

INFLUENCE OF COMMUNITY PARTICIPATION ON SUCCESSFUL IMPLEMENTATION OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA: CASE STUDY OF MWEA CONSTITUENCY

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Abstract

This research seeks to determine the extent to which involvement of community on identifying, implementation, monitoring and evaluation of community-based projects affects the successful implementation of Constituency Development Fund projects. No doubt that the top-down approach in management of CDF funds has not been successful. Donors call for a people-centered approach in managing local developments in developing countries, as supported by related literature. The study was carried out in Kirinyaga county, Mwea constituency, Kenya. Kenya's Constituency Development Fund assists in developing local communities. Descriptive research was utilized to guide the study. Both primary and secondary data were used, and descriptive statistics guided data analysis. The Researcher revealed that, most of Mwea residents do not participate in management of Community Development Fund projects, leading to failure in implementation. In conclusion, community members, whether influential or not, should be involved in identification, implementation, monitoring and evaluation of the CDF projects to boost success.

Keywords: Constituency Development Fund (CDF), CDF projects, CDF Act, CDF projects in Mwea constituency, decentralized funds, Kenya's Constituency Development Fund, CDF project identification

1.0 INTRODUCTION

1.1 Background of the study

The Constituency Development Fund, here in referred to as CDF, was created in 2003 under the CDF Act 2003, Kenya Gazette Supplement No. 107 (Act No.11), with the aim of ironing out regional imbalances brought about by patronage politics. It provides funds to parliamentary jurisdictions (constituencies). Other decentralized funds targeting to address regional disparities include Local Authorities Transfer Fund (LATF) and Roads Maintenance Levy Fund (RMLF), among others. All these funds are based on different legal frameworks and managed by various government agencies.

The CDF program comprises of an annual budgetary allocation equivalent to 2.5% of the total national revenue, though the Kenya parliament recently passed a motion to increase the fund to 7.5% of the total national revenue. Allocations to the 210 constituencies are clearly spelled out in the CDF Act, where 75% of the fund is allocated equally among all the constituencies. Table 1

shows the trend of yearly allocations for the CDF program for fiscal years 2003/2004 – 2011/2012 in Mwea constituency (See Appendix B).

Given the mosaic of expenditure decisions on a myriad of local projects, and because of the relaxed rules on how and where expenditure is to be incurred, the CDF can be construed as a delegated form of fiscal decentralization, because the program allows local people to make their own expenditure decisions that reflect their tastes and preferences and maximizes their welfare (World Bank, 2000).

According to Bagaka (2008), a look at the implementation of CDF in recent years reveals a mismatch between the local nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. Because the central government holds a policy monopoly, it is evident that, when it steps in to bring such projects into operation, those who benefit from those operational projects does not incur the recurrent costs of operating and maintaining their capital projects. Given the discretionary nature of capital spending and the intrinsic value attached to political symbolism in launching CDF projects, more often, new projects are undertaken, while the existing ones are either left to deteriorate or are inadequately funded (Tanzi & Davoodi, 1998).

1.2 Statement of the problem

Doubts have been raised as to whether the constituency development fund has met its stated objectives, giving a clear indication that the extent to which CDF has met its objectives remains a research imperative (Bagaka, 2008). Owuor (2013) argues that CDF management faces varied challenges, some of which include: The organization structure in managing CDF projects and Project identification criteria. A similar research conducted by IEA (2006) in all Kenyan constituencies indicated that sharing of CDF within the constituency is not always a smooth exercise.

Due to the needs at the constituency level and the weak mechanisms of ensuring equity in the distribution of CDF projects within the constituencies, some locations felt short-changed in the process. Kerote (2007) revealed that, relevant field methodologies that call for effective management of funds have been inadequate in allowing maximum utilization of local resources. He also noted that vital components of project implementation, project identification, monitoring and evaluation have not fully been managed by the committees in the constituencies.

According to a report of National Tax Association (NTA) (2010), from financial year 2003/2004 to 2007/2008, Mwea constituency had received a total of Ksh. 153,940,611 (US\$1,999,229). This had been used in improving infrastructure, schools, water, dispensaries and school fees bursaries (TISA, 2010). However, the NTA report found wastage of the CDF funds, whereby, Kshs.5,950, 000 (US\$77,273) had been wasted due to badly implemented projects and Kshs 600,000 (US\$7,792) on abandoned projects. The report, however, did not give the reasons that caused bad implementation and abandonment of those projects., a gap filled through this research.

1.3 Objectives of the study

1.3.1 Main objective

This research project assessed the influence of community participation on successful implementation of CDF projects.

1.3.2 Specific objectives

Specifically this research project intended to;

1. Determine the extent to which involvement of community on identifying projects affect the successful implementation of CDF projects

2. Determine how the involvement of community on project implementation affects the successful implementation of CDF projects.
3. Determine the extent to which participation of community in monitoring affects the successful implementation of CDF projects.
4. Determine how community participation in evaluation affects the successful implementation of CDF projects

1.4 Research questions

1. To which extent does the involvement of community on identifying projects affect the successful implementation of CDF projects?
2. To what extent does community involvement on project implementation affects the successful implementation of CDF projects?
3. To what extent does participation of community in monitoring affects the successful implementation of CDF projects?
4. To what extent does community participation in evaluation affects the successful implementation of CDF projects?

1.5 Justification of the study

This research project would significantly contribute towards rural development. Little is known about the use and management of existing devolved development funds in Kenya, therefore, this research project served as a benchmark for identifying loop holes and corrective measures at policy level. In addition, this study builds a case of why the top-down approach to management of CDF projects has not been so successful, and why community participation and involvement is critical for successful implementation.

1.6 Scope of the study

1.6.1 Geographic scope

The study was carried out in Kenya, Mwea constituency which is in Kirinyaga county, central province.

1.6.2 Academic scope

This research project determined the influence of community participation on successful implementation of CDF projects.

1.7 Significance of the study

In order to achieve fiscal decentralization through the CDF and reduce poverty levels as is the main aim, the public must be involved in identifying and implementation of the CDF projects funded through the decentralized funds. This study builds a case for community members' participations on the same.

1.8 Limitations of the Study

The respondents took more time in filling the questionnaires than expected. There was also financial constraints, since expenses involved in carrying out the study were much, as the study incurred travelling cost, lunch allowance, laptop and storage device which was a flash disk.

1.9 Definition of terms

Constituency Development Fund (CDF) - The Constituency Development Fund (CDF) essentially provides additional resources for development at the local level by channeling money to constituencies under the management of Members of Parliament.

Decentralization - Throughout this research project, we refer to it as a systematic delegation of authority to CDF officials in constituency level.

Development – In this research project, it will be termed as a process of adding improvements to health sector, education sector, infrastructure and employment.

2.0 LITERATURE REVIEW

2.1 Introduction

This section will review some past studies and evaluate their contribution to the objectives of this paper. To enhance a comprehensive analysis, the section will look into the diverse issues influencing the management and utilization of the CDF with an aim of establishing the positions held by different authors about the same.

2.2 Project identification

Mwangi (2005) in Ravallion (2005) expressed that, a community development project starts with the identification of a need or the realization that there is a need. This concurs with the CDF policy on project identification, as section 23 (2, 3 &4) of the CDF Act, 2003 revised 2007 provide guidelines on how to identify a project. The Act requires that location meetings be held and the forum used to select projects to be submitted to the CDFC before onward transmission for funding. This allows sharing of the vision through need assessment, followed by group discussion analysis. Kerote (2007) stated that this will not only confirm the need for change, but also clarify the scope of the problem at hand and the resource-based available.

2.3 Implementation of CDF projects

The CDF amendment Act of 2007, circulars, public procurement and disposal Act 2005 and the CDF implementation guidelines 2004 prepared by the National Management Committee (Gikonyo, 2008) provides that CDF projects are implemented by the respective government department in which they fall. The members of particular constituencies are expected to be active in the implementation phase to ensure that objectives of the project are met using resources allocated for them within a given period of time (CDF National Management Committee, 2004).

2.4 Monitoring and evaluation

The Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring and Evaluation (M and E) in the National Development Program in 2005. This proposed Monitoring and Evaluation framework has not been fully operational. Otherwise, there is a strong case that CDF should have participatory monitoring and Evaluation components in its management. This view is supported by Wanjiru (2008) 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.

Mulwa (2007) stated clearly that, any judgment that emanates from evaluation would largely depend on the value system from which evaluating party originates. Conventionally, evaluating party is usually part of evaluation missions contracted and dispatched from the donor world. In the case of CDF Act (2003) revised (2007), the CDF identifies projects, implement, then monitors and evaluates, or call technical person at its own peril. This can be a weakness that needs to be addressed. Odhiambo (2007) while referring to Feverstein, (1986) explained that locally managed and controlled funds have great potential to bring about positive development outcome at the local level especially if community participation is sufficiently enhanced and political interference reduced.

2.5 Malpractices in the management of CDF

According to Okungu (2008), a political analyst, 70% of the constituencies have reported mismanagement, theft, fraud and misappropriation and that CDF issues are of political nature. Ongoya and Lumallas, (2005) were of the view that, CDF has the potential of being used by politicians to build their reputation in their constituencies and mobilize political support. The fund has no specific development agenda; hence, it stands out as a political tool (Gikonyo, 2008).

According to the Electoral Commission of Kenya, 60% of Members of Parliament who had billions of CDF money unspent in the CDF bank accounts, had incomplete projects and poor projects did not retain their seats, which is a kind of a warning to M.Ps to manage the fund well, or face the wrath of the electorate in 2012 (Radoli, 2008). Wamugo (2007) further points out that the success of the fund is pegged on the character and the commitment of the area Member of Parliament to use the fund for general development in his constituency. Thus, MPs' performance can be judged based on their success/failure in administering the fund.

2.6 Impact of CDF on development

The key objectives of the fund are to fund projects with immediate social and economic impact of the citizens, with a view of improving lives, alleviating poverty and bringing general development (IEA, 2006). According to Kimenyi (2005), CDF is designed to fight poverty through the implementation of development projects at the local level, and particularly, those that provide basic needs such as education, healthcare, water, agricultural services, security and electricity. The CDF's operational structure and the mosaic expenditure decisions at the parliamentary jurisdictions have been characterized as innovative and ingenious.

Many schools have been built and equipped through the CDF funds. CDF funds have helped decongest larger district level hospitals (Ministry of Health, 2007; Bagaka, 2008). Other benefits includes improving infrastructure such as road upgrades, helping to lower transportation costs. Socially, women have been relieved of fetching water from river streams with the coming of many water boreholes. CDF has helped build more police posts in crime-prone areas, helping improve security and public safety. The operational structure of the CDF allows local people to make their own expenditure decisions that reflect their tastes and preferences to maximize their welfare. Given the mosaic of expenditure decisions on a myriad of local projects, and because of the relaxed rules on how and where expenditures are to be incurred, the program can be construed as a delegated form of fiscal decentralization.

2.7 Legal Framework of the CDF

Established in 2003, the CDF Act (2003) provides that, at least 2.5% of all collected ordinary government revenue in every financial year, shall be paid into the Fund. This amount shall be disbursed under the direction of National Management Committee (NMC) constituted as per

Section 5 of the Act. 75% of the amount is disbursed equally across all the 210 constituencies, while the remaining 25% is disbursed on the basis of the poverty index (*Section 19* of the CDF Act). At the constituency level, the CDF Act specifies that up to a maximum of 3% of the total annual allocation may be used on office running expenses, 5% shall be set aside for emergency, while not more than 10% shall be allocated to the education bursary scheme annually. All unutilized funds shall remain in the constituency account. The Act further provides for the formation procedure and the operational structures to oversee the implementation of the fund. The Act also provides for how the CDF projects shall be identified, the number and type of projects to be funded.

2.8 Conceptual framework

Several rural development programs have failed to achieve their desired objectives due to poor organization and implementation strategies. Kerote (2007) revealed that, relevant field methodologies that call for effective management of funds have been inadequate in allowing maximum utilization of local resources. He also noted that, vital components of project implementation, project identification, monitoring and evaluation have not fully been managed by the committees in the constituencies. Several concepts about community development have emerged over the years, especially in issues related to effectiveness, challenges and policy.

Owuor (2008) sees the main goal of the community development process as being that of human growth; he revealed that, pure community development model, is strongly focused on human growth. It entails planning, action evaluation and what goes along with the goals. According to Kerote (2007), the directive approach to development is recommended; whose essence is that the support agency and its workers think, decide, plan, organize, administrate and provide for people's development is therefore redefined.

Ochieng (2005) perceives that as a process by which the members of a society increase their personal and institutional capacities to mobilize and manage resources to produce sustainable and justify distributed improvements in their quality of life consistently with their own aspirations. According to Oser (1967), managing with local people should take into account their ability to express and analyze their local complex and diverse realities which are often at odds with the top-down realities imposed by professionalism. Therefore, this research project focused on the influence of community participation on CDF projects successful implementation through project identification, implementation, monitoring and evaluation as shown in the figure 2.1:

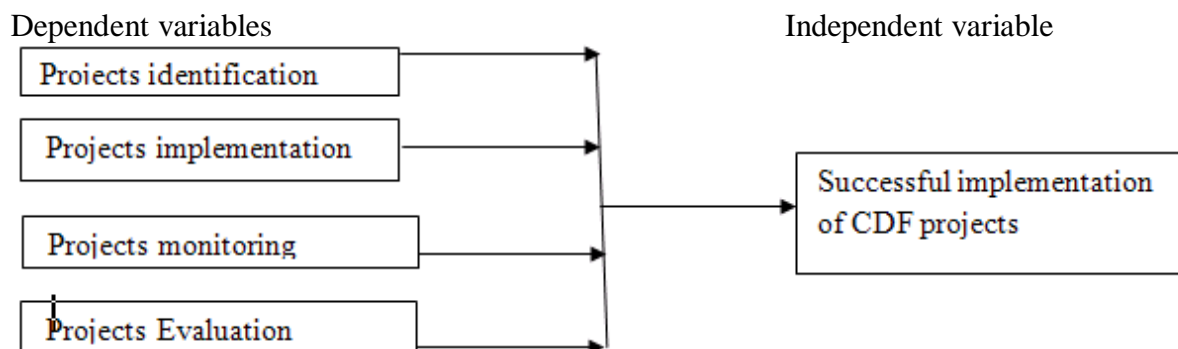


Fig. 2.1 Conceptual Framework

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design, study population and sampling strategy to be used in carrying out the research study. It also includes data collection tools and the methods of data analysis to be used in the study.

3.2 Research Design

Parahoo (1997) describes a research design as a plan that describes how, when and where data are to be collected and analyzed. In this research project the researcher used descriptive research design in order to determine the selected factors' influence on successful implementation of CDF projects in Mwea constituency. According to Burns and Grove (2001), descriptive research is designated to provide a picture of a situation as it naturally happens, justify current practice and make judgment and also develop theories. In this study the researcher has given a picture of influence of community participation on management of CDF projects in Mwea constituency.

3.3 Target Population

Parahoo (1997) defines population as the total number of units from which data can be collected such as individuals, air facts, events or organizations. The target population of this research project was the residents of Mwea constituency.

3.4 Sampling

Burns and Groove (2001) refer to sampling as a process of selecting a group of people, events or behavior with which to conduct a study. Polit and Hungler (1997) confirm that, in sampling a portion that represents the whole population is selected.

3.4.1 Sampling frame

According to Sekaran (2003), a sampling frame is a list of all population from which you draw your sample. In this project research a sampling frame of 200 respondents was used which was selected using random sampling method.

3.4.2 Sample size

According to Nkpa (1997) a sample is a small proportion of a target population. Random sampling was used to select a sample size of 100 respondents from the sampling frame. This sample size was used to ensure that the information is inclusive of all aspects in the constituency.

3.5 Data Collection instruments

The sources of data for this study were primary data and secondary data. A structured questionnaire was used. This allows the researcher to organize relevant detailed questions that are coded into the questionnaire. These kinds of questions, which are closed ended, easily guide the respondents as they have to tick from the multiple choice questions. This kind of questions also allows easier coding of data. Interview schedule was also used to collect data from respondent who did not have enough time to fill in a questionnaire. However, the interview was guided by a structured questionnaire. The secondary data was collected from CDF offices, Library and internet.

3.6 Research Procedure

The questionnaires were taken personally to the respondents. The purpose of personally administering questionnaires to respondents was to establish rapport with the respondents while

introducing the research, providing clarifications sought by the respondents on the spot and collecting the questionnaire immediately after they are completed. Short interviews were conducted on the respondents by use of a structured questionnaire.

3.7 Pilot study

Trial testing of the measuring instruments should be undertaken using a few subjects whose characteristics are similar to those in the sample to ascertain the feasibility of the study (Nkpa, 1997). The pilot study for this research project was conducted on 20 beneficiaries in Mwea constituency.

3.8 Data Analysis and Presentation

According to Polit and Hungler (1997), data analysis means to organize, provide structure and elicit meaning. In this research project questionnaires were adequately checked for credibility and verification. The data was then coded and tabulated on frequency distribution tables. The summarized data was analyzed using percentages and presented using tables and pie charts.

4.0 RESULTS AND DISCUSSION

4.1 Introduction

This chapter consists of results and findings of the research conducted in Mwea District, where a sampling frame was 200 respondents selected randomly for the research. The study addressed the identified research objectives.

4.2 Response Rate

The sample frame of 200 local residents in Mwea District formed the target group. Out of the 200 respondents, the sample size was 100 respondents.

4.3 Community Influence on Identifying Projects to Be Funded By CDF

Table 4.1 shows that 78% of the respondents were not involved in project selection. Only 15% knew at least one person involved in projects identification constituted of the total respondents. 77% were not satisfied with the projects funded. This shows low community participation in identification, implementation, evaluation and monitoring of the projects and need to improve on the same.

Table 4.2 shows low community participation in identifying CDF projects: 30 respondents said that there was a criteria for project identification, 9 of them stated that it was done by influential people, 16 of them said that it was the CDF Committees decision, and 5 said that the projects were identified by the community pointing out the need in the society. No respondent believed that the CDF projects are extracted from the Districts plans.

4.4 CDF Projects Implementation

Table 4.3 reveals low community members' involvement in decision-making and high ignorance among them. 20% of the respondents were sure that the CDF committee is involved in procurement decisions such as procuring of goods and services involved. 15 % said that the CDF committee is often overlooked, and 65% of the residents were not sure if the CDF committee members have a say on the same.

Fig 4.1 shows low community members' involvement in CDF project implementation. 12% of the respondents rated projects implementation as very good, 35% rated it as fair, while 53% thought it should be improved. This implies that community was not involved in the implementation of CDF projects (See Appendix B Fig. 4.1). Fig 4.2 shows that 45% thought CDF projects were implemented by the CDF Office, 27% said MPs and his/her office did it, 20% said that both

community and the CDF office handles the Task, while the 8% said that this is implemented by the community.

4.5 CDF Projects Monitoring

Table 4.4 shows low community members' involvement in CDF project monitoring. 20% of the respondents thought the community is involved in the monitoring of the CDF projects, while 80% said they are not. 76% of the total respondents were aware of some CDF projects disputes and complains, while the rest did not know any. The table shows that 93% of the respondents were not aware of a place or institution that the CDF disputes could be handled.

Fig. 4.3 shows that, of the 7 respondents who were aware of existence of a complaint system, 1 of them said it was very effective, 2 said that it was somewhat effective while 4 said that the system was very effective this is shown in fig 4.3. Fig. 4.4 shows that 64% approved community's assessment on addressing complaints related to CDF projects and said it is very effective, 25% said that it was somewhat effective while 11% said that it was not effective.

4.6 CDF Projects Evaluation

From table 4.5, 13% of the respondents said CDF projects met their objectives, 54% percentage said the projects performed fairly, and 33% were completely dissatisfied. 10% were satisfied that the CDF met expectations of Mwea residents, 62% were not fully satisfied but appreciated the efforts done, while 28% said that no expectations were met at all. 79% were aware of feedback mechanism regarding CDF projects but doubted its effectiveness. 19% were not aware of. These results imply that the community members were not involved in Evaluation of CDF projects because if they were involved most of them would have been satisfied with the outcome. This is shown in table 4.5

4.7 Assessment of successful implementation CDF projects

From the sample population 85% of the respondents felt that involving the local residents in identification, monitoring and implementation of the projects would increase the level of satisfaction for the residents and also enable the CDF committee come up with projects that would best benefit the society. 15% differed and argued that, involving the community in such activities and decisions would slow down the whole process.

4.8 Assessments of the levels of satisfaction

From the level of satisfaction responses in table 4.6, 14.2% of the sample population is satisfied with the CDF projects identification; monitoring, implementation and evaluation; 32.3% are fairly satisfied and 53.5% is dissatisfied.

5.0 CONCLUSION, SUMMARY AND RECOMENDATIONS

5.1 Introduction.

This chapter represents a summary of the study. Conclusion and the recommendations arrived at and suggestions for further study. The purpose of this study was to assess the influence Community participation on successful implementation of CDF projects.

5.2 Summary of the findings.

Results from the study indicate that there is low community members' participation in identification, implementation, evaluation and monitoring of CDF projects, and there is need to improve on the same. Only 14.2% of the respondents were okay with how CDF was managed,

while the others were not fully satisfied. Mostly, CDF committee and the Members of Parliament were left to identify projects and manage funds, leading to misappropriations. Many did not know how to launch complains about CDF projects and management.

5.3 Conclusion

The data analysis for CDF for Mwea constituency shows that, though the project purposes were to benefit the community, only the influential people were involved in implementing them. Study supports community involvement in identification, implementation, evaluation and monitoring the projects, which would aid in curbing corruption and misappropriation of funds by the CDF committee and other stakeholders in CDF projects, help in funds distribution and improve satisfaction.

5.4 Recommendations

The recommendations made out of this study is that community members whether influential or not be involved in identification of the CDF projects. A system to curb crime and fraud in CDF projects should also be put in place where ordinary community members can go to raise their dissatisfaction and to report malpractices in every phase of the projects life. Further research should be conducted to establish how best a community can be involved in CDF projects.

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APPENDIX: Figures and Tables**Table 1 Government allocation of CDF for Mwea Constituency, 2003/2004-2010/2012**

Table 1 Government allocation of CDF for Mwea constituency, 2003/2004-2010/2012

Financial Year	Amount (Ksh.)
2003/2004	6,000,000
2004/2005	25,127,316
2005/2006	32,497,266
2006/2007	45,018,984
2007/2008	45,297,045
2008/2009	45,297,045
2009/2010	55,295,134
2010/2011	61,610,867
2011/2012	74,892,900
TOTAL	391,036,557

Source: Constituency development fund board website

<http://www.cdf.go.ke/downloads/finish/7-allocation-reports/10-allocations-upto-2011-2012-financial-year/0> (accessed on 15/11/2012).

Table 4.1 Community Influence on Identifying Projects to be funded by CDF**Table 4.1 Community Influence on indentifying Projects to Be Funded By CDF**

Questions	Responses		Total Respondents	%	
	Yes	No		Yes	No
Are there criteria used to identify development projects	30	70	100	30	70
Did you take part in identifying any CDF projects in your location	12	78	100	12	78
Do you Know anyone who took part in identifying a project in your area?	15	85	100	15	85
Are you satisfied with the projects funded	13	77	100	13	77

Table 4.2 How the CDF projects were identified

Table 4.2 How the CDF projects were identified

Identifier	I Agree
Community identified	5
CDF committee identified	16
Suggested by MP and influential people	9
Extracted from district plans	0

Table 4.3 CDF Projects Implementation

Table 4.3 CDF Projects Implementation

Questions	Responses			Total Respondents	% % %		
	Yes	No	Not sure		Yes	No	Not Sure
Are committee members involved in procurement of CDF projects facilities	20	15	65	100	20	15	65

Table 4.4 CDF Projects Monitoring

Table 4.4 CDF Projects Monitoring

Questions	Responses		Total Respondents	% %	
	Yes	No		Yes	No
Are the community members involved in monitoring CDF projects	20	80	100	20	80
Are you aware of any cases of complaint or dispute regarding CDF projects	76	24	100	76	24
Are you aware of mechanisms or places where these disputes can be settled	7	93	100	7	93

Table 4.5 CDF Projects Evaluation

Table 4.5 CDF Projects Evaluation

Questions	Responses			Total Respondents
	Completely	Average	Not at all	
To what extent has the completed projects meet the stated objectives	13 (13%)	54 (54%)	33 (33%)	100 (100%)
To what extent did the CDF project meet your expectation	10 (10%)	62 (62%)	28 (28%)	100 (100%)

Table 4.6 Assessments of the levels of satisfaction

Indicators or (Performance Criteria)	Level of satisfaction		
	satisfied	Fairly satisfied	Dissatisfied
1. How projects are identified	16	39	45
2. Types of projects being funded	22	30	48
3. Location of projects within the constituency	31	44	25
4. Transparency in management of CDF funds	6	23	71
5. Community participation in decision making (Voice)	7	18	75
6. Information sharing among community members	5	12	83
7. Cost of projects	9	14	77
8. Dispute/conflict resolution mechanisms in place	4	23	73
9. Composition of CDF committees	14	21	65
10. Relevance of projects to people's needs	44	36	20
11. Quality of work done	17	62	21
12. Quantity (number) of projects implemented	8	41	51
13. Time taken to implement projects	6	22	72
14. Targeting of beneficiaries i.e. meeting the needs of specific groups (women, children, youths etc.)	11	53	26
15. CDF project reach (spreading benefits to all community members)	16	48	36
16. Equity (Addressing the needs of the most needy e.g. remote areas, disabled etc.)	21	31	48
17. Building capacity /creating opportunities people to benefit more	21	36	43
18. Accountability of CDF duty bearers to the community	4	29	67
19. Overall impact of CDF projects on poverty i.e. improving livelihoods	8	22	70
Totals out of 1900	270	614	1016
Percentage totals	14.2%	32.3%	53.5%

Fig. 4.1 Rating CDF project implementation

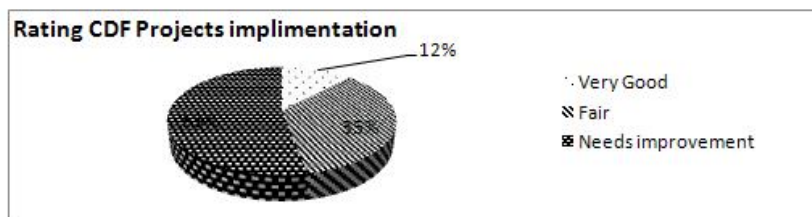


Fig 4.1 Rating CDF project implementation

Fig. 4.2 CDF implementation team

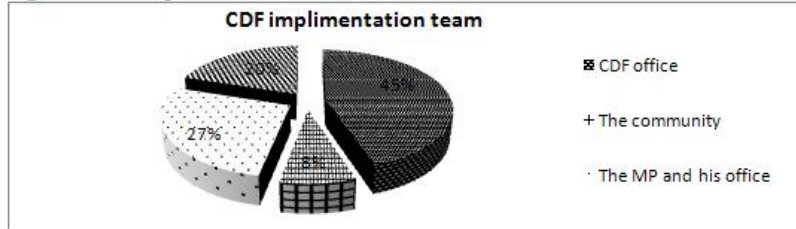


Fig 4.2 CDF Implementation Team

Fig 4.3 Assessment of the mechanism for addressing complaints

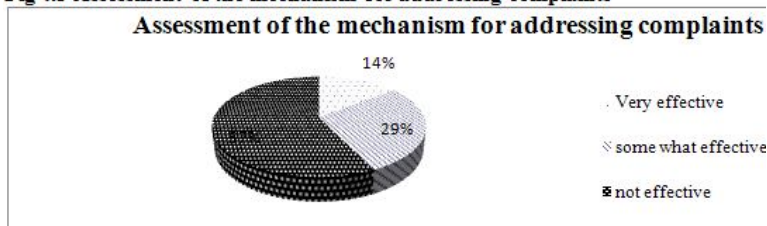


Fig 4.3 Assessment of the mechanism for addressing complaints

Figure 4.4 Assessment for addressing complaints

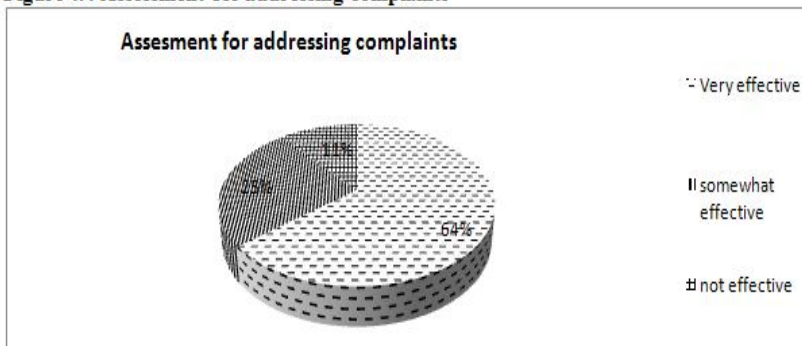


Fig 4. 4 Assessment for addressing complaints