catered and 2 % for environmental activities (GOK; 2004). Given the percentage (68 %) of resources being managed by procurement activities in every financial year, it is critical to establish its effect on the performance of CDF projects with other CDF projects performance factors such as governance, entrepreneurial attitude of SMEs in the constituency, monitoring and evaluation, capacity of SMEs in the constituency to trade with CDF in relation to the CDF project cycle; all these are investigated in relation to the project performance as viewed by the public since they are the end-users or beneficiaries. The effect of all these factors under study is measurable since, for instance, poor procurement delayed supplies which leads to slow kick off of projects that result into poor performance of the said CDF projects.

2.6 Chapter Summary
The 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 is composed of the following headings; Introduction, Theoretical Review, Review of Previous Studies, and Conceptual Framework. Chapter three shall outline a research methodology that will incorporate the variables highlighted in chapter one in a bid to address the research objectives posed in chapter one.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes the research methodology and procedures used to carry out the study. In this chapter, the population and sampling design are also described. Under sampling design the: sampling frame, sampling technique, sample size and research procedures are defined. Described also in the chapter are data collection and analysis techniques to be employed in appraising the study.

3.2 Research Design
This section provides the framework to be used as a guide in collecting and analyzing data (Coopers and Schindler, 2008). The research design acts as a template providing a plan to be used in the process of data collection, data management and eventual interpretation in order end up with accurate conclusions to back up the aims proposed for the study (Saunders, Lewis & Thornhill, 2012). The research design to be employed in this study is descriptive in nature. Descriptive studies describe characteristics associated to the subject population Schindler (2000). Descriptive design provides measures and summaries on fundamental components of data in a study. This study used the described research design to collect and analyze in depth information on the factors influencing implementation of CDF projects in Balambala constituency and explore relevant recommendations. It describes factors surrounding management, planning processes and monitoring and evaluation.

3.3 Population and sampling design
3.3.1 Population
Ngechu (2007), defines population as the total collection of elements from which a study uses to make references. The population could be object like houses or books to living things like people, plants or animals. The study required that a target population be identified. A target population refers to the larger group of the entities that a researcher intends to draw conclusions from for the study (Saunders et. al, 2012).

The target population for this study included 93,029 constituents of Balambala constituency located in Garissa Kenya. The study intended to reach beneficiaries and coordinators of the CDF Kitty in Balambala constituency. CDF projects coordinators provided information on how
contracts were awarded, how appropriately the projects we managed and levels of success as concerning planning while the beneficiaries provided information on the satisfaction on work done by the coordinators, how well they were involved in the projects and the usefulness of the finished product to the society. Of the entire population, the study targeted a total of 20 officials of the CDF kitty to involve in the study. A presumption made was that the constituency is composed of people of diverse socio-economic characteristics.

3.3.2 Sampling design and sample size
A sample is a group from the population that is the representative of the population (Cooper and Schindler, 2008). Sampling design is a technique used in selecting a proportionate representation from the total target sample which is the population under study. Sampling enables: lower cost, accuracy of results, increased speed of data collection, and availability of population elements.

3.3.3 Sampling frame
According to Cooper and Schindler (2008) sampling frame is a list of elements from which the sample is actually drawn and it is closely related to the population under study. The list could be of geographical areas, institutions, individuals, or other units usually sharing specific characteristics with the general population that makes it possible to identify, classify and select representatives to include in a sample (Churchill and Brown, 2007).

In this study the sampling frame method used was area sampling and the area selected was Balambala constituency of Garissa County. The sample frame included two groups who are constituents of Balambala and 20 CDF officials from the area. The table below summarizes the sample frame.

Table 3.1: Population Sample Frame

<table>
<thead>
<tr>
<th>Population</th>
<th>Location</th>
<th>Population</th>
<th>Sample method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balambala CDF Officials</td>
<td>Balambala</td>
<td>20</td>
<td>Simple random sampling</td>
</tr>
<tr>
<td>Balambala Community</td>
<td>Balambala</td>
<td>93,009</td>
<td>Simple Random Sampling</td>
</tr>
<tr>
<td>Total population</td>
<td>Balambala</td>
<td>93,029</td>
<td></td>
</tr>
</tbody>
</table>
3.3.4 Sampling method
Due to the cost implications in time, finances, mobilization of the population and the need to set realistic expectations towards having a successful research, the researcher needs to select a sample of respondents who fit within the characteristics of the target population using a suitable sampling technique (Flick, 2015). The sampling technique is expected to be in line with established scientific probability and non-probability methods. Examples of probability techniques are stratified and systemic or simple random sampling methods. Probability methods while easier to use need to be used with precision in order to ensure biases and the possibility of getting unreliable information. Non-probability techniques including, quota purposive and convenience sampling have been seen to be more reliable and attract less bias (Fowler, 2013). Our study relies on the convenience simple random sampling method to identify participant respondents for this research. The method is fit for ensuring a non-bias participation of a wide range of beneficiaries of CDF in the Vast Balambala community. Convenience sampling of the CDF officials is also ideal for ensuring relative ease in getting participants among the officials.

3.3.5 Sample size
This is the selection of a subset of individuals from within a population to yield some knowledge about the whole population, especially for the purposes of making predictions based on statistical inference. According to Thietart et al. (2001) a sample size is the set of elements from which data is collected. A good sample size should provide information that is detailed and comprehensive.

Researchers rarely survey the entire population for two reasons (Adèr, Mellenbergh, & Hand, 2008) the cost is too high, and the population is dynamic in that the individuals making up the population may change over time. The three main advantages of sampling are that the cost is lower, data collection is faster, and since the data set is smaller it is possible to ensure homogeneity and to improve the accuracy and quality of the data.

The sample size was calculated using the Yamane (1967) formula with a 95% confidence level of and \( P=0.05 \). The formulae is as shown below
\[ n = \frac{N}{1 + N(e)^2} \]

\[ n = \frac{93,029}{1 + 93,029 (0.05^2)} \]

\[ n = 398 \]

The sample size was therefore be 398.

### 3.4 Data Collection Methods

Data collection is the process of gathering information on the basis of the objectives of a study to generate a reliable outcome from assigned systematic variables (Creswell, 2013). Data collection for this research was done using questionnaires. Questionnaires are written printed or typed out research tool encompassing a series of questions prompting a respondent/s to give information for a statistical study. (Cooper and Schindler, 2008). Questionnaires are preferred as a research tool because they are a less expensive data collection method that yields relatively straightforward responses since it is structured in nature and allows the convenience of independence in giving responses which may save time.

The research required the use of two sets of questionnaires one targeting CDF officials and the other targeting beneficiaries of CDF projects. The questionnaire incorporated the use of multiple choice questions, open ended questions that allowed the respondents to express their opinions as well as 3, 4 and 5 point Likert scales leading the respondent towards agreement, disagreement or neutral response. Likert scales and multiple-choice questions make it easy for the researcher to code during data analysis.

### 3.5 Research Procedures

Prior to data collection the researcher sought the approval of the supervisor concerning the proposal and research tool. The researcher also obtained a letter from the school acknowledging their academic research requirement. A pilot study was initiated to verify the viability of the research tool before proceeding to actual data collection. This is beneficial in ensuring face and validity of the content and eliminate errors that may be caused for having an poorly structured
data collection tool (Flick, 2015). Piloting was done through 2 CDF officials and 10 beneficiaries in Balamabala constituency.

Having verified the validity of the research tool, the researcher sought the assistance of Research assistants who were coached to assist in the data collection. The research assistants were sought locally in Balambala constituency to minimize on costs.

3.6 Data Analysis Methods
According to Cooper, Schneider (2008) data analysis is a research technique for the objective, systematic and qualitative description of the manifest content of a communication. In order for research quality in this study, quantitative method of data analysis was used.

According to Denscombe (2006) descriptive statistics involves a process of transforming a mass of raw data into tables, charts, with frequency distributions and percentages, which are a vital part of making sense of the data. The research data was analyzed using Statistical Package for Social Sciences (SPSS) program and presented using tables to give a clear picture of the research findings at a glance.

Key among the quantitative tools that were employed are descriptive statistics, which include measures of central tendencies, such as means, Standard deviation, mode, cross tabulations, frequencies and percentages. These tools of analysis were used to determine views of commonality and deviations from commonality. Correlation and regression analysis were also used to infer conclusions for the data. This analysis was used to describe the degree of relationship between the variables used. Covariance tests were also applied in testing causal relationship in this study.

3.7 Chapter Summary
Chapter three describes the methodology and procedures that was used to carry out the study. It started with a brief introduction highlighting the general methodology and structure of the chapter. The chapter also highlighted the method that was used to conduct the research and its use justified. The population was defined and the sampling technique, technique, and sample size described. Finally, the data collection techniques and research procedures to be use have been discussed. The next chapters to follow are: Chapter 4 on Results and Findings and lastly Chapter 5 on Discussions, Conclusions and Recommendations.
CHAPTER FOUR

4.0 DATA ANALYSIS

4.1 Introduction

This Chapter presents findings obtained from the survey based of the analysis of the field research. The purpose of the study was to determine the strategies for effective teamwork in the information technology sector. Findings are organised in subsections as they appear in the questionnaire which is also in line with the specific objectives. The first section outlines the findings obtained from the general objectives of the study. The second section is based on the first research objective which is to establish how stakeholder involvement affects effective implementation of Projects. The second section concerns objective two which presents findings on how monitoring and evaluation affects effective implementation of CDF projects. The third section explores how management training affects effective implementation of CDF projects. And finally how project planning affects effective implementation of CDF projects.

4.2 Section A: General responses

4.2.1 Response rate

398 questionnaires were distributed for feedback on the study. 398 were distributed 323 were duly filled and returned for analysis. Two sets of questionnaires were required to fulfill the study, one for CDF officers and the other for the Beneficiaries of CDF. 378 questionnaires were distributed to the beneficiaries and 20 to the CDF officials totaling to the required 398. The response rate was therefore 81.1%. See table 4.1 bellow. The response rate reflects a strong representation of the target population and hence satisfactory for analyzing the objectives of the study.

<table>
<thead>
<tr>
<th>Category</th>
<th>Targeted responses</th>
<th>Actual responses</th>
<th>Percentage response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries</td>
<td>378</td>
<td>307</td>
<td>77.10%</td>
</tr>
<tr>
<td>CDF Officers</td>
<td>20</td>
<td>16</td>
<td>4%</td>
</tr>
<tr>
<td>Total</td>
<td>398</td>
<td>323</td>
<td>81.10%</td>
</tr>
</tbody>
</table>

Table 4.1 Response Rate
4.2.2 Gender of Respondents

4.2.2.1 Beneficiaries

Respondents were required to state their gender. Of the total beneficiary respondents 53% were male and 47% female. The gender difference is relatively small and hence unlikely to cause bias results in the study. See fig 4.1 bellow

Fig 4.1: Percentage gender distribution of respondents

4.2.2.2 CDF officials

Fifty seven percent of the CDF officer respondents were male and 42% female. The considerable gender gap may affect the findings of the study. Results are summarised in chart 4.2 bellow
4.2.3 Level of Education of respondents

4.2.3.1 Beneficiaries

Respondents were asked to state their level of Education, most of the respondents were well educated, 54.7% had gone to college/university, 32.9% had gone to secondary level, 7.2% had primary school education and 5.2% were uneducated. Findings appear in figure 4.3 below.

---

**Fig 4.2: Gender distribution of CDF officials**

**Fig 4.3: Level of education of beneficiary respondents**
4.2.3.2 CDF Officers
Enquiries on the education level of CDF officers revealed that 56.3% of the CDF officers had been through collage, 37.5% had gone through secondary education whilst 6.3% had no education at all. See summary in table 4.2 below

Table 4.2: Education level of Education of CDF officials

<table>
<thead>
<tr>
<th>Education level</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>6</td>
<td>37.5</td>
</tr>
<tr>
<td>Collage/ University</td>
<td>9</td>
<td>56.3</td>
</tr>
<tr>
<td>None</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.4 Years of membership in Balambala constituency
4.2.4.1 Beneficiaries
To verify the quality of the study, respondents were expected to state the number of years they have been registered members of Balambala constituency. Fifty nine percent had been members for 1-10 years, 26.1% have been members for 10-20 years, and 9.1% were members for between 30-40 years and 4.6% have been members for more than 40 years. Fig 4.4 summarizes the findings

**Fig 4.4: Number of year's beneficiaries have been members of Balambala constituency**
4.2.4.2 CDF officers number of years in leadership

The CDF official respondents were required to state the number of years they have experience in leadership in Balambala constituency. Many had served for under 1 term with 50% having lead for 1-3 years, 32% had 4-6 years’ experience and 18% had above 7 years. Fig 4.5 gives a summary.

![CDF officials Number of years of service in Balambala Constituency](image)

**Fig 4.5:** CDF officials Number of years of service in Balambala Constituency

4.2.5 Knowledge of CDF kitty

The researcher sought to know whether the beneficiaries were aware of the CDF fund. Most respondents 83% were aware of the fund, only 17% did not know about the fund. This findings makes the study eligible for the sample. Fig 4.6 summarizes this.
4.2.6 Accomplishment of CDF projects

Beneficiaries were asked to state whether they know projects that have been accomplished through the CDF fund. 74.3% Yes, 25.7% No. Most of the respondents are aware of the fund. The researcher inquired to know the actual number of projects accomplished by CDF and received varied responses summarized in Table 4.3. Three to six projects had the highest percentage count at 37.5%, 0-2 were 32.8%, None was at 15.4%, more than 10 projects was at 12%, and 6-10 projects had 2.3%.

<table>
<thead>
<tr>
<th>Number of projects</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2</td>
<td>98</td>
<td>32.8%</td>
</tr>
<tr>
<td>3-6</td>
<td>112</td>
<td>37.5%</td>
</tr>
<tr>
<td>6-10</td>
<td>7</td>
<td>2.3%</td>
</tr>
<tr>
<td>more than 10</td>
<td>36</td>
<td>12.0%</td>
</tr>
<tr>
<td>None</td>
<td>46</td>
<td>15.4%</td>
</tr>
<tr>
<td>Total</td>
<td>299</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Respondents were further asked to mention some of the projects they have seen accomplished through the CDF Kitty. Projects mentioned include construction and improvement of roads, building hospitals, introduction and facilitation of school bursary programs for needy students, construction of schools, construction of classrooms, construction of school laboratory’s, Opening...
of ECD classes, construction of primary schools, school improvements and renovations, school electrification, Public library was funded by CDF, Water project, Bore hole development and management, putting up water tanks, ‘boda boda’ (motorbike operators) shades, helping youths in discovering their talents, drama festivals, construction of youth center where youths can develop their talents, construction of public toilets, and facilitating business through construction of market stalls,

4.3 CDF officer’s responses on projects accomplished by the CDF Kitty

The researcher asked the CDF officials to state the number of projects they were able to complete through CDF. The respondents gave varied responses. 37.5% said they had completed less than 5 projects, 31.3% said that they had completed none, 18.8% said that they had completed 5-10 projects, 6.3% said they completed between 15 and 20 and another 6.3% said they had accomplished over 20 projects. Fig 4.7 summarizes. CDF officers were also asked to list the projects they had accomplished and these were their responses, open society foundations, public organization structures, allocations for projects in Youth co-curricular activities, bus dedicated to our schools, donation of computers to schools, renovation of schools, bursaries’ to schools, furniture donations, construction of a dispensary, provision of piped clean water and Water tanks, sanitation, clearing trash on sidewalks and streets, building of public toilets, and street lights that stay on through the night.
Fig 4.7 CDF officers responses on the number of completed projects in Balambala constituency

4.3.1 Factors Affecting implementation of CDF
Respondents were asked to state their level of agreement as concerning various factors affecting the CDF Kitty on a scale of 1-3 (Large extend, small extend, and not at all). These findings are summarized in table 4.4 below

Table 4.4: Factors Affecting implementation of CDF

<table>
<thead>
<tr>
<th>Factor</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Politics interferes with the success of CDF</td>
<td>277</td>
<td>1.49</td>
<td>.750</td>
</tr>
<tr>
<td>CDF are handled transparently</td>
<td>285</td>
<td>2.29</td>
<td>.685</td>
</tr>
<tr>
<td>CDF are well managed</td>
<td>285</td>
<td>2.25</td>
<td>.626</td>
</tr>
<tr>
<td>The quality of work done by CDF is good</td>
<td>285</td>
<td>2.03</td>
<td>.624</td>
</tr>
<tr>
<td>CDF is accomplishing its role in our constituency</td>
<td>282</td>
<td>2.16</td>
<td>.664</td>
</tr>
<tr>
<td>CDF has been responsive to to the challenges of the community</td>
<td>285</td>
<td>2.22</td>
<td>.670</td>
</tr>
<tr>
<td>CDF projects are selected based on pressing needs of the community.</td>
<td>285</td>
<td>2.15</td>
<td>.758</td>
</tr>
<tr>
<td>CDF projects are useful to the community</td>
<td>285</td>
<td>1.94</td>
<td>1.158</td>
</tr>
<tr>
<td>CDF projects are satisfactory</td>
<td>285</td>
<td>2.22</td>
<td>.618</td>
</tr>
<tr>
<td>Implementation speed of CDF projects is good</td>
<td>281</td>
<td>2.32</td>
<td>.640</td>
</tr>
<tr>
<td>I understand the process of project identification and implementation well.</td>
<td>285</td>
<td>2.41</td>
<td>.669</td>
</tr>
<tr>
<td>The community is involved in CDF process.</td>
<td>285</td>
<td>2.37</td>
<td>.713</td>
</tr>
</tbody>
</table>

Most of the responses were inclined towards the small extent response showing that the provided variables affect CDF to a small extent CDF projects. Politics interferes with the success of CDF had a mean of 1.49 (SD= 0.75). CDF are handled transparently averaged at 2.29 (SD = 0.69). CDF are well managed was at mean 2.25 (SD = 0.63). The quality of work done by CDF is good had a mean score of 2.03 (SD = 0.62). CDF is accomplishing its role in our constituency had a mean, 2.16 (SD = 0.66). CDF has been responsive to the challenges of the community had a mean, 2.22 (SD = 0.67). CDF projects are selected based on pressing needs of the community averaged at 2.15 (SD = 0.76). CDF projects are useful to the community had mean 1.94 (SD = 1.96). CDF projects are satisfactory had a mean of 2.22 (SD = 0.62). Implementation speed of CDF projects is good had a mean 2.32 (SD = 0.64). The variable I understand the process of
project identification and implementation well was at Mean 2.41 (SD = 0.67). The community is involved in CDF process had a mean of 2.37 (SD = 0.71).

4.3.2 Beneficiaries Knowledge of CDF principles and their roles
The researcher sought to find out whether the beneficiaries knew the CDF principles. See Table 4.5 bellow.

Table 4.5: Knowledge of the roles of CDF principles.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>78</td>
<td>26%</td>
</tr>
<tr>
<td>No</td>
<td>101</td>
<td>34%</td>
</tr>
<tr>
<td>Somewhat</td>
<td>121</td>
<td>40%</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>100%</td>
</tr>
</tbody>
</table>

40.3% were unsure and said they somewhat knew the principles, 26% said yes they knew the principles whilst 33.7% said they did not them at all. Further inquiries to identify the principles that may be known 79.9% identified the Member of Parliament as one of the principles, 19.2% identified the District development officer, and 16.6% identified the district accountant.

4.4 Section B: Stakeholder Involvement in CDF Projects
The researcher asked to know if respondent engage in CDF activities 29.7% said that they participate while 70.3% do not participate.

The researcher further requested to know the beneficiaries Reasons for not participating and these are some of the reasons they highlighted, Not given an opportunity to participate if not a part of the CDF committee, prior communication on participation is not usually done, currently in school, lack of skill and experience to be involved, time constraints, no need to, disinterested, yet to see the importance of participating. The CDF body lacks integrity and there is no need to get involved with the corrupt lot. Opportunities to participate are limited and the MP only appoints friends known to him. Some respondents said that they do not know about the CDF kitty, CDF does not involve ordinary people and one needs to be part of the board to participate in meetings.
4.4.1 Beneficiaries’ participation in CDF projects Descriptive Statistics

Beneficiaries were asked to state the extent to which they take part in various activities concerning CDF on a Likert scale option ranging from 1-3 including, all the time, sometimes, and never respectively. Means and standard deviations were used to analyses the findings. See table 4.6

Table 4.6: Extent of beneficiaries’ participation in CDF projects Descriptive Statistics

<table>
<thead>
<tr>
<th>Activity</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement and Tendering</td>
<td>299</td>
<td>2.81</td>
<td>.49</td>
</tr>
<tr>
<td>Identification of projects</td>
<td>299</td>
<td>2.65</td>
<td>.55</td>
</tr>
<tr>
<td>CDF project team discussions</td>
<td>299</td>
<td>2.68</td>
<td>.59</td>
</tr>
<tr>
<td>CDF community forums and discussions</td>
<td>296</td>
<td>2.58</td>
<td>.62</td>
</tr>
<tr>
<td>Budgeting/ Costing of CDF projects</td>
<td>299</td>
<td>2.71</td>
<td>.52</td>
</tr>
<tr>
<td>Implementation of CDF projects</td>
<td>299</td>
<td>2.62</td>
<td>.59</td>
</tr>
<tr>
<td>Employment in CDF projects</td>
<td>293</td>
<td>2.68</td>
<td>.51</td>
</tr>
<tr>
<td>Monitoring and evaluation of CDF</td>
<td>292</td>
<td>2.78</td>
<td>.41</td>
</tr>
<tr>
<td>Benefited from funding</td>
<td>303</td>
<td>2.46</td>
<td>.60</td>
</tr>
</tbody>
</table>

Most of their responses were inclined towards sometimes participating to never participating. Procurement and Tendering averaged at 2.81 (SD = 0.49). Identification of projects had a mean 2.65 (SD = 0.55). CDF project team discussions had a mean of 2.68 (SD = 0.59). CDF community forums and discussions had a mean score of 2.58 (SD = 0.62). Budgeting/ Costing of CDF projects was at mean 2.71 (SD =0.52). Implementation of CDF projects averaged at 2.62 (SD = 0.59). Employment in CDF projects averaged at 2.68 (SD = 0.51). The variable Monitoring and evaluation of CDF had mean 2.78 (SD = 0.41). Benefited from funding was averaged at 2.46 (SD = 0.6)

4.4.1.1 Beneficiaries Experiences in involvement in CDF

Beneficiaries were asked to write down some of the experiences they have had with the CDF fund. The experiences mentioned included; CDF has boost the lives of the needy in remote communities, the capacity for one to benefit is dependent on ones relationship with the sitting MP, CDF officials works without taking into account the specific needs of the community, corruption and nepotism makes our efforts of participation futile and unfruitful, CDF is highly
political making it hard to involve themselves, CDF leadership is incompetent. CDF has been particularly beneficial especially to our school going children.

### 4.4.2 Correlation analysis: Influence of stakeholder involvement on implementation of CDF projects

Correlation analysis was conducted to test the association between stakeholder involvement and implementation of CDF projects. Findings in the table 4.7 below show that there is no significant correlation between stakeholder involvement and implementation of CDF projects ($r = 0.543$, p-value 0.00)

**Table 4.7: Correlation analysis Influence of stakeholder involvement on implementation of CDF projects**

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Implementation</th>
<th>stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1.000</td>
<td>.543</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>.543</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>Implementation</td>
<td>.</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>.000</td>
<td>.</td>
</tr>
<tr>
<td>N</td>
<td>Implementation</td>
<td>281</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>281</td>
<td>281</td>
</tr>
</tbody>
</table>

### 4.4.3 Regression analysis

The study sought to investigate the effect of stakeholder relationship on the implementation of CDF projects findings are as seen in tables 4.8, 4.9 and 4.10

**Table 4.8: Model Summary**

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), stakeholder
Table 4.9: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>14.488</td>
<td>1</td>
<td>14.488</td>
<td>116.577</td>
</tr>
<tr>
<td>Residual</td>
<td>34.674</td>
<td>279</td>
<td>.124</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>49.163</td>
<td>280</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Implementation
b. Predictors: (Constant), stakeholder

Table 4.10: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.667</td>
<td>.142</td>
<td></td>
</tr>
<tr>
<td>Stakeholder</td>
<td>.568</td>
<td>.053</td>
<td>.543</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Implementation

The value of variance $R^2 = 0.295$, shows that 29.5% of implementation of projects is influenced by stakeholder relationships. The values $F (1, 279) = 116.577$, p-value = 0.00, shows that stakeholder relationship is a statistically significant predictor of implementation of CDF projects (i.e., the regression model is a good fit of the data). The value of stakeholder relationships is statistically significant ($t=10.797$, p-value=0.00), showing it affects implementation of CDF projects. The regression model explaining the results in Table above table is given by:

Effectiveness implementation = 0.667 + 0.568 × Stakeholder relationship

The model shows that stakeholder relationships positively affects the implementation of projects, i.e. a mean index increase in stakeholder relationship increases the implementation of projects by a positive unit mean index value of 0.568.

4.5 Section C: Monitoring and Evaluation

The researcher sought to evaluate the impact of monitoring and evaluation on implementation of CDF projects. Various components were tested in this section including beneficiaries’ level of involvement and participation in the CDF project processes. Analysis shows that a majority of
the members agree on the importance of monitoring and evaluation in implementation of CDF projects. Further analysis also shows that there is lack of knowledge and little opportunity to give feedback which only half of the beneficiaries actually take advantage of.

The researcher needed to establish if Balambala constituency has a feedback process to monitor the CDF Kitty, only 20.5% agreed to having a feedback process 22.9%, said No and large fraction of 56.6% of the respondents were unclear on the matter and responded that they do not know. The researcher further enquired whether the beneficiaries participate in the feedback process, 20.5% Yes, and 79.5% no. Concerning awareness of implementation processes 21.9% said they were aware of the processes, and 78.1% said they were not aware of the process. On the subject of contract process sourcing 15.5% said yes they knew about the contract processing and sourcing process, 84.5% had no awareness of the process. The researcher sought to know the beneficiaries views on the value of feedback 84.8% said yes it is important, 15.2% said it is not important. For the reason that their feedback is never factored in. inquiries on whether their feedback is factored in had only 18.1% say Yes, 40.2% No, 41.7% answered sometimes.

Inquiries on critical processes of implementation that the beneficiaries are involved in yielded the results summarized in table 4.11. 50% of respondents said they were involved in identifying or costing of projects, another 50% said that they have been involved in implementing the work on the ground, 53.8% of respondents agreed to be involved in utilizing CDF facilities like schools, public toilets and market places, 38.9% had been part of the monitoring and evaluation processes.

**Table 4.11 CDF Activities**

<table>
<thead>
<tr>
<th>Activity engaged in</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning (identifying a project, costing a project)</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Implementing (related work on the ground)</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Utilizing CDF facilities (Eg. School, public toilet, market place)</td>
<td>53.80%</td>
<td>46.20%</td>
</tr>
<tr>
<td>Monitoring and Evaluation (giving feedback through forms and surveys)</td>
<td>38.90%</td>
<td>61.90%</td>
</tr>
</tbody>
</table>
Influence of Monitoring and Evaluation on implementation of CDF projects

4.5.1 Correlation between M&E on implementation of CDF projects
Correlation analysis was conducted to test the association between monitoring and evaluation and implementation of CDF projects. Findings in the table below show that there is no significant correlation between monitoring and evaluation and implementation of CDF projects (r = 0.145, p-value 0.007)

Table 4.12: Correlation between Monitoring and Evaluation on implementation of CDF projects

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Implementation</th>
<th>Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation Implementation</td>
<td>1.000</td>
<td>.145</td>
</tr>
<tr>
<td>Pearson Correlation Monitoring</td>
<td>.145</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (1-tailed) Implementation</td>
<td>.</td>
<td>.007</td>
</tr>
<tr>
<td>Sig. (1-tailed) Monitoring</td>
<td>.007</td>
<td>.</td>
</tr>
<tr>
<td>N Implementation</td>
<td>285</td>
<td>285</td>
</tr>
<tr>
<td>N Monitoring</td>
<td>285</td>
<td>285</td>
</tr>
</tbody>
</table>

4.5.2 Regression Analysis Monitoring and Evaluation
The study sought to investigate the effect of Monitoring and Evaluation on the implementation of CDF projects findings as are seen in tables 4.13, 4.14 and 4.15

Table 4.13: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.145(^\text{a})</td>
<td>.021</td>
<td>.018</td>
<td>.41247</td>
</tr>
</tbody>
</table>

\(^\text{a}\) Predictors: (Constant), Monitoring

Table 4.14: ANOVA

<table>
<thead>
<tr>
<th>ANOVA(^\text{a})</th>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>1.033</td>
<td>6.071</td>
<td>.014(^\text{b})</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>48.146</td>
<td>283</td>
<td>.170</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>49.179</td>
<td>284</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The value of variance $R^2 = 0.21$, shows that 2.1% of implementation of projects is influenced by Monitoring and Evaluation. The values $F (1, 283) = 6.071$, $p$-value = 0.14, shows that stakeholder relationship is not a statistically significant predictor of implementation of CDF projects (i.e., the regression model is not a good fit of the data). The value of monitoring and evaluation is not statistically significant ($t=2.464$, $p$-value=0.14), showing it does not affect implementation of CDF projects. The regression model explaining the results in Table above is given by:

$$\text{Effective implementation} = 1.837 + 0.126 \times \text{monitoring & evaluation}$$

The model shows that stakeholder relationships positively affects the implementation of projects, i.e. a mean index increase in monitoring and evaluation increases the implementation of projects by a positive unit mean index value of 0.126.

4.6 Section D: Management training on CDF projects
The researcher sought to know if the CDF committee held CDF training sessions; 37.5% said Yes 62% responded No. Enquiries on Participation on trainings lead to 37.5% responding yes, 56.3% responded No, 6.3% gave no responses to this question. Members were also asked to identify the criteria used for selecting CDF officers 40% said they were aware of the criteria 60% were unaware. Possible criteria cited by the members included experience in handling projects, political goodwill, handpicking by the MP and Educational qualifications.
CDF officers were asked to share their experiences as concerning CDF trainings highlighting their experiences on a Likert Scale of 1-3 (Always, Sometimes, and Not At All) findings are as seen in table… bellow

Table 4.16: Importance of CDF trainings

<table>
<thead>
<tr>
<th>Factor</th>
<th>N</th>
<th>Mean</th>
<th>Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDF training s are treated with importance</td>
<td>16</td>
<td>2.63</td>
<td>1.088</td>
</tr>
<tr>
<td>CDF trainings are well attended</td>
<td>16</td>
<td>2.69</td>
<td>.946</td>
</tr>
<tr>
<td>Officials consider trainings important for enhancing skills and attitudes in managing the CDF kitty</td>
<td>16</td>
<td>2.56</td>
<td>1.209</td>
</tr>
<tr>
<td>Officials use CDF trainings to solve problems in the CDF kitty.</td>
<td>16</td>
<td>2.56</td>
<td>1.209</td>
</tr>
</tbody>
</table>

Most of the findings were inclined towards disagreement reading above 2.5. CDF trainings are treated with importance had a mean of 2.63, CDF trainings are well attended had a mean of 2.69. Officials consider trainings important for enhancing skills and attitudes in managing the CDF kitty had a mean of 2.56 and Officials use CDF trainings to solve problems in the CDF kitty had a mean 2.56.

4.6.1.1 CDF trainings
The researcher asked questions to check the officer’s level of satisfaction on CDF trainings scale 1-3 (1. Satisfactory, 2. Neutral, 3. Unsatisfactory).

Table 4.17 CDF Trainings

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDF trainings help improve problem solving skills</td>
<td>16</td>
<td>2.00</td>
<td>.966</td>
</tr>
<tr>
<td>CDF trainings provide insight on a better future for CDF</td>
<td>16</td>
<td>2.13</td>
<td>.957</td>
</tr>
<tr>
<td>CDF trainings open up members to being more adoptive to change</td>
<td>16</td>
<td>2.00</td>
<td>.966</td>
</tr>
<tr>
<td>CDF trainings provide clarity on each team players role</td>
<td>16</td>
<td>2.06</td>
<td>.929</td>
</tr>
<tr>
<td>CDF trainings enhance team skills</td>
<td>16</td>
<td>2.06</td>
<td>.998</td>
</tr>
<tr>
<td>CDF trainings help in enhancing creativity and innovation in handling</td>
<td>16</td>
<td>1.94</td>
<td>.929</td>
</tr>
<tr>
<td>CDF projects</td>
<td>16</td>
<td>2.06</td>
<td>.998</td>
</tr>
<tr>
<td>CDF trainings aid in coming to conclusions on better policies for the CDF kitty</td>
<td>16</td>
<td>2.06</td>
<td>.998</td>
</tr>
<tr>
<td>CDF trainings enhance more productivity</td>
<td>15</td>
<td>1.93</td>
<td>.884</td>
</tr>
<tr>
<td>CDF trainings educate members on better use of available resources</td>
<td>16</td>
<td>1.88</td>
<td>.885</td>
</tr>
<tr>
<td>Overall CDF trainings make us better managers of the CDF kitty</td>
<td>16</td>
<td>1.94</td>
<td>.929</td>
</tr>
</tbody>
</table>
Most of the Mean values reflected the officer’s inclination to agreement on the importance of trainings. CDF trainings help improve problem solving skills had a mean 2.0. CDF trainings provide insight on a better future for CDF was at mean 2.13. CDF trainings open up members to being more adoptive to change had mean 2.0. CDF trainings provide clarity on each team players role had mean 2.06. CDF trainings enhance team skills had mean 2.06. CDF trainings help in enhancing creativity and innovation in handling CDF projects was at mean 1.94. CDF trainings aid in coming to conclusions on better policies for the CDF kitty had mean 2.06. CDF trainings enhance more productivity mean 1.93. CDF trainings educate members on better use of available resources had mean 1.88. Overall CDF trainings make us better managers of the CDF kitty was at mean 1.94.

**Influence of Management training on CDF project implementation**

### 4.6.2 Correlation between implementation and management training

Correlation analysis was conducted to test the association between management training and implementation of CDF projects. Findings in the table below show that there is no significant correlation between management training and implementation of CDF projects ($r = -0.332$, p-value 0.104)

**Table 4.18 Correlation between implementation and management training**

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Implementation</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>Implementation</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Management</td>
<td>-0.332</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>Implementation</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>Management</td>
<td>.104</td>
</tr>
<tr>
<td>N</td>
<td>Implementation</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Management</td>
<td>16</td>
</tr>
</tbody>
</table>

### 4.6.3 Regression Analysis Management training

The study sought to investigate the effect of management training on the implementation of CDF projects findings are as seen in tables 4.20, 4.21 and 4.22.
Table 4.19: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.332&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.110</td>
<td>.047</td>
<td>.53041</td>
</tr>
</tbody>
</table>

<sup>a</sup> Predictors: (Constant), Management

Table 4.20: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.489</td>
<td>1</td>
<td>.489</td>
<td>1.737</td>
<td>.209&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>3.939</td>
<td>14</td>
<td>.281</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4.427</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<sup>a</sup> Dependent Variable: Implementation

<sup>b</sup> Predictors: (Constant), Management

Table 4.21: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.419</td>
<td>.328</td>
</tr>
<tr>
<td>Management</td>
<td>.200</td>
<td>.152</td>
<td>.332</td>
</tr>
</tbody>
</table>

<sup>a</sup> Dependent Variable: Implementation

The value of variance $R^2 = 0.11$, shows that 11% of implementation of projects is influenced by management training. The values $F (1, 14) = 1.737, p$-value $= 0.209$, shows that management training is not a statistically significant predictor of implementation of CDF projects (i.e., the regression model is not a good fit of the data). The value of management training is not statistically significant ($t=1.318$, $p$-value$=0.209$), showing it does not affect implementation of CDF projects. The regression model explaining the results in Table above table is given by:

$$\text{Effective implementation} = 2.419 + 0.2 \times \text{Management training}$$
The model shows that management training positively affects the implementation of projects, i.e. a mean index increase in management training increases the implementation of projects by a positive unit mean index value of 0.2.

4.7 Section E: CDF project planning
4.7.1 Participation in project planning
CDF officers were asked to state whether they have project planning meetings, 43.7% said that they normally hold meetings and 56.3% disagreed to ever holding meetings. CDF officers were also asked to mention some of the activities they engage in as CDF officials as in table 4.22 below.

Table 4.22: Participation in project planning

<table>
<thead>
<tr>
<th>Activity</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic meetings</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>Project planning meetings</td>
<td>31.30%</td>
<td>68.70%</td>
</tr>
<tr>
<td>Project implementation meetings</td>
<td>31.30%</td>
<td>68.70%</td>
</tr>
<tr>
<td>Project monitoring and evaluation</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Twenty five percent said that they participate in strategic meetings, 31.3% said that they participate in project planning, 31.3% participate in project implementation meetings. 50% participate in the monitoring and evaluation processes.

4.7.2 Benefits of project planning
Questioning on the benefits project team meetings had most of the officers agree to the benefits of the meetings.
Table 4.23 Benefits of project planning

<table>
<thead>
<tr>
<th>Benefits of project team meetings</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help select the most appropriate project to fit the needs of the constituency</td>
<td>16</td>
<td>2.00</td>
<td>1.211</td>
</tr>
<tr>
<td>Helps come up with a good implementation plan</td>
<td>16</td>
<td>2.13</td>
<td>1.258</td>
</tr>
<tr>
<td>Allows all stakeholders an opportunity to share their views on CDF projects</td>
<td>16</td>
<td>2.25</td>
<td>1.183</td>
</tr>
<tr>
<td>Helps in dealing with corruption cases</td>
<td>15</td>
<td>2.40</td>
<td>1.121</td>
</tr>
<tr>
<td>Helps minimize losses in time and resources due to better planning</td>
<td>16</td>
<td>2.31</td>
<td>1.138</td>
</tr>
<tr>
<td>Facilitate better prioritizing of projects</td>
<td>16</td>
<td>2.19</td>
<td>.981</td>
</tr>
<tr>
<td>Reduces time lost in bureaucracy</td>
<td>16</td>
<td>2.13</td>
<td>1.088</td>
</tr>
</tbody>
</table>

The variable helps to select the most appropriate project to fit the needs of the constituency had a mean 2.00. Helps come up with a good implementation plan had mean 2.13. Allows all stakeholders an opportunity to share their views on CDF projects 2.15. Helps in dealing with corruption cases was at mean 2.40. Helps minimize losses in time and resources due to better planning had mean 2.31. The variable facilitates better prioritizing of projects had a 2.19 mean and reduces time lost in bureaucracy 2.13.

4.8 Completion of projects.
CDF officers were asked to state whether projects are completed on time. Fig 4.10 bellow. Twelve percent said that projects are completed on time 38% said that projects are not completed on time and 50% said that projects are sometimes completed in time and sometimes delayed.
Fig 4.8: Completion of projects

Respondents were asked to state some of the factors affecting timely implementation of CDF projects. 25% attributed hitches to the lack of a good plan, 37.5% said it was an issue of insufficient resources, and 31.3% said they were affected by poor implementation strategies.

Table 4.24: Completion of projects.

<table>
<thead>
<tr>
<th>Problem</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of a good plan</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>lack of resources</td>
<td>37.50%</td>
<td>62.50%</td>
</tr>
<tr>
<td>Unviable projects</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Poor implementation strategy</td>
<td>31.30%</td>
<td>68.70%</td>
</tr>
</tbody>
</table>

Fig 4.10: Statistics on completion of projects.

The respondents highlighted various factors hampering timely completion of projects, including lack of a good plan, lack of necessary resources, and poor implementation strategies. Other challenges sighted include dissatisfaction from the public as a result of increased demand by the public for government services. A lack of proper monitoring and evaluation capacity, public servants having an entrepreneurial attitude towards the projects, heavy political interference, and challenges surrounding purchasing and supply management. Respondents also sighted the issue of sluggish contractors and bribery where companies and individuals who have garnered contracts are expected to give back and theytherefor have to strain their costs to facilitate
corruption. Natural environmental factors like water scarcity is also said to play a major role in interfering with the smooth running of projects, poor planning on working dates coupled up with delay of funds disbursement from central government contribute to delays. Differences between members of the committee were also highlighted as a major course for delays.

4.8.1 Budgeting of projects
Respondents were asked to state weather projects were completed within budget, 14% said yes and 86% said No. these findings are summarized in chart 4.11 herein.

![Fig 4.9: statistics on whether projects are completed within the budget](image)

The CDF officials were asked to identify reasons for their failure to accomplish projects within the stipulated budget 12.5% said it was due to under budgeting on the end of the officials’, 43.7% attributed the disharmony to poor planning and 37.5% said it was as a result of lack of sufficient finances. See table 4.25 Bellow

Other reasons given were poor time management skills, introduction of unnecessary resource requirements that interfere with the previously agreed upon budget, inflation which leads to higher prices on resources from previous estimates, poor financial and resource management leading to wastage. Poor workmanship that leads to repeating of projects also came out as a primary source of wastage, hostile community members that destroy projects causing wastage.
Table 4.25: Challenges of budget planning

<table>
<thead>
<tr>
<th>Reason for not working within the budget</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under budgeting</td>
<td>12.50%</td>
<td>87.50%</td>
</tr>
<tr>
<td>Poor planning</td>
<td>43.70%</td>
<td>56.30%</td>
</tr>
<tr>
<td>No money</td>
<td>37.50%</td>
<td>62.50%</td>
</tr>
</tbody>
</table>

Respondents were asked to state whether the constituency had strategic planning meetings, 50% said that they have strategic meetings and the other 50% said that they do not have strategic planning meetings. 50% also acknowledged the importance of the meetings and the other 50% said that the meetings were not important.

4.8.2 Achievements of CDF Strategic Meetings

Respondents were asked to state their level of agreement as concerning the achievements of CDF strategic meetings on a scale of 1-2 (1.Large extent 2.Small Extent No extent at all). The findings are summarized in table 4.26 bellow

Table 4.26: Achievements of CDF Strategic Meetings

<table>
<thead>
<tr>
<th>Achievements of strategic meetings</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helps in prioritizing projects</td>
<td>16</td>
<td>1.88</td>
<td>.806</td>
</tr>
<tr>
<td>Facilitate reasonable allocation of resources</td>
<td>16</td>
<td>1.81</td>
<td>.750</td>
</tr>
<tr>
<td>Helps in setting out a practical vision for the constituency.</td>
<td>16</td>
<td>1.88</td>
<td>.806</td>
</tr>
<tr>
<td>Equips leaders to think and act strategically</td>
<td>16</td>
<td>1.88</td>
<td>.806</td>
</tr>
<tr>
<td>Sets the tone of values to be upheld through project planning and</td>
<td>16</td>
<td>1.88</td>
<td>.806</td>
</tr>
<tr>
<td>implementation processes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helps in identifying the right people to engage in projects</td>
<td>16</td>
<td>1.81</td>
<td>.834</td>
</tr>
<tr>
<td>Helps in time management</td>
<td>16</td>
<td>1.75</td>
<td>.683</td>
</tr>
<tr>
<td>Cubs corruption</td>
<td>16</td>
<td>1.81</td>
<td>.655</td>
</tr>
<tr>
<td>Aids in enhancing better time management</td>
<td>15</td>
<td>1.73</td>
<td>.704</td>
</tr>
<tr>
<td>Helps ensure maximum resource use at the local level</td>
<td>16</td>
<td>1.88</td>
<td>.619</td>
</tr>
<tr>
<td>Helps to enhance professionalism in handling CDF maters</td>
<td>16</td>
<td>1.88</td>
<td>.806</td>
</tr>
<tr>
<td>Helps in need assessment at the constituency level</td>
<td>16</td>
<td>2.06</td>
<td>.680</td>
</tr>
<tr>
<td>Facilitate better allocation of funds</td>
<td>16</td>
<td>2.00</td>
<td>.730</td>
</tr>
<tr>
<td>Helps engage the community</td>
<td>16</td>
<td>2.00</td>
<td>.894</td>
</tr>
<tr>
<td>We develop working policies and regulations in these meetings</td>
<td>16</td>
<td>1.88</td>
<td>.885</td>
</tr>
</tbody>
</table>

The variable helps in prioritizing projects had mean 1.88. Facilitate reasonable allocation of resources1.81. Helps in setting out a practical vision for the constituency 1.88. Equips leaders to
think and act strategically 1.88. Sets the tone of values to be upheld through project planning and implementation processes 1.88. Helps in identifying the right people to engage in projects 1.81. Helps in time management 1.75. Reduce and stop corruption 1.81. Aids in enhancing better time management 1.73. Helps ensure maximum resource use at the local level 1.88. Helps to enhance professionalism in handling CDF matters had a mean of 1.88. Helps in need assessment at the constituency level 2.06. Facilitate better allocation of funds 2.0. Helps engage the community 2.0. We develop working policies and regulations in these meetings 1.88

4.8.3 Correlation Analysis Influence of CDF project planning on implementation of CDF projects

Correlation analysis was conducted to test the association between project planning and implementation of CDF projects. Findings in the table below show that there is a moderate significant correlation between project planning and implementation of CDF projects (r = -0.004, p-value 0.494)

Table 4.27: Correlation Influence of CDF project planning on implementation of CDF projects

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Implementation</th>
<th>Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>Implementation</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Planning</td>
<td>-0.004</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>Implementation</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>Planning</td>
<td>.494</td>
</tr>
<tr>
<td>N</td>
<td>Implementation</td>
<td>16</td>
</tr>
<tr>
<td>Planning</td>
<td>16</td>
<td>16</td>
</tr>
</tbody>
</table>

4.8.4 Regression Analysis Project planning

The study sought to investigate the effect of stakeholder relationship on the implementation of CDF projects findings are as seen in tables 4.29, 4.30 and 4.31

Table 4.29: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.004a</td>
<td>.000</td>
<td>-.071</td>
<td>.56233</td>
</tr>
</tbody>
</table>
The value of variance $R^2 = 0.0$, shows that 29.5% of implementation of projects is not influenced by project planning. The values $F (1, 14) = 0.0$, $p$-value = 0.209, shows that project planning is not a statistically significant predictor of implementation of CDF projects (i.e., the regression model is not a good fit of the data). The value of project planning is not statistically significant ($t=0.016., p$-value=$0.988$), showing it does not affect implementation of CDF projects. The regression model explaining the results in Table above table is given by:

$$\text{Effective implementation} = 2.03 + 0.004 \times \text{Project planning}$$

The model shows that project planning positively affects the implementation of projects, i.e. a mean index increase in project planning decreases the implementation of projects by a positive unit mean index value of 0.004.
discussing the general findings related to the study including respondent’s gender, education, and time of membership in constituency and basic knowledge on the objectives being studied. The researcher then moves into analyzing the specific objectives of the study using the select variables of each objective. The first objective studied is stakeholder involvement relationship to effective implementation of CDF projects, M&E relationship to effective implementation of CDF projects, Management training relationship to effective implementation of CDF projects and finally project planning relationship to effective implementation of CDF projects. The analysis tools used were descriptive statistics including means and standard deviations. Correlation and regression analysis were also used. This analysis is summarized and concluded in the next chapter; chapter 5.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction
This chapter discusses the summaries conclusions and findings of the data analysis as obtained in the fourth chapter of this document. The chapter first provides a summary of the findings in chapter four with reference to the structures provided in the research methodology before discussing the summaries and conclusions obtained from the specific objectives. The chapter winds up the study by providing recommendations for future studies in line with the subject.

5.2 Summary
The primary purpose of this study was to determine the factors influencing the implementation of CDF projects with specific focus on Balambala constituency in Garissa Kenya. The study was steered by the following specific objectives. How stakeholder relationships influences effective implementation of CDF projects. How monitoring and evaluation influences effective implementation of CDF projects. How management training impacts on the implementation of CDF projects and how CDF project planning impacts on the effective implementation of CDF projects. The study relied on convenience simple random sampling method in identifying participant respondents for this research. A sample of 398 respondents from Balambala constituency were selected to participate from a larger population of 93,029 constituents, 378 were ordinary citizens and 20 were CDF officers of the Kitty. There was an 81.1% response rate; 323 questionnaires were filled and duly returned, 307 from constituents and 16 from the CDF officials. The responses were sufficient for developing a conclusive study. The study utilized descriptive research design methodology incorporating the use of means and standard deviation to analyze the data. Correlation and regression analysis were used in verifying the relationship between variables of stakeholder involvement, monitoring and evaluation, Management training and project planning in comparison to effective implementation of CDF projects.

The gender of the beneficiary respondents was fairly well spread hence not affecting the data, that of the CDF officers reflected a considerable gender disparity gap of 7 percent which could affect the outcome of the analysis. Although most of the respondents were well educated to the college level; over 50% nearly 50% respondents were ill-educated with a good number only making it to the secondary level, a few to primary level and a small percentage having no
education at all. Most of the beneficiary respondents had been constituents for between 1 and 20 years with a few others having over 30 years as members of the constituency. The CDF officers all recorded above 3 years in leadership in the constituency also making the fit candidates for fulfilling the objectives of the research. Both the beneficiaries and CDF officers know about the CDF kitty, 83% and were able to identify some of the projects completed in the constituency through the CDF fund including; water piping, storage tanks, public toilets, construction and renovation of schools and development of a community hall to advance the talents of the constituents.

Descriptive statistics on first objective on the effect of stakeholder involvement in effective implementation of CDF most of the respondents were seen to not be involved in the implementation of CDF with only a quarter accepting participation, other respondents shunned involving themselves actively on the basis of their contribution not being taken to account and corruption reigning in the committee. Correlation analysis showed that there was no significant relationship between stakeholder involvement and effective implementation. Regression analysis showed that stakeholder involvement was a statistical predictor of effectiveness.

The objective monitoring and evaluation showed that most of the respondents agreed on the importance of M&E. findings however reveal that an average of less than half of the beneficiaries engage in the M&E. Regression analysis showed that M&E is not a statistically significant predictor of implementation of CDF projects.

Findings on management trainings showed varied responses with only 37.5% officers agreeing to the committee actually holding trainings. 62.5% were unaware of any meetings. Training meetings though considered important are ill attended for a general lack of knowledge of them. There was no significant correlation between trainings and implementation and regression analysis showed that the objective was not a statistically significant predictor of implementation effectiveness.

5.3 Discussion
5.3.1 Influence of stakeholder involvement in the effective implementation of CDF projects
Correlation analysis testing the association between stakeholder involvement and implementation of CDF projects showed that there was a weak insignificant positive correlation
between stakeholder involvement and implementation of CDF projects. Further regression analysis showed stakeholder relationship is a statistically significant predictor of implementation of CDF projects. The value of stakeholder relationships is seen to be statistically significant in that stakeholder relationships positively affect the implementation of CDF projects whereby a mean index increase in stakeholder relationship leads to an increases the implementation of projects by a positive unit mean index value of 0.568.

The literature review studies on trends in CDF projects, it was observed that beneficiary communities were not sufficiently involved in the management of CDF projects funds creating room for lope holes in management that affected the performance of CDF projects financially and eventual project results. Lack of stakeholder involvement was seen to have led to several cases of incomplete, substandard quality, irrelevant projects in various constituencies in the country (Davidson, 2009). A similar pattern was observed in Balambala constituency where under one third of beneficiaries participated in CDF projects. The beneficiaries did not even know the designate CDF principles. The only principle who seemed to be fairly popular was the member of parliament of Balambala. Only about one third of the respondents were familiar to the role played by the DDO and DA whose roles as seen from the literature review are these. The District Development Officer (DDO) is the representative development officer functioning under the Ministry of Planning and National Development. The DDO issues the Authority to Incur Expenditure (AIE). Another support personnel of the CDF kitty is the District Accountant who is mandated to sign all CDF cheques (Government of Kenya 2015).

Although the CDF Act of 2003 revised in 2007 mandates that meetings and forums be held for project selection and identified projects then submitted to the CDTC prior to transmission for funding (Kerote 2007), the CDF principles of Balambala seem to have not created a friendly platform for the participation of stakeholders to share in the vision. Stake holder involvement was seen in previous studies to be critical for assessment of needs as achieved from informed group discussions and helps stakeholders clarify the magnitude of the problems lay down and deliberations made in line with the resources available (Kerote 2007). The members of each constituency are hence accorded the right to be active through the implementation processes of these projects. The constituents are also expected to monitor the projects and see to it that objectives of each project are met and resources allocated are rightly distributed and used appropriately whilst the aspect of time is adhered to (CDF National Management Committee,
2004). Few beneficiaries had knowledge on CDF implementation process which should be communicated by the principles. As seen in the literature review, The Minister in charge is authorized to make regulations and needful amendments to facilitate the smooth running of the CDF kitty and involvement of constituents. The minister is however held accountable by parliament to whom she/he must report amendments to for approval before implementing the changes (Government of Kenya 2015). M& E Passia, (2004) and Gyorkos, (2003) note that project planners ought to incorporate a well-defined monitoring and evaluation strategy within the overall project plan. The monitoring and evaluation plan should include activities to be carried out to get feedback, people to be involved in carrying out these activities, frequency of carrying out the activities, budget expectations for activities and specific insights expected to be achieved from the monitoring and evaluation feedback. Evaluation is resourceful in building knowledge and enhancing favorable implementation. Ex-post evaluation is useful in impact assessment (Jody and Ray 2004).

5.3.2 Influence of M&E in the effective implementation of CDF projects
Descriptive analysis shows that a majority of the members agree on the importance of monitoring and evaluation in implementation of CDF projects. Further analysis also shoes that there is lack of knowledge and little opportunity to give feedback which only half of the beneficiaries actually take advantage of the opportunity to give feedback on the performance of projects. Several beneficiaries were seen to be unaware of the M&E processes. Regression analysis showed that stakeholder relationship is not a statistically significant predictor of implementation of CDF projects. The model further shows that stakeholder relationships positively affect the implementation of projects, such that a mean index increase in monitoring and evaluation increases the implementation of projects by a positive unit mean index value of 0.126.

Passia, (2004) and Gyorkos, (2003) in previous studies note that project planners ought to incorporate a well-defined monitoring and evaluation strategy within the overall project plan. The monitoring and evaluation plan should include activities to be carried out to get feedback, people to be involved in carrying out these activities, frequency of carrying out the activities, budget expectations for activities and specific insight expected to be achieved from the monitoring and evaluation feedback. The findings from Balamabala showed that little to no
effort has been made to put in place proper M&E structures hence weakening this segment of CDF project implementation. The lack of proper M&E structures was also seen to be a recurring problem that emanates from the Ministry of Planning and National Development that constituency CDF principals are also seen to lack the will to address as featured in the literature review. In 2005, the Ministry of Planning and National Development commissioned work on the design of a suitable framework for conducting Monitoring and Evaluation (M&E) in the National Development Programme. Designing of the programme was a collective effort involving the government, Civil Society, private sector, and the Republic of Kenya of M and E (2005). Although this M &E framework was proposed it is yet to be fully operational and there remains a daunting need for CDF to develop a participatory M&E component in its project management component. Findings also showed that only 0.22 respondent’s considered the feedback process important. Failure to see the importance was as a result of their feedback not being taken seriously and hardly taken into account during implementation by the CDF principals.

The analysis also showed that constituency CDF bodies are managed by the Ministry’s CDFC body. As seen in the literature review, CDFC then has power to manage monitoring and evaluation within the CDFC projects, which is self-regulation and is wrong. It also allows the unfaithful CDFC not to institute monitoring and evaluation to some projects they either have interest in or have interest of hiding something. CDF management usually involves members of a constituency, failure to involve all relevant stakeholders in a constituency creates loopholes for corruption in the planning in through the planning and implementation processes (Nyaguthii, & Oyugi, 2013).

Great concern has arisen concerning the organization and management structures of CDF programs which have been seen to be heavily political. Constituents of Balambala were discouraged from participating in the highly political CDF processes and many who were willing to participate claimed that their opportunity to participate was dependent on the decision of the MP who make nearly all decisions concerning CDF unchecked. Previous studies agree with this findings showing that Members of parliament are at the helm of control of these kitty right from formulation of the project, disbursement of finances and even dictate participants through the monitoring and evaluation process. Politicians have the power to decide who is to be given control of a project, and dictate the actions of stakeholders robbing them of the independence to
work efficiently, they conspire in deciding which places to develop and which areas to ignore in a constituency based on the political mileage they can get from these places rather than genuine need.

5.3.3 Influence of Management training in the effective implementation of CDF projects

The study realized a lot of negative responses as concerning the handling of CDF trainings. Variables including, CDF trainings are treated with importance, CDF trainings are well attended, Officials consider trainings important for enhancing skills and attitudes in managing the CDF kitty and Officials use CDF trainings to solve problems in the CDF kitty were tested on Likert scale of 1-3 Always, Sometimes, and Not At All and most of the responses were in between sometimes and not at all with an average mean of 2.58. Although the regression analysis shows that management training is not a statistically significant predictor of implementation of CDF projects, The model shows that management training positively affects the implementation of projects, such that a mean index increase in management training increases the implementation of projects by a positive unit mean index value of 0.2.

Although the trainings were not treated with the importance they deserved due to lack of knowledge on available training sessions among the officials, all the officers were in agreement on the value of training in enhancing their skills, making them better problem solvers, making them more dynamic, receptive to change and overall better managers. The variables tested include: CDF trainings help improve problem solving skills had a mean, CDF trainings provide insight on a better future for CDF was at mean, CDF trainings open up members to being more adoptive to change, trainings provide clarity on each team players role had mean, trainings enhance team skills had mean, trainings help in enhancing creativity and innovation in handling CDF projects was at mean, trainings aid in coming to conclusions on better policies for the CDF kitty had mean, trainings enhance more productivity mean, trainings educate members on better use of available resources had mean, trainings make us better managers.

The importance of CDF trainings in enhancing problem solving skills was expressed in the literature review where, Education and training are viewed as aspects of life that mould behavior of individuals into desired state; impart skills and knowledge for solving emerging problems and
offer opportunities for innovation and creativity necessary in addressing future challenges (Zawadi 2005).

Previous studies also show that training provides insight on professionalism in the project work. Good training helps members move from ignorance and guess work to making calculated decisions and choices (Kerzner, 2013). Kenzer (2013) also says that project teams should also be trained in management to avoid mediocrity. Ease in adoption to change is also seen as an effective result of training. Oshwal (2002) insists that the modern business world can only be understood by learned entrepreneurs who possess the skills and knowledge required to keep pace with changes of globalization, Jack (2009) observes that since environment has become too complex to predict the changes that are likely to occur in future, it is no longer business as usual and project managers must strive to remain awake in a pro-active manner to be able to deal with any force that may threaten their operations.

CDF trainings help provide clarity on each team players role which builds on the quality of the team interactions, a factor which was well appreciated by the CDF officers. Human resource on the project should be given clear job allocation and designation befitting their expertise, if they are inadequate then training for the requisite skills should arranged. For projects with staff that are sent out in this field to carry out projects activities on their own (Ramesh, 2007). CDF trainings enhance productivity. According to Jarya (2007), training and education offer the greatest asset to an enterprise. Investing in human capital with the request skills and knowledge prove a worthy undertaking because workers with a wealth of knowledge make resources more productive.

5.3.4 Influence of CDF project planning in the effective implementation of CDF projects

The issue on whether CDF officials of Balambala constituency actually engage in planning remains relatively unclear since 56.3% of the officials disagreed to ever holding CDF planning meetings. Several variables were however tested to find out the benefits of project planning meetings on a scale of 1-3 (Large extent, small extend and not at all). Most of the responses were positive towards agreement on the benefits of project planning to implementation. Correlation analysis on the association between project planning and implementation showed a moderate significant correlation between project planning and implementation of CDF projects.
Regression analysis showed that project planning was not a statistically significant predictor of implementation of CDF projects. Showing it does not essentially affect implementation of CDF projects. The model equation however shows that project planning positively affects the implementation of projects, such that a mean index increase in project planning decreases the implementation of projects by a positive unit mean index value of 0.004.

Some of the variables tested include prioritizing projects, facilitates reasonable allocation of resources, helps in setting out a practical vision for the constituency, equips leaders to think and act strategically, sets the tone of values to be upheld through project planning and implementation processes, helps in identifying the right people to engage in projects, helps in time management, reduce and stop corruption, aids in enhancing better time management, ensure maximum resource use at the local level, helps to enhance professionalism in handling, helps in need assessment at the constituency level, facilitate better allocation of funds, helps engage the community and helps in developing working policies and regulations in these meetings.

From the literature review, it was established that the key agenda of the Project Planning Phase is to define the scope and approach that a project will take. In this stage resources needed are predetermined and clear plans and goals are lay down to ascertain the success of the project. It is at this stage that a blue print is developed which acts as a reminder through the implementation processes. The plan is drawn out at the preliminary stages of the Project Team Meetings (Giezen, 2012). These facts resonate with our findings

Thompson and Strickland (1997) verify that the implementation stages of project management entails conversion of the plan into an actual project. While the implementation process appears more concrete and visible to the public and impacts directly on an organizations structure, failures in implementation point straight back to a faulty planning process. How the planning is executed determines the failure or eventual success of a project. It is at this stage that two determinations are reached. Planning aids in assessing whether proceeding to develop a project is truly worthwhile before implementation can begin. Planning also gives the project team a platform to explore and discuss various viable alternatives on what will be the best options on projects to carry to the implementation stage minimizing error. It is therefore a resourceful stage in carrying out a feasibility study for a project. Measurements of the success of a project are also determined at this stage (Giezen, 2012). As it is in agreement with the findings, Planning helps in
prioritizing projects, equips leaders to think and act strategically and sets the tone of values to be upheld through project planning and implementation processes.

Economy maximization is a core value in procurement, whether local, regional or international (Section 2 of PPDA 2005). There have been cases of Millions of funds meant for development programmes being misappropriated, (Siringi, 2010). Proper planning facilitates better allocation of resources minimizing on wastage and ensuring maximum use of resources. According to Schilder (1997), a strategic plan should reflect views expressed by all those involved in the processes. Making it easier to adopted plans included all those interested in select projects and process.

5.4 Conclusions

5.4.1 Influence of stakeholder involvement in the effective implementation of CDF projects

Correlation analysis on the association between stakeholder involvement and implementation of CDF projects showed that there was a weak insignificant positive correlation between stakeholder involvement and implementation of CDF projects. Further regression analysis showed stakeholder relationship is a statistically significant predictor of implementation of CDF projects. The value of stakeholder relationships is seen to be statistically significant in positively affecting implementation such that a mean index increase in stakeholder relationship leads to an increases the implementation of projects by a positive unit mean index value of 0.568. Although the aspect of stakeholder relationships in CDF implementation has been largely stifled in the area sampled, respondent’s perceptions of the effect of stakeholder involvement in projects reflected consistent agreement towards the involvement of stakeholders having the capacity to positively impact on projects.

5.4.2 Influence of M&E in the effective implementation of CDF projects

Regression analysis showed that stakeholder relationship is not a statistically significant predictor of implementation of CDF projects. The model however shows that stakeholder relationships positively affect the implementation of projects, such that a mean index increase in monitoring and evaluation increases the implementation of projects by a positive unit mean index of 0.126. Like The scope of monitoring and evaluation in the CDF kitty is yet to be defined in the area but analysis on specific variables shows that a majority of the members agree that monitoring and evaluation causes considerable effect on the implementation of CDF projects.
Respondents cited some of the challenges they are experiencing from the kitty to the unchecked CDF body.

5.4.3 Influence of Management training in the effective implementation of CDF projects
Regression analysis shows that management training is not a statistically significant predictor of implementation of CDF projects. The model shows that management training positively affects the implementation of projects, such that a mean index increase in management training increases the implementation of projects by a positive unit mean index value of 0.2. It was also clear from the study that little to no effort may be going into CDF trainings since respondents gave a wide range of views on whether CDF actually existed with only one quarter of respondents consenting to its existence. There was also positive feedback on respondent’s perceptions on the value of trainings in enhancing implementation of CDF projects. All variables tested reflected a level of agreement as concerning the benefits.

5.4.4 Influence of CDF project planning in the effective implementation of CDF projects
Correlation analysis on the association between project planning and implementation showed a moderate significant correlation between project planning and implementation of CDF projects. Regression analysis showed that project planning was not a statistically significant predictor of implementation of CDF projects. Showing it does not essentially affect implementation of CDF projects. The model equation however shows that project planning positively affects the implementation of projects, such that a mean index increase in project planning increases the implementation of projects by a positive unit mean index value of 0.004. Respondents remarked the various benefits of engaging in proper planning prior to the actual implementation of CDF projects. The concept of project planning like all the objectives assessed in the constituency was ill practiced and the findings my hence not reflect the ideal situation.

5.5 Recommendations
5.5.1 Suggestions for improvement
5.5.1.1 Influence of stakeholder involvement in the effective implementation of CDF projects
CDF officials need to exercise more prudence in ensuring an all-inclusive effort in engaging stakeholders in implementation processes of CDF projects. Much more effort needs to go into
assessing developments in stakeholder involvement and laying down the right structures for the participation of stakeholders.

5.5.1.2 Influence of M&E in the effective implementation of CDF projects
The process of creating the right structures for M&E of CDF project implementation needs to be hastened since it will add value in understanding and determining the needs of the constituents. Knowing that it has a positive relationship to implementation means that constituency’s need to take seriously the need to create reliable structures to improve their processes.

5.5.1.3 Influence of Management training in the effective implementation of CDF projects
More effort ought to be invested in management training in order to study its effect on the CDF Kitty. Better structures need to be laid out concerning CDF trainings.

5.5.1.4 Influence of CDF project planning in the effective implementation of CDF projects
The CDF Kitty needs to engage more actively in creating the right structures for project planning and monitoring its influence on implementation since the two variables seem to be significantly related.

5.5.2 Recommendations for further research
A similar study on factors influencing implementation of CDF needs to be done in an environment where the factors used in this study have been actively practiced for a period of time in order to ascertain the validity of the findings obtained in this research. Different models besides regression could also be used on similar studies to get an in-depth understanding of the relationships between the variables being studied.
REFERENCE


Kemp S, (2.0.05). *Ultimate Guide to Project Management for Business Management*. Wisconsin, Canada: CWL Publishing Enterprise, Inc,


Ministry of Finance Kenya (2006). *Circular on implementation of CDF Projects*. [AGI16/06/vol/viii(2)]


APPENDIX I: QUESTIONAIRE FOR CDF BENEFICIARIES

INTRODUCTION

I am a student from United States international university. I am currently
studying Master of Business Administration majoring in finance. 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 [-Y]

QUESTIONAIRE FOR CDF BENEFICIARIES

SECTION A: Personal Profile

1. Gender
   Male [ ] Female ( ]

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

3. Highest level of Education
   Primary [ ] Secondary [ ] College/University [ ] None [ ]

SECTION B: Personal views on CDF

4. How long have you been a member of Balambala Constituency?
   1- 10 years [ ] 10-20 years [ ] 30-40 years [ ] More than 40 years [ ]

5. Do you know about Constituency Development Fund?
6. If yes above, do you know of any projects that have been accomplished through the CDF fund?

Yes [ ] No [ ]

b. How many projects have you seen started in your organization by CDF?

0-2[ ] 3-6[ ] 6-10[ ] More than 10 [ ] None [ ]

c. Name some projects you know that have been done from the CDF kitty

7. Do you know the current principals in charge of CDF in your constituency? (Please tick the ones you know)

- The member of parliament [ ]
- The District Development officer [ ]
- The district accountant [ ]

Do you understand the roles of these principals?

Yes [ ] No [ ] Somewhat [ ]

SECTION B: Stakeholder involvement in CDF projects

8. Do you participate in CDF projects?

Yes [ ] No [ ]

9. If No why?

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10. If yes, how often do you participate in CDF projects?

Very often [ ]  Often [ ]  Sometimes [ ]  Rarely [ ]  Very rarely [ ]

11. To what extent do you understand the processes involved in the implementation of CDF projects?

Very well [ ]  Well [ ]  Slightly well [ ]  Not at all [ ]

12. Please tick (✓) bellow appropriately, the extent to which you participate in the following activities related to CDF

<table>
<thead>
<tr>
<th>Activity</th>
<th>All the time</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement and Tendering</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identification of projects</td>
<td></td>
<td></td>
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<tr>
<td>CDF project team discussions</td>
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<td></td>
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<tr>
<td>CDF community forums and discussions</td>
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<tr>
<td>Budgeting/ Costing of CDF projects</td>
<td></td>
<td></td>
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<tr>
<td>Implementation of CDF projects</td>
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<tr>
<td>Employment in CDF projects</td>
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<tr>
<td>Monitoring and evaluation of CDF</td>
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<tr>
<td>Benefited from funding</td>
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</table>

Other........................................................................................................

Explain how........................................................................................................
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Comments on your experience on involvement in CDF

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SECTION C: Monitoring and Evaluation

13. Are you aware of the process involved in implementing a CDF project in your constituency?

Yes [ ] No [ ]

Kindly tick the processes you are involved in.

I. Planning (identifying project, costing project etc.)

II. Implementing (related to work on the ground)

III. Utilizing CDF facilities (E.g. School, Public toilet, Market place)

IV. Monitoring and evaluation (feedback; through forums, surveys etc.)

14. Are you aware of how contract sourcing of CDF projects is done?

Yes [ ] No [ ]

a. How is sourcing done through tendering or local bidding?

   Explain how

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

b. Is sourcing done fairly?

   Please explain your answer
15. Does your Constituency have a feedback process to Evaluate the CDF activities?

Yes [ ]    No [ ]    I don’t Know [ ]

16. a. Do you participate in CDF feedback Processes?

Yes [ ]    No [ ]

b. How often do you participate in the feedback programs?

Always [ ]    Sometimes [ ]    Never [ ]

c. Do you think feedback programs on CDF are important?

Yes [ ]    No [ ]

Give a reason for your answer?

d. In your own assessment, do you think the feedback given by the community is factored in during future project implementations?

Yes [ ]    No [ ]    Sometimes [ ]

Explain your answer

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e. Do you discuss community feedback results with the entrusted CDF committee?

Yes [ ]    No [ ]
17. Please rate the extent to which you agree with the following statements. On factors concerning implementation of CDF.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Large extent</th>
<th>Small extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Politics interferes with the success of CDF</td>
<td></td>
<td></td>
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<tr>
<td>CDF projects are handled transparently</td>
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<tr>
<td>CDF funds are well managed</td>
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<td></td>
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<tr>
<td>The quality of work done by CDF is good</td>
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<tr>
<td>CDF is accomplishing its role in our constituent</td>
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<tr>
<td>CDF has been responsive to the challenges of the community</td>
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<tr>
<td>CDF projects are selected based on pressing needs of the community.</td>
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<tr>
<td>CDF projects are useful to the community</td>
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<tr>
<td>CDF projects are satisfactory</td>
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<tr>
<td>Implementation speed of CDF projects is good</td>
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<tr>
<td>I understand the process of project identification and implementation well</td>
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<tr>
<td>The community is involved in CDF processes</td>
<td></td>
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<tr>
<td>The opinion of constituents is sought in electing the CDF committee</td>
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</tbody>
</table>

18. Kindly list any challenges you experience as a community in implementation of CDF
APPENDIX II: QUESTIONNAIRE FOR THE CDF OFFICERS
INTRODUCTION

I am a student from United States international university I am currently studying Master of Business Administration majoring in finance. 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: General information

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 CDF Balambala constituency

   1 – 3 Years [ ] 4 - 6 years [ ] 7 years and above [ ]

5. How many projects were completed in the last two years in your organization?

   None [ ] Less than 5 [ ] Between 5-10 [ ] Between 10-15 [ ] Between 15-20 [ ] Over 20 [ ]
6. Please list some of the projects you were able to complete.

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SECTION D: Management training on CDF projects

7. Do you have CDF training Sessions?

   Yes [ ]  No [ ]

b. Do you participate in the trainings?

   Yes [ ]  No [ ]

c. How often do you have trainings?

   Very often [ ]  Often[ ]  Sometimes [ ]  Occasionally [ ]

19. Do you find the trainings satisfactory in making you better project managers?

   Very satisfactory [ ]  Satisfactory [ ]  Somewhat satisfactory [ ]  Unsatisfactory [ ]  Very unsatisfactory [ ]

20. Is there a criteria Used in selecting CDF officials?

   Yes [ ]  No [ ]

   Explain the Criteria

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........................................................................................................................................
21. Rate the extent to which you agree with the following statements. Please tick (√) where appropriate.

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<thead>
<tr>
<th></th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Not at all</th>
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</thead>
<tbody>
<tr>
<td>CDF trainings are treated with importance</td>
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<tr>
<td>CDF trainings are well attended</td>
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<tr>
<td>Officials consider trainings important for enhancing skills and</td>
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<tr>
<td>attitudes in managing the CDF kitty</td>
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<tr>
<td>Officials use CDF trainings to solve problems in the CDF kitty.</td>
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</table>

22. Kindly rate the level to which CDF trainings have been satisfactory in the following areas.

<table>
<thead>
<tr>
<th></th>
<th>satisfactory</th>
<th>Neutral</th>
<th>Very unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDF trainings help improve problem solving skills</td>
<td></td>
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<tr>
<td>CDF trainings provide insight on a better future for CDF</td>
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<tr>
<td>CDF trainings open up members to being more adoptive to change</td>
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<tr>
<td>CDF trainings provide clarity on each team players role</td>
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<tr>
<td>CDF trainings enhance team skills</td>
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<tr>
<td>CDF trainings help in enhancing creativity and innovation in</td>
<td></td>
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<tr>
<td>handling CDF Projects</td>
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</tbody>
</table>
CDF trainings aid in coming to conclusions on better policies for the CDF kitty

CDF trainings enhance more productivity

CDF trainings educate members on better use of available resources

Overall CDF trainings make us better managers of the CDF kitty

SECTION E: CDF project planning

23. Kindly select the activities you engage in as CDF officials

   - Strategic meetings [ ]
   - Project planning meetings [ ]
   - Project implementation [ ]
   - Project monitoring and evaluation [ ]

24. Do you normally have project planning committees’/ project team meetings?

   Yes [ ] No [ ]

b. Do you participate in the team meetings?

   Yes [ ] No [ ]

   If no kindly why?

   - Held up on official commitments [ ]
   - Lack of motivation [ ]
   - Busy hence I have no time [ ]
- The meetings are optional [ ]
- The meetings are not important [ ]

25. Kindly state the extent to which CDF project team meetings in your constituency achieve the following. Tick (√)

<table>
<thead>
<tr>
<th></th>
<th>Large extent</th>
<th>Small extent</th>
<th>No extent at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helps select the most appropriate project to fit the needs of the constituency</td>
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<tr>
<td>Helps come up with a good implementation plan</td>
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<tr>
<td>Allows all stakeholders an opportunity to share their views on CDF projects</td>
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<tr>
<td>Helps in dealing with corruption cases</td>
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<tr>
<td>Helps minimize losses in time and resources due to better planning</td>
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<tr>
<td>Facilitate better prioritizing of projects</td>
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<tr>
<td>Reduces time lost in bureaucracy</td>
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</table>

26. Are the projects completed on time

- Yes [ ]
- No [ ]
- Sometimes [ ]

Factors affecting timely completion of projects

- Lack of a good plan [ ]
- Resource unavailable [ ]
Unviable projects [ ]
Poor implementation strategy [ ]
Other challenges

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27. (a). Have the projects been completed within the stipulated budget?
Yes [ ] No [ ]

If no in (a) above why?
Over budgeting [ ]
Under budgeting [ ]
Poor planning [ ]
No money [ ]

Other reasons (please specify)

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28. Besides project team meetings, does the constituency have periodic strategic planning meetings?
Yes [ ] No [ ]

If yes above, Are Strategic meetings important to you?

Yes [ ] No [ ]

Kindly explain your answer

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

29. How would you rate the strategic planning meetings?

Very satisfactory [ ] Satisfactory [ ] Somewhat satisfactory [ ] Unsatisfactory [ ] Very unsatisfactory [ ]

30. Kindly state the extent to which Strategic planning meetings in your constituency achieve the following. Tick (√)

<table>
<thead>
<tr>
<th></th>
<th>Large extent</th>
<th>Small extent</th>
<th>No extent at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helps in prioritizing projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitate reasonable allocation of resources</td>
<td></td>
<td></td>
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<tr>
<td>Helps in setting out a practical vision for the constituency.</td>
<td></td>
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<tr>
<td>Equips leaders to think and act strategically</td>
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<tr>
<td>Sets the tone of values to be upheld through project planning and implementation processes</td>
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<tr>
<td>Helps in identifying the right people to engage in projects</td>
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<tr>
<td>Helps in time management</td>
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<td>--------------------------</td>
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<tr>
<td>Cubs corruption</td>
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<td>Aids in enhancing better time management</td>
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<tr>
<td>Helps ensure maximum resource use at the local level</td>
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<tr>
<td>Helps to enhance professionalism in handling CDF matters</td>
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<tr>
<td>Helps in need assessment at the constituency level</td>
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<td>Facilitate better allocation of funds</td>
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<td>Helps engage the community</td>
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<tr>
<td>We develop working policies and regulations in these meetings</td>
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31. Does the CDF kitty have external oversights like auditors? Please explain

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