

## **Factors Affecting the Effectiveness of Monitoring and Evaluation of Constituency Development Fund Projects In Kenya: A Case of Laikipia West Constituency**

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**Abstract:** The constituency development Fund (CDF) projects capacity building, monitoring and evaluation is vested on the constituency development Fund committee (CDFC) and the CDF board and allowed 2% of the allocation to be used for the purpose. Many people in Kenya do not agree on the achievement of CDF projects stated objectives hence the issue of its success. The study sought to establish the factors affecting monitoring and evaluation on (CDF) projects with reference to technical capacity, political influence, stakeholders' participation, and budgetary allocation of CDF projects in Kenya. Monitoring and evaluation process is significant in ensuring the objectives of the CDF projects are achieved. Descriptive research design was used. The target population was all the Project Management Committee (PMC) and CDFC members. Stratified random sampling was used to get the sample. Data was collected using questionnaires which were subjected to content, face and construct validity tests. Descriptive and inferential statistics were used. Mean, standard deviation, correlation, ANOVA and Multiple regression analysis was used to determine the effectiveness of Monitoring and evaluation for CDF projects. The model was able to explain 85.6% of the variances in Effectiveness in Monitoring and evaluation thus it's a significant tool on CDF projects at 5%. The research recommended efficient monitoring and evaluation on CDF projects in order to achieve the intended objectives.

**Keywords:** Budgetary allocation, Evaluation and Monitoring, Project, Technical capacity, stakeholders and political influence.

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### **I. Introduction**

Project monitoring is an on-going process while evaluation is occasional and aims at addressing relevance, effectiveness and impact of projects [1]. Monitoring and evaluation of CDF projects is said to be fully and comprehensively done if its completeness status can be ascertained. It is on budget, and if it can be shown that it was done according to specifications as per the Bill of Quantities. The CDF Act 2013 stipulates that the responsibility of CDF projects monitoring and evaluation is vested on the CDFC and the CDF board who may also oblige PMCs the functions of supervising the projects that are on-going and respond on such projects. The Act has allowed for 2% of the total CDF allocation to be used in the monitoring and evaluation of the projects [1] as well as capacity building [2]. [3] state that many people do not completely agree as to whether CDF has met its stated objectives, giving a clear indication that its success is an issue. A similar research conducted by [4] in all Kenyan constituencies indicated that allocating the devolved funds is not always easy because of the diverse problems at the grass root coupled with the not-so-strong means of effecting transparency and accountability in the distribution of CDF projects within the constituencies, some locations felt sidelined and disadvantaged. The vital components of project selection, initiation, monitoring and evaluation are yet to be prudently managed by the CDFC.

Monitoring and evaluation process is an indispensable tool that is significant in ensuring the major objectives and goals of the CDF projects are achieved. These objectives and goals include activation of development activities at constituency level so as to fight poverty at the grass root level, promotion of equity in sharing national resources and providing an opportunity for local communities to participate in development planning and project implementation [5]. This study therefore sought to investigate the factors effecting monitoring and evaluation on CDF projects in Laikipia West Constituency.

Development of the local communities relies to a large extent on how successful the CDF projects in the area are. It is therefore crucial to lay emphasis on how well those projects are monitored and evaluated across the country [6]. Monitoring and evaluation of project improves overall efficiency of project planning, management and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region[5]. Monitoring is the project-long process of ascertaining whether the plan has been adhered to, any deviations noted and corrective measures

undertaken in a timely manner. The project information is obtained in an orderly and sequential manner as the project is on-going[7].

[8] explains that the reason why CDF projects are monitored is to make them more efficient and effective in meeting the needs of the constituents. [6] explain that monitoring is done in accordance to the prior set targets and all its activities are as predetermined during the planning phase. These activities ensure that everything is on track and can let the project managers detect early enough when deviations occur. If monitoring is conducted as expected, it is a very important management tool that acts as a basis for project evaluation since through it the concerned parties establish the sufficiency and adequacy of the available resources and whether they are optimally used and in the case of human resources if they are competently constituted so as to do what was planned [8]. Basically, project monitoring involves a careful and ongoing assessment of how the project is being implemented against initially set plans, activities, and other deliverables [9]. The process enables the CDFC and PMCs get a response on how the project is going on and makes them able to detect early enough any anomaly that can hinder the realization of project objectives so that they adopt corrective measures and realign the project to the [8].

Monitoring involves observing a project frequently, regularly and collecting project information on a timely basis and sharing it with project stakeholders in the project under focus according to[10] Monitoring is assessing a project from initiation to its implementation geared to specific aims against agreed upon limits, specifications and requirements [11]. Monitoring considers the costs incurred, duration spent in the project, scope of the project, and quality of outputs [5]. When it comes to CDF, it starts with analyzing who comprises the implementation team, how they were selected, whether the selection process followed the laid down and accepted criteria. Monitoring and evaluation activities enable the stakeholders determine whether the body undertaking project implementation have adequate legal and technical mandate to implement projects on their behalf[12]. If the body undertaking project implementation doesn't have legal and constitutional mandate as well as technical capacity, the outcome of their projects will not be acceptable, whether good[13]. [11] States that post completion assessment are done to correlate between plans and real impact of the project. [12] Asserts that evaluation looks at what the project managers planned, their accomplishments so far and how they achieved them. This can be done at the early stages of the project life or at the end of the implementation [13]. Evaluation is done to check whether the project is relevant, whether it is performing as expected and its impact on the users [14]. [7] concurs with [8] and states that efficiency indicates how the resources put into projects translate to deliverables. The resources are in terms of finances, human resources and physical. The concern of most projects is replicability or increasing the size and number of projects, it then becomes paramount to think of project efficiency and get it right [7] A project is effective if it precisely meets its intended purpose and its impact is measured by its ability to change the problematic situation in which the beneficiaries are in[15].[11] goes further to state that many organizations view monitoring and evaluation as just a regulation put by the government and not an operational aid. However, [16] state that the most essential use of the assessment results is to enable the investing entity gauge its performance in terms of CDF project impact on the intended beneficiaries.

Monitoring and evaluation sends signals to stakeholders when things are not happening as expected and when circumstances have differed so that the managers can re-strategize or take necessary corrective actions [9]. Project evaluation is very specific and rigorous and uses approaches [11]. The researcher agrees with [7] because monitoring and evaluation shows whether the strategy that was adopted was useful and enables project managers ask themselves if what they engage in is useful and relevant to what they desire before replicating the project elsewhere or deciding to get bigger.

## **1.2 Constituency Development Fund in Kenya**

Constituency development fund is a devolved fund which was established by the Kenyan government based on the belief that the local level government has a better understanding of community needs. It was initiated by the government in 2003 through CDF Act in the Kenya Gazette supplement number 107 (Act number 11) of January 2004 which had been enacted by parliament in 2003. The Fund was created with the objectives of activating development activities at constituency level so as to fight poverty at the grass root level through the implementation of community based projects that have a long term effect of improving the people's economic wellbeing, promote equity in sharing national resources and provide an opportunity for local communities to participate in development planning and project implementation.

CDF originated from the concept of rural development policy of 1965 which was born out of a conference that was organized by the ministry of economic planning and development that was looking at ways of enhancing rural development creating employment and promoting education. In fact, CDF is identical to the District focus for rural development [9]. It is a devolved fund aimed at achieving rapid socioeconomic growth and development at constituencies by financing community generated projects and promoting community

participation [3].The Act amended 2013, requires that the constituents shall initiate ventures that will bring benefits to a large number of the inhabitants [8].

The [2] amended 2013 stipulate the allocations to various activities such as: CDFC recurrent expenses take three percent, sports activities two percent ,Monitoring and Evaluation two percent, Environment Activities two percent, Education Bursary, Mocks and assessment schemes 15%, Administrative activities 3% and Emergency – 5% [2]. Other devolved funds in Kenya are; Road Maintenance Fuel Levy Fund (RMLF), Local Authority Transfer Fund (LATF), HIV/AIDS Fund, Rural Electrification Fund (REF), Free Primary Education (FPE), Tuition Free Secondary Education (TFSE), Secondary Schools Bursary Fund (SSBF), Economic Stimulus Programmes (ESP) among others.

The CDF Act 2013 stipulates that the responsibility of CDF projects monitoring and evaluation is vested on the CDFC and the CDF board who may also obligate PMCs the functions of supervising the projects that are on-going and respond on such projects. The Act has allowed for 2% of the total CDF allocation to be used in the monitoring and evaluation of the projects [1] as well as capacity building (CDF Act 2013 section 31(3)). [3] State that many people do not completely agree as to whether constituency development Fund has met its stated objectives, giving a clear indication its success is an issue of. A similar research conducted by [4] in all Kenyan constituencies indicated that allocating the devolved funds is not always easy because of the diverse problems at the grass root coupled with the not-so-strong means of effecting transparency and accountability in the distribution of CDF projects within the constituencies, some locations felt sidelined and disadvantaged. The vital components of project selection, initiation, monitoring and evaluation are yet to be prudently managed by the CDFC.

Monitoring and evaluation process is an indispensable tool that is significant in ensuring the major objectives and goals of the CDF projects are achieved. These objectives and goals include activation of development activities at constituency level so as to fight poverty at the grass root level, promotion of equity in sharing national resources and providing an opportunity for local communities to participate in development planning and project implementation [5]. This study therefore sought to investigate the factors affecting effective monitoring and evaluation of CDF projects.

### **Research Hypothesis**

The study was based on the following hypotheses;

#### **Hypothesis 1**

**$H_0$**  : Technical capacity has no significant effect on the effectiveness of Monitoring and evaluation of Constituency Development projects in Laikipia West Constituency.

#### **Hypothesis 2:**

**$H_0$**  : Political influence has no significant effect on the effectiveness of monitoring and evaluation of Constituency Development Projects in Laikipia West Constituency

#### **Hypothesis 3:**

**$H_0$**  : Stakeholder participation does not have a significant effect on the effectiveness of monitoring and Evaluation of Constituency development fund projects in Laikipia West Constituency.

#### **Hypothesis 4:**

**$H_0$** : Budgetary allocation does not have a significant effect on the effectiveness of monitoring and evaluation of constituency development fund projects

## **II. Literature Review**

### **2.1 Theoretical review**

The study was based on two theories; the stakeholders' theory and the resource dependency theory. The CDF projects have many stakeholders whose interests they serve. This study therefore will borrow from the stakeholder theory. [17] explains that the stakeholder theory is more managerial since it guides managers on how to articulate the shared sense of the value they create, and what brings its core stakeholders together and explains the role of management in promoting stakeholder interests. However, [18] defines stakeholders as any group or individual which or who can affect or is affected by an organization including the community, the suppliers, the government, Community based organizations and vulnerable groups.

Freeman as quoted in [18] advocates that the stakeholder approach assists managers by highlighting how the organization fits into the larger environment, how its operations and procedures affect the stakeholders and cautions them against making major decisions without analyzing the impact such a decision will have on

each of the stakeholders. The objective of CDF project managers should therefore not be focused on just wealth or profit maximization for the stakeholders but also to enhance the normative or moral aspects of projects.

This study will also be pegged on the resource dependency theory which was postulated by [19]. The theory postulates that organizations rely on resources which are obtained from their environment and that the survival of such organizations depends greatly on their ability to acquire and utilize the resources. [20] States that, the need for resources and an outlet for finished products and services, have forced organizations to depend on their environment. The environment in return has exerted influence on the entities that depend on it.

[21] further highlights that such entities cannot survive if they are not guaranteed the continuous supply of the critical resources which can be done by retaining multiple sources of supply, engaging in vertical integration with the suppliers, creating joint ventures, and horizontal integration with competitors. The CDF is therefore not an independent entity as it must depend to a large extent on the society from which it is operating and for which it serves. This argument is reinforced further by the institutional organizational theory which postulates that an organization can have all the resources in form of raw materials, labour and capital from the environment but if it is not accepted by the same society, it cannot succeed. Furthermore, according to the input-output model, an organization's survival depends not only on the availability of resources in the form of raw, materials, labour and capital equipment but also social legitimacy for it to thrive [17].

## **2.2. Empirical Review**

### **2.2.1 Technical capacity and Constituency Development Fund**

PMCs understanding of project life cycle plays a major role on how they handle CDF project they are executing [22]. They further state that Project life cycle has nine sequential stages which range from problem identification, conducting feasibility studies, formulating policies and authorization of project, designing the project and having it approved, project construction; commissioning of project; operation of a project; impact assessment; and post project evaluation [22]. This inadequacy in understanding limits the ability to extract and disseminate accurate and useful M & E information. The first step in planning for M & E is to determine the available M & E staff experience within the team, partner organizations, target communities and any other potential participants in the M & E system with a view to identifying any gaps between the project M & E needs and available personnel, which will inform the need for capacity building so as to enhance their technical capacity to undertake the exercise [23].

Project Managers provide an important input to the process of monitoring and evaluation [23]. Previously, project managers concentrated on the project progress assessment aspects only but that has since changed and their attention has been directed at checking the impact the project has on the beneficiaries and other stakeholders and as a result, Project Managers are now expected to be very keen at the point where the project is being formulated and plans being laid down to ensure such project becomes relevant to the needs of the people [5]. The competence of the CDFC and PMC in undertaking, the importance of the input from all its team members has a significant bearing on the manner in which the findings are transmitted and understood [9].

The Project Human Resource should be given clear roles and designations depending on their level of expertise[5]. If their skills and expertise is inadequate, training for relevant skills should be organized especially for those projects where staff have to go out and do project activities on their own [23].The major focus of the organization should be on developing employee skills and abilities so that they can contribute to the organization effectively and enable them conduct an independent Monitoring and evaluation exercise [9].

Independence is achieved when it is carried out by entities and persons free of the control of those responsible for the design and implementation of the development intervention [1]. Methods appropriate to various user needs should be determined, the various contexts under which they are applied and stated issues of data clarified [20]. Even with growth of CDF, allocations to the kitty are greatly increasing but only 2% of the fund to each constituency is given to capacity building, monitoring and evaluation [1]. That leaves a question as to whether the allocation can meet the current capacity in terms of human resources and available [9].

### **2.2.2: Stakeholders involvement and Constituency Development Fund**

It is best to involve key stakeholders such as volunteers, community members, local authorities, partners and donors, as much as possible in the evaluation process since their participation helps to ensure different perspectives are considered so that the evaluation findings can be owned and act as a lesson [24]. Lack of stakeholders participation at the onset of project activities lead to unclear project activities and adoption of poor projects which fail to benefit the community as a whole. These projects often lack support from the key and primary stakeholders and beneficiaries. Stakeholder involvement makes everyone feel part and parcel of the project, they own the project and take all necessary steps to safeguard the required standards [22]. Engaging stakeholders in discussions about M & E programs often empowers them and promotes meaningful participation by diverse stakeholder groups which avail to the M & E team sufficient and relevant information useful for the exercise [25]. The stakeholder involvement must come in brought in at the onset of the M & E and should

incorporate key stakeholders and other parties interested in ensuring that the tool is effective [26].[25] also found that if the right people are involved in the entire process, the outcome will be greatly enhanced and the recommendations well perceived, corrective measures will be embraced and enforced in good time. Stakeholder participation should be taken seriously because it has a bearing on the effectiveness of the process [7]. Even if the Act enables beneficiaries to select projects which they prefer at the local levels, it is not easy to establish their capacity to identify what will be useful to them long into the future [8]. Stakeholder participation depends to a large extent on the flexibility of the Member of Parliament and the willingness to fully engage them in project identification. Some people will be invited and others will be left out in the CDF project identification. The projects selected by those close to the MP will be deemed to have been selected by all beneficiaries [27].

### **2.2.3 Politics and Constituency Development Fund**

Devolution of resource to the decentralized unit of management is seen as one of the positive move by the central authorities but there is a concern about the organizational and management structure of the CDF since politicians (MPs) control the project formulation and disbursement of the finance [1]. Politicians can dictate what is to be monitored and evaluated on a given project, what the stakeholders should or should not know and some areas will lack consideration for CDF projects [5]. CDF projects will then be based and ranked on political benefits rather than the wider benefits to society. The constituents will suffer thinking that those projects are a courtesy of the goodwill of the politicians. Those projects extending benefits to other geographical regions outside the host constituency will be rejected and this coupled with the weak institutional framework makes them not to support monitoring and evaluation [8].

CDF is literally under the manipulation of MPs who select projects and even approve them in parliament in total disregard of the principle of checks and balances. MPs approve annual budgetary estimates themselves, spend part of it and question how it is spent through the PAC and [1]. As long as MPs have a major role in CDF projects, they will always be skewed in making choices that promote their political survival [8]. The local people will be unaware of the embezzlement of funds and even if they were aware, they cannot question or even know how to channel the complaint. The members of Parliament are mandated to be part of the making structure, management and oversight of CDF vulnerable to political manipulation.

### **2.2.4 Budgetary allocation on the Constituency Development Fund**

The funds devolved through Constituency development Fund are not adequate to cater for all community [1]. The process of Monitoring and evaluation should be allocated more than just 2% as outlined in the [2].[29], recommended for an allocation of between 5% -10 % for monitoring and evaluation and that amounts for capacity building should be distinguished from that for monitoring and evaluation. The CDF Act allows for a 5% allocation for emergencies like drought and famine which rarely occur in some places yet monitoring and evaluation is a crucial project function that should take place frequently as long as CDF projects exist [29].

### **2.3 Knowledge gap**

CDF projects should be of grass root origin and must be prioritized according to the most pressing needs of the community. Being able to ascertain the benefit that the community gets from the projects has not been easy and this can be as a result of various challenges which the monitoring and evaluation teams face. Many Studies conducted on the issue of CDF focus on community participation in project initiation and implementation and none has focused on the challenges that are faced when conducting monitoring and evaluation that can influence the effectiveness of the exercise. This study focused on the factors that affect ongoing and terminal assessment of CDF projects aiming to fill the knowledge gap.

## **III. Methodology**

Descriptive research design was used in this study because of the need for sufficient and precise data relevant to meet the specific objectives of the study by guarding against bias and ensure maximum reliability as[30] recommends. Population was drawn from CDF sponsored projects in Laikipia West constituency in Kenya .The categories of projects was sampled based on project's budgetary allocation and schedule. The researcher administered questionnaire personally so as to increase the interaction with the respondents and therefore the response rate.

[31] 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 consisted of the 10 members of the Monitoring and Evaluating Committee and 135 Project Management Committees in Laikipia West Constituency.

A stratified random sample of the members of the CDFC and PMC was obtained which according to [30], fulfilled the requirement of efficiency, representativeness, and reliability. The CDFC population of 10

was subjected to a sampling using [32] giving a sample of 10 and the 135 PMC secretaries were equally sampled using [32] formula and the sample was 99 respondents. The Researcher used [32] formula to arrive at a sample size of 109 respondents.

$$\text{Yamane (1967) sample size determination formula; } n = \frac{z^2 pqN}{z^2 pqN + Ne^2} \text{ equation} \quad (1)$$

Where; n= sample size N= Total population size with the Confidence level for this study was 95% and therefore  $\alpha = 0.05$  and  $Z= 1.96$  from the normal distribution tables. The Precision or error level = 0.5% and therefore,  $e= 0.005$ . The estimated population proportion was 50%. Therefore,  $p=0.5$  and  $q = 0.5$ .

### **3.1 Reliability of research instrument.**

[33] stated that a research instrument is reliable if it gives similar results after several tests. Piloting was done by administering questionnaires to 10 respondents in the neighboring Olkalou Constituency. The Cronbach alpha coefficients were obtained from the SPSS to determine the internal consistency of the questionnaire in measuring the technical competency, political influence, stakeholder participation and budgetary location to monitoring and evaluation of CDF projects.

### **3.2 Validity of the Research instrument**

[34] states that a research instrument has validity if it measures what it purports to measure. The research instrument was subjected to content, face and construct validity test. Face validity was done by asking the respondents about their view on the research instrument so that it can be refined and corrected before the actual presentation in the field. The content validity was computed using the content validity ratio which is the extent which test scores are ascertained as claimed.

### **3.3 Data analysis**

The relationship between variables was established through correlation analysis. The regression analysis and ANOVA test the effect of the variables on the effectiveness of M & E programs. The dependent variable was monitoring and Evaluation Effectiveness (Y), the four variables were Technical Capacity (TC), Politics (P), Stakeholder Participation (SP) and Budgetary Allocation (BA). The relationship between the dependent and independent variables were modeled to;

$$Y = \beta_0 + \beta_1 TC + \beta_2 P + \beta_3 SP + \beta_4 BA + \epsilon \text{ equation} \quad (2)$$

Descriptive analysis was done by the use of frequency distributions and means as measured by percentages

## **IV. Results And Discussions**

### **4.1 Response rate**

The researcher targeted 109 respondents and issued that number of questionnaires out of which 67 were adequately filled and returned. The response rate was therefore 61% and it formed the majority of the target sample. [35] states that a response rate of 60% or more is an adequate representation of the sample and the findings will be a reflection of the population in depth and breadth.

### **4.2 Data analysis**

#### **4.2.1 Extent to which level of training affected Monitoring and Evaluation of CDF projects**

The study investigated the extent to which the level of training of the Monitoring and evaluation team affected the M & E of CDF projects and the findings were as summarized in table 4.1.

**Table 4.1: Effect of level of training on M & E**

| Category                  | Frequency | Percentage |
|---------------------------|-----------|------------|
| 5. To a very large extent | 20        | 30         |
| 4. To a large extent      | 12        | 18         |
| 3. Little extent          | 28        | 41         |
| 2. Very little extent     | 3         | 5          |
| 1. Not at all             | 4         | 6          |
| Mean                      | 3.61      |            |
| Standard deviation        | 1.14      |            |

**Source: (Author, 2014).**

The researcher found out that according to the respondents had a mean of 3.61 and standard deviation of 1.14 which implied that the level of training had an effect on M & E to a large extent

#### **4.2.2 Highest level of training in Monitoring and evaluation of projects**

In view of the findings on the effect of training on the monitoring and evaluation, the researcher further investigated the level of training in monitoring and evaluation that the respondents had. The findings were as shown in table 4.2.

**Table 4.2: Level of training in monitoring and evaluation**

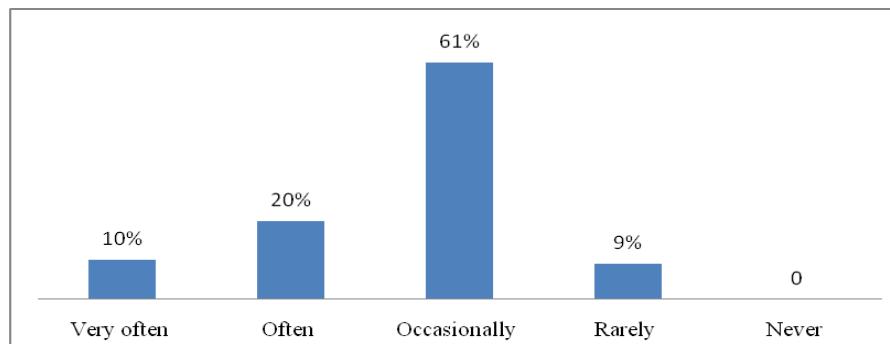
| Category                  | Frequency | Percentage |
|---------------------------|-----------|------------|
| 1. Certificate            | 21        | 32         |
| 2. Diploma                | 37        | 55         |
| 3. Degree                 | 6         | 9          |
| 4. Masters                | 3         | 4          |
| 5. PhD                    | 0         | 0          |
| 6. No training            | 0         | 0          |
| <b>Mean</b>               | 1.87      |            |
| <b>Standard deviation</b> | 0.740     |            |

**Source: (Author, 2014).**

The study revealed that all the respondents had undergone some training in monitoring and evaluation with a mean of 1.87 and a standard deviation of 0.740. This implied that the respondents could participate meaningfully in monitoring and evaluation.

#### **4.2.3 Involvement of Technical persons in monitoring and evaluation**

The researcher sought to establish how often the technical persons like engineers, surveyors, accountants and health personnel were engaged in monitoring and evaluation. The findings were as shown in figure 4.1



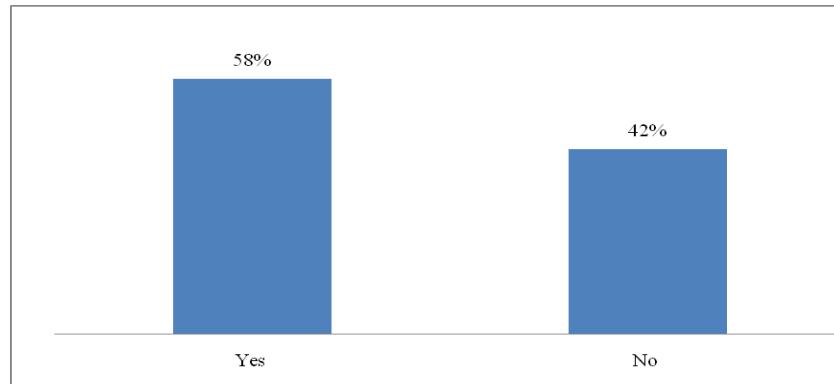
**Figure 4.1: Involvement of technical persons**

**Source: (Author, 2014).**

The study found out that the respondents involvement of technical persons had a mean of 3.31 and standard deviation of 0.791 implying that they occasionally involved technical persons in the monitoring and evaluation of CDF projects.

#### **4.2.4 Monitoring and Evaluation team equipped with necessary facilities**

The researcher investigated whether the monitoring and evaluation team was equipped with the necessary facilities and equipment to enable them to do their work as expected. The findings were as shown on figure 4.2



**Figure 4.2: Availability of necessary facilities and equipment**

**Source: (Author, 2014).**

The majority of the respondents 58% said the monitoring and evaluation team was well equipped with the necessary facilities and equipment that enabled them do the monitoring and evaluation of CDF projects in Laikipia West Constituency but 42% thought the team was not well equipped.

#### **4.2.5 Extent the availability of facilities affected monitoring and evaluation**

The researcher also investigated the extent to which the availability of facilities and equipment affected the Monitoring and evaluation process and the results that were given by the respondents were as highlighted in table 4.3.

**Table 4.3 Extent the availability of facilities affected the M & E process**

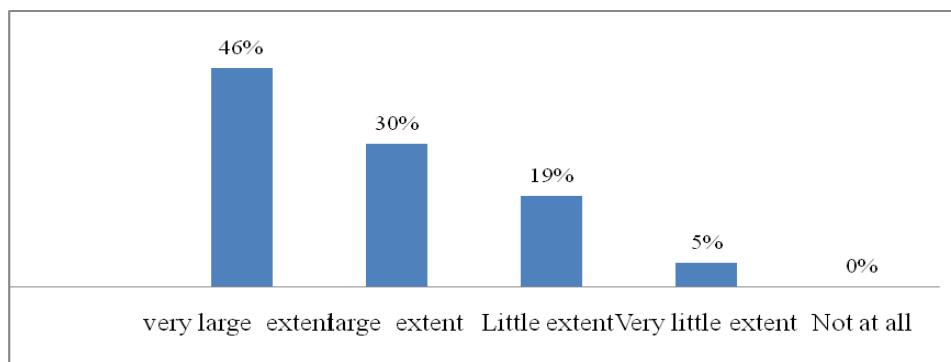
| Category                  | Frequency   | Percentage |
|---------------------------|-------------|------------|
| 5.To a very large extent  | 20          | 30         |
| 4.To a large extent       | 12          | 17         |
| 3.Little extent           | 28          | 42         |
| 2.Very little extent      | 3           | 5          |
| 1.Not at all              | 4           | 6          |
| <b>mean</b>               | <b>3.61</b> |            |
| <b>Standard deviation</b> | <b>1.14</b> |            |

**Source: (Author, 2014).**

On the issue of the extent to which the availability of facilities and equipment affected the Monitoring and evaluation programs of the CDF projects, in Laikipia West constituency, the study found a mean of 3.61 and standard deviation of 1.14 which implied that the facilities and equipments were available to a large extent to most of the respondents.

#### **4.2.6 Extent political influence the selection of the CDFC**

The role of the politics was another aspect that the researcher investigated by finding the extent of political influence in the selection of the CDFC and the findings were as shown in figure 4.3.



**Figure 4.3 Extent of political influence in the selection of the CDFC**

**Source: (Author, 2014).**

The study found out that political influence in the selection of the CDFC was to a large extent with a mean of 4.18 and standard deviation of 0.892 hence selection of most of the CDFC were influenced by politics.

#### **4.2.7 Extent of political influence in the selection of the PMC**

Investigation on the extent to which politics influenced the selection of the project management committee members was obtained in table 4.4

**Table 4.4: Extent of political influence in the selection of PMC**

| Category                  | Frequency    | Percentage |
|---------------------------|--------------|------------|
| To a very large extent    | 26           | 39         |
| To a large extent         | 35           | 52         |
| Little extent             | 2            | 3          |
| Very little extent        | 4            | 6          |
| Not at all                | 0            | 0          |
| <b>mean</b>               | <b>4.24</b>  |            |
| <b>Standard deviation</b> | <b>0.768</b> |            |

**Source: (Author, 2014).**

The project Management Committee members are the persons in charge of the CDF projects in their areas and therefore their selection is of importance. The study found out the selection of PMC members was influenced by politics to a large extent with a mean of 4.24 and standard deviation of 0.768.

#### **4.2.8 Community project identification and selection**

The study established the manner in which the CDF projects were selected and obtained the information shown in table 4.5

**Table 4.5 Manner of project identification and selection**

| Category                          | Frequency | Percentage |
|-----------------------------------|-----------|------------|
| Through public barazas            | 35        | 52         |
| Through community representatives | 30        | 45         |
| By the Member of Parliament       | 2         | 3          |

**Source: (Author, 2014).**

The majority of the CDF projects at 52% were identified and selected through public barazas, 45% through community representatives while only 3% said it was done by Member of Parliament.

#### **4.2.8 Extent stakeholders are involved in assessing the CDF projects**

The CDF projects have several stakeholders and the extent to which they were involved in the assessment of such projects had a mean of 3.66 and standard deviation of 0.894 according to the findings. This implied that the stakeholders were involved in assessing the CDF projects to a larger extent as in table 4.6

**Table 4.6 Extent of stakeholder involvement in CDF project assessment**

| Category               | Frequency | Percentage |
|------------------------|-----------|------------|
| To a very large extent | 13        | 19         |
| To a large extent      | 25        | 37         |
| Moderate extent        | 22        | 33         |
| Very little extent     | 7         | 11         |
| Not at all             | 0         | 0          |
| Mean                   | 3.66      |            |
| Standard deviation     | 0.894     |            |

**Source: (Author, 2014).**

#### **4.2.9 stakeholder group representation in the Monitoring and Evaluation team**

The study sought to establish the stakeholder group representation in the Monitoring and evaluation team and the findings were as shown in table 4.7.

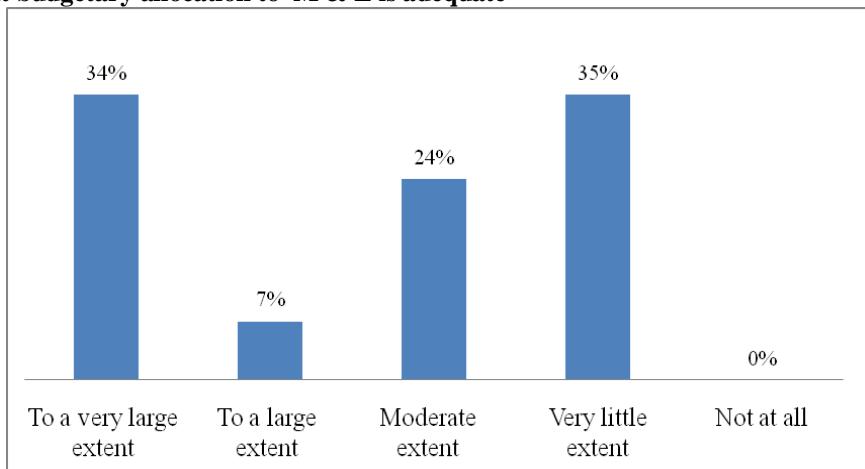
**Table 4.7 Stakeholder group representation in the M & E team**

| Stakeholder group      | Frequency | Percentage |
|------------------------|-----------|------------|
| CDFC                   | 7         | 10         |
| The community          | 43        | 64         |
| Religious Organization | 0         | 0          |
| Education              | 11        | 16         |
| Health                 | 0         | 0          |
| Roads                  | 2         | 3          |
| Energy                 | 0         | 0          |
| Agriculture            | 0         | 0          |
| Sports and culture     | 4         | 7          |

**Source: (Author, 2014).**

The community was the most represented stakeholder group in the study through the PMCs who directly represented the community while the CDFC comprised 10, those from the Ministry of Roads were 3% and from Sports and Culture were 6%

#### 4.2.10 Extent budgetary allocation to M & E is adequate



**Figure 4.5: Adequacy of the budgetary allocation**

**Source: (Author, 2014).**

The researcher found out that the budgetary allocation to the monitoring and evaluation programs affected the monitoring and evaluation process moderately with a mean of 3.42 and standard deviation of 1.27

#### 4.2.11 Determining the completeness status of a CDF project

The study established the extent to which the monitoring and evaluation team was capable of determining the completeness status of a CDF project and the information obtained yielded the results in table 4.8

**Table 4.8: Ability to determine the completeness status**

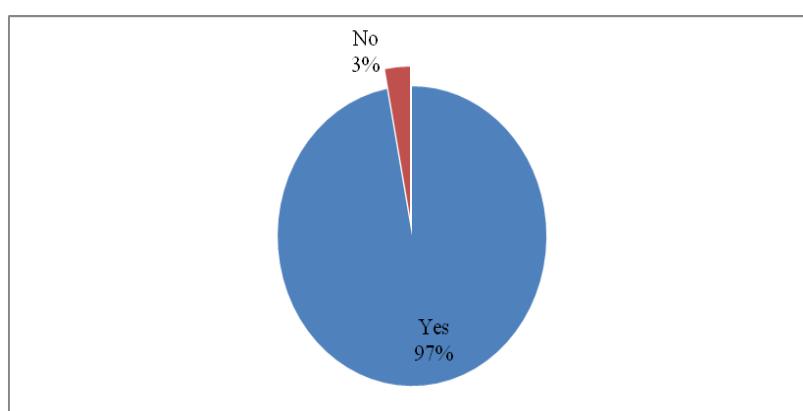
| Category               | Frequency | Percentage |
|------------------------|-----------|------------|
| To a very large extent | 35        | 52         |
| To a large extent      | 21        | 32         |
| Little extent          | 7         | 10         |
| Very little extent     | 4         | 6          |
| Not at all             | 0         | 0          |
| Mean                   | 4.30      |            |
| Standard deviation     | 0.874     |            |

**Source: (Author, 2014).**

The study revealed that majority of the respondents said the monitoring and evaluation team was able to ascertain the completeness status of a CDF project to a large extent with a mean of 4.3 and standard deviation of 0.874.

#### 4.2.12 Capacity to determine the budgetary compliance of a CDF project

The researcher sought to determine whether the monitoring and evaluation team was capable of determining the budgetary compliance of the CDF projects and obtained the information in figure 4.6



**Figure 4.6 Capacity to determine the budgetary compliance of a CDF project**

**Source: (Author, 2014).**

The findings on the ability to determine the budgetary compliance by the Monitoring and Evaluation team were that 97% of the respondents said the team had the capacity with only 3% who said the team had no capacity to determine whether or not the CDF projects were on budget.

#### **4.2.13 Extent the M & E team was able to determine budget compliance**

The researcher further investigated the extent to which the M & E team was capable of determining whether or not the CDF projects were as per the budget. The findings were as shown in table 4.9

**Table 4.9: Ability to determine budget compliance**

| Category               | Frequency | Percentage |
|------------------------|-----------|------------|
| To a very large extent | 34        | 51         |
| To a large extent      | 29        | 43         |
| Moderate extent        | 4         | 6          |
| Very little extent     | 0         | 0          |
| Not at all             | 0         | 0          |
| Mean                   | 4.45      |            |
| Standard deviation     | 0.589     |            |

**Source: (Author, 2014).**

The majority of the respondents agreed that the monitoring and evaluation team was able to determine the budgetary compliance of the CDF projects to a very large extent with a mean of 4.45 and standard deviation of 0.589.

#### **4.2.14 Determination of the CDF project Timeliness**

The study sought to establish how often the CDF projects were on the predetermined timelines and whether the monitoring and evaluation team was capable of determining such timelines. The findings were as in table 4.10

**Table 4.10: Determination of the CDF project Timeliness**

| Category           | Respondents | Percentage |
|--------------------|-------------|------------|
| Very often         | 31          | 46         |
| Often              | 30          | 45         |
| Occasionally       | 0           | 0          |
| Rarely             | 6           | 9          |
| Never              | 0           | 0          |
| Mean               | 4.20        |            |
| Standard deviation | 1.45        |            |

**Source: (Author, 2014).**

The research findings revealed that the most of the respondents agreed that monitoring and evaluation team was often capable of determining the project timeliness by establishing whether the CDF projects were on time, they were stalled or were complete with a mean of 4.20 and standard deviation of 1.45

#### **4.2.15 Extent the M & E team was capable of determining the adherence to specifications and Bill of Quantities**

The researcher sought to establish the extent to which the monitoring and evaluation team was capable of determining whether the completed CDF projects were done as per the prepared Bill of Quantities (BOQs). The findings were as indicated in table 4.11

**Table 4.11: Ability to determine the adherence to specifications and Bill of Quantities**

| Category               | Frequency | Percentage |
|------------------------|-----------|------------|
| To a very large extent | 29        | 43         |
| To a large extent      | 35        | 52         |
| Moderate extent        | 3         | 5          |
| Very little extent     | 0         | 0          |
| Not at all             | 0         | 0          |
| Mean                   | 4.39      |            |
| Standard deviation     | 0.557     |            |

**Source: (Author, 2014).**

The study found out that majority of the respondents agreed that the monitoring and evaluation team was capable to a large extent of establishing the adherence of CDF projects to the predetermined BOQs at a mean of 4.39 and standard deviation of 0.557.

### **4.3 Correlation and Regression analysis**

The researcher used correlation and multiple regression analysis to determine the effect of the variables on effectiveness of Monitoring and Evaluation programs for CDF projects using SPSS software

**Table 4.12: correlation coefficients at 5% critical value (two-tailed) = 0.2404 for n = 67**

| effectiveness | technical | political | stakeholders | Budgetary |               |
|---------------|-----------|-----------|--------------|-----------|---------------|
| 1.0000        | 0.6733    | 0.4713    | 0.5483       | 0.7331    | effectiveness |
|               | 1.0000    | 0.7181    | 0.8743       | 0.5666    | technical     |
|               |           | 1.0000    | 0.7122       | 0.7189    | political     |
|               |           |           | 1.0000       | 0.5443    | stakeholders  |
|               |           |           |              | 1.0000    | Budgetary     |

A relationship existed between the four variables ranging from 0.4713 to 0.8743. To test for collinearity, a vif of less than 10 resulted and therefore the problem of multicollinearity did not exist.

**Table 4.13: Model Summary**

| Model | R     | R Square | Adjusted R Square | Std Error of the Estimate |
|-------|-------|----------|-------------------|---------------------------|
| 1     | 0.925 | 0.856    | 0.757             | 0.636                     |

The model is able to explain 85.6% of the variances in Effectiveness in Monitoring and evaluation. This implies that more research needs to be done so as to determine more factors that affect the effectiveness of Monitoring and Evaluation programs for CDF projects in Laikipia West constituency.

**Table 4.13: ANOVA Table**

| Model | Sum of Squares |          | df | Mean Square | F     | Sig.  |
|-------|----------------|----------|----|-------------|-------|-------|
|       | Regression     | Residual |    |             |       |       |
| Total | 57.954         | 165.897  | 66 | 14.488      | 5.415 | 0.001 |

The significance value is 0.001 which is less than 0.05 and therefore the model is statistically significant in predicting the effect of Technical Capacity, Stakeholder involvement, Politics and Budgetary allocation on the effectiveness of monitoring and Evaluation programs of CDF projects in Laikipia West Constituency.

| Model                     | Unstandardized Coefficients |            | Beta  | t      | Sig.  | Collinearity Statistics |       |
|---------------------------|-----------------------------|------------|-------|--------|-------|-------------------------|-------|
|                           | B                           | Std. Error |       |        |       | Tolerance               | VIF   |
| Constant                  | -2.672                      | 5.135      |       | -0.520 | 0.605 |                         |       |
| Technical Capacity        | 0.200                       | 0.082      | 0.272 | 2.429  | 0.018 | 0.955                   | 1.047 |
| Politics                  | 0.095                       | 0.078      | 0.136 | 1.217  | 0.228 | 0.963                   | 1.038 |
| Stakeholder Participation | 0.226                       | 0.097      | 0.261 | 2.323  | 0.023 | 0.948                   | 1.054 |
| Budgetary allocation      | 0.245                       | 0.106      | 0.257 | 2.308  | 0.024 | 0.966                   | 1.035 |

Substituting the beta value in (2) then the M & E Effectiveness

$$Y = -2.672 + 0.272TC + 0.136P + 0.261SP + 0.257BA \quad \text{equation (3)}$$

The model was able to explain 85.6% of the variances in Effectiveness in Monitoring and evaluation. If all the independent variables were constant at zero, then the effectiveness of the Monitoring and Evaluation programs for CDF projects in Laikipia West Constituency will be -2.672. This implies that the monitoring and evaluation will be ineffective if there was no technical persons involved, no stakeholder participation and no budgetary allocation for capacity building and monitoring and evaluation activities.

#### 4.4 Hypothesis testing

##### Hypothesis 1

**H<sub>0</sub>** : Technical capacity has no significant effect on the effectiveness of Monitoring and evaluation of CDF projects in Laikipia West Constituency was rejected at t= 2.429 and p- value = 0.018 which is less than 0.05 levels of significance.

##### Hypothesis 2:

**H<sub>0</sub>** : Political influence has no significant effect on the effectiveness of monitoring and evaluation of CDF Projects in Laikipia West Constituency. The study failed to reject this hypothesis at t = 1.217 and p- value = 0.228 which was greater than the significance level of 0.05

**Hypothesis 3:**

**$H_0$**  : Stakeholder participation does not have a significant effect on the effectiveness of monitoring and Evaluation of CDF projects in Laikipia West Constituency was rejected at  $t = 2.232$  and  $p$ - value = 0.023 which was less than 5% level of significance.

**Hypothesis 4:**

**$H_0$** : Budgetary allocation does not have a significant effect on the effectiveness of monitoring and evaluation of CDF projects was rejected at  $t = 2.308$  and  $p$ - value = 0.024 which was less than 5% level of significance.

## V. Conclusion

### 5.1 Conclusion

From the study findings, the researcher made the following conclusions based on the research questions;

From the study findings, an increase in one unit of technical competency of the monitoring and evaluation team accounted for 28% increase in effectiveness of the monitoring and evaluation programs for CDF projects in Laikipia West constituency. This was attributed to the multidisciplinary composition of the team where members of the Monitoring and evaluation team composed of Accountants, Engineers, surveyors, teachers and other community members with diverse skills.

Political influence did not make significant difference in the effectiveness on monitoring and evaluation of CDF projects. The other three hypothesis test had a significant input of the effectiveness of monitoring and evaluation of the CDF projects.

### 5.2 Recommendations

Upon the conclusion of the study and after careful analysis of the findings, the researcher policy recommendation was that the CDFC and PMCs in various constituencies should be trained so as to contribute to the effectiveness of the Monitoring and Evaluation. Such training should be done more often so as to cope with the ever changing project environment and changing challenges.

The Researcher recommends for further studies on the effect of county government project activities on the monitoring and evaluation of CDF projects since the roles are overlapping each other in as far as community projects is concerned.

The other area of further research that the researcher recommends is a study on effect of government legislation on the effectiveness of monitoring and evaluation programs for CDF projects

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