



**FACTORS AFFECTING THE PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA: A  
CASE OF THARAKA CONSTITUENCY**

**Mati, R. K., & Ongore, V.**

**FACTORS AFFECTING THE PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA: A CASE OF THARAKA CONSTITUENCY**

**Mati, R. K.,<sup>1</sup> & Ongore, V.<sup>2</sup>**

<sup>1\*</sup> MBA Student, Africa Nazarene University [ANU], Kenya

<sup>2</sup> Ph.D, Lecturer, Africa Nazarene University [ANU], Kenya

**Accepted: August 31, 2020**

**ABSTRACT**

*Parliamentary involvement in grassroots projects and in community development has been growing in a diverse set of countries, including Kenya. Community involvement in project identification and implementation ensures that projects implemented through decentralized funds respond to the needs of the community. It also contributes towards community ownership of projects (Shelbourn et al., 2007). In Kenya, the Constituency Development Fund (CDF) was founded through the CDF Act (2003) then Revised in the year 2007. CDF is among the decentralized treasuries destined to attain fast socio-economic expansion to every constituency by funding of locally arranged developments and improved public involvement. This study sought to establish factors affecting the success of constituency development fund projects in Kenya with special reference to Tharaka constituency. This study adopted a descriptive survey. The population for this study was 169 CDF committee members in Tharaka Constituency. This study sampled 118 respondents. Data was collected using structured questionnaires. Data collected, was tabulated and analyzed for purpose of clarity, using SPSS version 20 software. Data was presented using tables and pie charts to make them reader friendly. In addition, a multiple regression was used to measure the quantitative data and was analyzed using descriptive statistic. The study concluded that poor monitoring and evaluation and poor accountability in CDF funds management have a negative impact on the performance of constituency development fund projects in Kenya. The study recommended that policy makers should consider formulating policies which ensure that the oversight board maintains high standards of accountability.*

**Key words;** Financial Accountability, Monitoring and Evaluation, Performance

**CITATION:** Mati, R. K., & Ongore, V. (2020). Factors affecting the performance of constituency development fund projects in Kenya: A case of Tharaka Constituency. *The Strategic Journal of Business & Change Management*, 7(3), 1112 – 1124.

## INTRODUCTION

Parliamentary involvement in grassroots projects and in community development has been growing in a diverse set of countries, including Kenya, Pakistan, India, Uganda, Bhutan, Jamaica and Papua New Guinea. One policy tool for this involvement is Constituency Development Funds (CDFs), which dedicate public money to benefit specific political subdivisions through allocations and/or spending decisions influenced by their representatives in the national parliament (Mwangi and Meagher, 2004).

Policy making on CDFs, including goals and size of the funds; the structure of decision making on the use of the funds at all stages of implementation; oversight of CDF operations; and the relative influence of different individuals and groups in making policy; CDFs resemble the venerable U.S. congressional allocations generally called member items in national and state-level policy making (Kalaycioglu, 2000). Operations of CDFs have sometimes been controversial because they raise fundamental questions about the efficacy of government service delivery, the extent to which such service delivery can be made accountable, the role of legislators in selecting development priorities, and how public participation in policy making can be made more meaningful (Kumar, 2006). These controversies make it timely to develop a fuller understanding of this evolving policy tool and to devise guidelines for the transparent and ethical use of such funds in a manner that is free of corruption.

Community involvement in project identification and implementation ensures that projects implemented through decentralized funds respond to the needs of the community. It also contributes towards community ownership of projects (Shelbourn et al., 2007). The government of Kenya has in the recent past decentralized funds to the constituencies with the aim of controlling imbalances in regional development and engendering citizen participation in the management of public resources towards poverty alleviation and improving service delivery. These

funds can be categorized into: funds for loan facilitation that include the Youth and Women Enterprise Development Funds; targeted sector specific transfers such as Free Primary Education fund and broad composite funds that include the Constituency Development Fund (CDF) and the Local Authorities Transfer Fund (LATF) (Neville, 2007). Decentralizing funds to the constituencies also aims at ensuring that development planning is done at the constituency level where community needs can be captured best through public participation in the analysis, identification and prioritization of development projects and through participatory planning processes (Mwangi, 2012).

In Kenya, the Constituency Development Fund (CDF) was founded through the CDF Act (2003) then revised in the year 2007. CDF is among the decentralized treasuries destined to attain fast socio-economic expansion to every constituency by funding of locally arranged developments and improved public involvement. Research carried out transversely throughout the nation's 210 constituencies by the CDF Board (2008) besides the National Anti-Corruption Steering Committee (NACS) (2008) designated that ever since its commencement in 2003, CDF has enabled the execution of various local growth projects targeted at poverty lessening as well as socio-economic growth of the people. CDF is intended to combat poverty via the execution of developments at a local level and predominantly those that deliver rudimentary needs, for instance education, agronomic services, healthcare, water, safety as well as electricity. CDF's functioning structure as well as the mosaic expenses choices at the legislative authorities have been categorized as inventive and creative (Kimenyi, 2005).

In the previous 10 years since its inception, as directive from the government CDF coffers have mainly been used in funding developments in four main sectors; education (37 percent), healthcare (9 percent), water (14 percent), and roads (8 percent) (GOK: CDF Allocation Summary, 2007). Commencement of these kinds of developments is

evidently specified in the CDF Act. For example, Part IV Section 21 (1) of the Act dictates that, “developments shall be communal based so as to guarantee that the potential profits are obtainable to an extensive cross-section of the residents of a specific area” (Government of Kenya Constituency Development Fund Act, 2003).

Though the CDF allocation have been accumulating over-time, the upsurge can mainly be accredited to the development of the Kenya’s economy as well as the government’s tough implementation of tax collection requirements. Attuned for inflation, initiation of the CDF fund has subsequently developed and grown from Ksh140 million for the 2003/04 financial year to over Ksh20 billion for 2013/14 fiscal year. Simultaneously, the aggregate income for the main government at the same era for financial year 2003/04 was approximately Kshs300 billion and by 2013/14 financial year the entire income had augmented to Ksh700.5 billion, (RoK, 2013).

Although these annual CDF allocation may not seem to be so much, the influence on the community at both physical and social level has been outstanding. For example, numerous schools are erected and furnished by the CDF coffers. This has assisted the government’s guiding principle of granting free primary education. Numerous hospitals as well as dispensaries or maternity wings that exist within the health facilities have also been constructed in a record time. This has aided decongestion of the district level hospitals (RoK, 2013).

Infrastructure-wise, several roads which were formerly deserted and inaccessible have been improved. This has abridged transportation charges to the marketplace for the locally manufactured goods. Communally, the customary responsibility of women of drawing water from streams of the river has been changed with the numerous water wells that have been dug and are now well functioning. Accessibility of water in the rural zones has abridged the distance covered by women during collection of water. Furthermore, CDF has greatly facilitated the construction of police posts in the

crime prone zones. The CDF functioning structure permits the people of a certain constituency to create their own disbursement decisions that replicate their preferences to get the most out of their welfare. In the availability of an assortment of disbursement decisions on a countless of projects, and for the reason that the relaxed guidelines on how as well as where the expenses are to be sustained, the CDF can be seen as a vicarious form of financial devolution, (RoK, 2012).

### **Statement of the Problem**

The government of Kenya is spending considerable resources at the constituency level. In 2009/2010 at least Kes 73 billion went towards decentralized fund spending. This averages into Kes 350 million per constituency for local development. According to KIPPRA (2010), there is need for a well enhanced system of managing constituency development funds in order to ensure that funds allocated are managed to achieve the desired result (KIPPRA, 2010). The essence of devolved funds in Kenya is to ensure that these funds are only used for the intended purpose; the overseers must observe proper utilization of the CDF fund must also consider value maximization, by ensuring that proper and accountable systems are in place and well adhered to (TISA, 2009).

According to reports by KIPPRA (2010), internal inefficiencies in the management of CDF funds processes have made constituency development fund not to achieve the desired results, which has led to loss of funds. For example, in the financial year 2011/2012, statistics from the National tax payers report indicated that 16 per cent of the total Sh2.3 billion CDF cash was badly used, wasted or unaccounted for, owing to inefficiencies in the procurement process, (National Tax Payers Report, 2012).

Kumar (2006) on the other hand identified low citizen participation as a stumbling block to optimal utilization of devolved funds. Despite ongoing reforms and the passage of the Constitution of Kenya (2010) which seeks to promote transparency, local development funds have failed to adopt

transparent practices in key areas. Further, despite the existence of planning and harmonization committees such as District Development Committees and District Project Committees (DPC's), the planning and harmonization of the funds is not as effective as envisaged. This is evidenced by duplication of projects, double funding as well as the existence of numerous incomplete but idle projects (Kwon, 2003). The absence of an overall strategic development framework to guide these expenditures is giving citizens a raw deal in development.

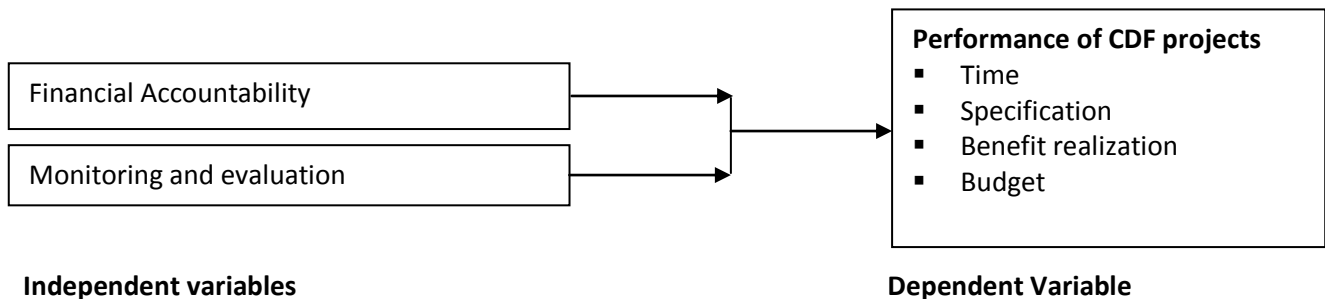
Several research studies have been conducted in relation to devolved funds. For instance, Katembu (2010) did a study on the outcomes and challenges of grassroots participation in CDF projects: a case study of Dagoretti Constituency and concluded that there were various challenge facing grassroots participation in CDF projects, Sande (2010) conducted a study on factors influencing efficient monitoring and evaluation of CDF projects in Naivasha constituency and Muchiri (2009) did a study on the impact of the CDF in the development

of public secondary schools in Mwala constituency. However, there is no known study that has been conducted on factors affecting the performance of constituency development fund projects in Tharaka constituency, hence the knowledge gap which this study seek to fill. There is need to assess and bridge the gap on the factors affecting the performance of constituency development fund projects in Kenya with special reference to Tharaka constituency.

**Objective of the Study**

The general objective of this study was to establish factors affecting the performance of constituency development fund projects in Kenya with special reference to Tharaka Constituency. From the general objective the following specific objectives were derived:

- To examine the effects of financial accountability on performance of constituency development fund projects in Kenya.
- To find out the effects of monitoring and evaluation on performance of constituency development fund projects in Kenya.



**Independent variables**

**Figure 1: Conceptual Framework**

Source, Author (2014)

**Dependent Variable**

**LITERATURE REVIEW**

**Cornwall's Theory of Participation**

Cornwall's theory describes participation by considering aspects of space, power and differences; she argues that, participatory spaces can be created in order to allow people to interact and to discuss issues of their concern as well as to perform social responsibilities. These spaces can change from time to time and from one context to another. This could be through formulation of new laws or amendment of the previous laws or by

inviting people to meetings and social clubs (Oakley, 2008). However power and differences among the people may allow or limit effective participation. This is because participatory spaces gather people from different backgrounds and with different identities (Cox, 2000).

**Stakeholder Theory**

The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It identifies and models the groups which are

stakeholders of a project, and both describes and recommends methods by which management can give due regard to the interests of those groups (Potts, 2005). In short, it attempts to address the "Principle of Who or What Really Counts. The stakeholder view of strategy is an instrumental theory of the CDF projects, integrating both the resource-based view as well as the market-based view, and adding a socio-political level. This view of the firm is used to define the specific stakeholders of a CDF project of stakeholder identification as well as examine the conditions under which these parties should be treated as stakeholders (Pretty, 2010).

The importance of stakeholders from a strategy development and project planning perspective is well acknowledged. Still, the role of stakeholders and performance measurement has been little discussed. The issue of who is seen as the end user of the performance measurement information generated has received little attention and yet, particularly in the public sector especially in CDF projects, is of critical importance (Pretty et al., 2007). This study will be based on the Cornwall's theory and stakeholder theory as it seeks to establish factors affecting the performance of constituency development fund projects in Kenya with special reference to Tharaka Constituency.

### **Empirical Review**

The widespread failures in CDF projects have been attributed to a number of flaws in the project; the intervention was not desired by the community, the capital and/or recurrent costs are too high for the community, lack of ownership results in neglect of maintenance and repairs, the promised benefits don't materialize, education programmes are too short and trained members of the community move away or lose interest. Several research studies have been conducted on implementation of projects (Bretty, 2003).

Shelbourn et al., (2007) did a study on implementation of effective collaboration in construction projects. Much of the recent work undertaken on collaborative working has focused

on the delivery of technological solutions with a focus on web (extranets), CAD (visualization) and knowledge management technologies. However, it is now recognized that good collaboration does not result from the implementation of information technology solutions alone, the organizational and people issues, which are not readily solved by pure technical systems, need also to be resolved. This paper aimed at addressing this issue. The findings reported in this paper are a summary of the results from the semi-structured interviews and questionnaire used to gain the industry's requirements. They show that a focus on the "softer" issues (business process and an organizations' people) rather than a technology focus is needed to plan and implement collaborative working more effectively in projects. An initial approach is discussed in this paper concerning a structured approach to be developed further in the research to highlight to the industry the issues associated with the planning and implementation of effective collaborative working in projects (Bretty, 2003).

Neville (2007) did a study on efficient and effective implementation of people-related projects. The purpose of this paper was to consider the impact of implementation thoroughness on the achievement of expected results from people development initiatives and to provide a framework of consideration to improve levels of performance. The paper was based on experience from working at senior levels within FTSE100 companies over the past 20 years, wider experience gained from benchmark groups and association and institute roles. The paper is a result of a review of past programs implemented by the author and his team and learning gained from good practice in change and people initiatives in other benchmark group organizations. It offers the conclusions drawn through a suggested simple model for future consideration when implementing change or people-based initiatives. The paper finds that few people-based change initiatives realize their maximum potential, difficulties arise in the timing

of specialist involvement, wasted time in areas of responsibility overlap with negative debate, communication is often cited as having been poor or incomplete, measures and intent are often not well aligned and considered late in the process, thoroughness and blend is often restricted to single elements of the change or learning process (Ebrahim, 2003).

Sande (2009) conducted a study on factors influencing efficient monitoring and evaluation of CDF projects in Naivasha constituency. The research focused on technical expertise, resources, indicators, stakeholder participation, stakeholder awareness, and feedback mechanism as factors of interest. The findings revealed that all the factors influenced the efficient M&E of CDF projects. It was however noted that the influence was not equal. For instance, stakeholder participation had more effect than the feedback mechanism. It was also noted that the M&E factors had certain elements that enabled them to influence monitoring positively. Technical expertise and stakeholder participation stood out as the most important factors affecting M&E. It was concluded that technical expertise helps to ensure that the stakeholders do not fall out of the process. They also help to design an appropriate M&E framework that will be easy to follow up on. Stakeholder participation ensures that the M&E process is owned. This legitimizes the process leading to better project monitoring.

Kabaya (2010) did a study on factors affecting utilization of the constituency development funds in Muranga County. The general objective of the study was to analyze the factors affecting the CDF utilization whereas the specific objectives were to ascertain whether information diffusion of CDF affects its utilization, to establish whether monitoring and evaluation of the CDF funded projects affects its utilization and to determine the extent to which community participation affects CDF utilization. From the findings it was observed that every time community participation, monitoring and evaluation CDF utilization is

increased. It was further revealed that Tharaka constituency allocates a portion of the funds to all projects prioritizing well-being of the members of the community with high priority areas being health, education and security.

## **METHODOLOGY**

This study adopted a descriptive survey. Kothari, (2006) describes descriptive research as including survey and facts finding enquiries whose main aim is description of affairs as they exists at present. A case study research design was adopted. The target population was all the 114 CDF committee members in Tharaka Constituency. The study also targeted 5 PMCs in each location, thus a total of 55 PMC in the entire constituency.

Based on this, the researcher was able to adopt a mathematical formula for the purpose of determining the sample size. (Taro Yamane, 1970) has suggested the following mathematical formula for determining sample size.

$$n = \frac{N}{1 + N(0.05)^2}$$

Hence, out of the total population of 169 respondents, a sample size of 118 was taken, representing a 69.8%. Stratified random sampling technique was then adopted to select the 118 participants.

Data was collected using structured questionnaires. Data collected, was tabulated and analyzed for purpose of clarity, using SPSS version 20 software. The findings were presented using tables and pie charts to make them reader friendly. In addition, the study conducted a multiple regression analysis.

## **FINDINGS**

### **Financial Accountability**

The study sought to investigate whether accountability influences the performance of constituency development fund projects in Kenya.

**Table 1: Effects of Financial Accountability on the Performance of Constituency Development Fund Projects**

| Opinion | Frequency | Percentage |
|---------|-----------|------------|
| Yes     | 89        | 81.7       |
| No      | 20        | 18.3       |
| Total   | 109       | 100        |

From the research findings, majority of the respondents as shown 81.7% agreed that accountability affected the performance of constituency development fund projects in Kenya

whereas 18.3% of the respondents were of the contrary opinion. This indicated that accountability plays a key role in determining the performance of constituency development fund projects in Kenya.

**Table 2: Extent to Which Accountability Influence the Performance of Constituency Development Fund Projects in Kenya**

| Extent            | Frequency  | Percentage |
|-------------------|------------|------------|
| Very great extent | 35         | 32.1       |
| Great extent      | 62         | 56.9       |
| Moderate extent   | 8          | 7.3        |
| Little extent     | 4          | 3.7        |
| <b>Total</b>      | <b>109</b> | <b>100</b> |

The study was aimed at examining the respondent's extent to which they complied in relation to that accountability influence the performance of constituency development fund projects in Kenya. From the findings the study revealed that 56.9% of the respondents agreed that financial accountability affected the performance of CDF projects in Kenya

to a great extent, 32.1% of the respondents agreed to a very great extent, 7.3% of the respondents agreed to a moderate extent whereas 3.7% of the respondents complied with a little extent. This was a clear indication that accountability influences the performance of constituency development fund projects in Kenya to a great extent.

**Table 3: Effects of accountability on performance of constituency development fund projects**

| Accountability  | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean | Standard deviation |
|---|----------------|-------|---------|----------|-------------------|------|--------------------|
| despite numerous complaints, only few cases of CDF corruption have been prosecuted in Kenya   | 31             | 68    | 6       | 2        | 2                 | 1.86 | 0.26               |
| Corruption is a result of other weaknesses in CDF management such as lack of reporting, weak contract management, poor oversight because it creates an enabling environment for abuse | 35             | 60    | 9       | 2        | 3                 | 1.88 | 0.23               |
| CDC Committees, national and local government officials and MPs often hinder access, delay publication of data, or simply refuse to release documentation                             | 41             | 56    | 11      | 0        | 1                 | 1.75 | 0.23               |
| constituents are basically unable to access CDF project information from their local CDF office or from the national CDF Board  | 38             | 49    | 14      | 6        | 2                 | 1.94 | 0.19               |



The study sought to determine the extent to which respondents agreed with the above statements relating to effects of accountability on performance of constituency development fund projects, from the research findings, majority of the respondents agreed that CDC Committees, national and local government officials and MPs often hinder access, delay publication of data, or simply refuse to release documentation as shown by a mean of 1.75, despite numerous complaints, only few cases of CDF corruption had been prosecuted in Kenya as shown by a mean of 1.86, Corruption is a result of other weaknesses in CDF management such as lack of reporting, weak contract management, poor

oversight because it creates an enabling environment for abuse as shown by a mean of 1.88, constituents are basically unable to access CDF project information from their local CDF office or from the national CDF Board as shown by a mean of 1.94. All the cases were supported by low mean of standard deviation which implies that respondents were of similar opinion.

#### Monitoring and Evaluation

The study sought to determine whether monitoring and evaluation influences the performance of constituency development fund projects in Kenya.

**Table 4: Effects of Monitoring and Evaluation on the Performance of CDF Projects In Kenya**

| Opinion      | Frequency  | Percentage |
|--------------|------------|------------|
| Yes          | 98         | 89.9       |
| No           | 11         | 10.1       |
| <b>Total</b> | <b>109</b> | <b>100</b> |

From the research findings, majority of the respondent's as shown by 89.9% agreed that monitoring and evaluation influences the performance of constituency development fund projects in Kenya whereas 10.1% of the

respondents were of the contrary opinion. This implied that monitoring and evaluation determines the performance of constituency development fund projects in Kenya.

**Table 5: Extent to which monitoring and evaluation affects the performance of constituency development fund projects in Kenya**

| Extent            | Frequency  | Percentage |
|-------------------|------------|------------|
| Very great extent | 35         | 32.1       |
| Great extent      | 57         | 52.3       |
| Moderate extent   | 12         | 11         |
| Little extent     | 5          | 4.6        |
| <b>Total</b>      | <b>109</b> | <b>100</b> |

The study sought to establish the extent to which monitoring and evaluation affects the performance of constituency development fund projects in Kenya. From the study findings, majority of the respondent's as shown by 52.3% of the respondents indicated that monitoring and evaluation affected the performance of CDF projects in Kenya to a great

extent, 32.1% of the respondents indicated to a very great extent, 11% of the respondents indicated to a moderate extent whereas 4.6% indicated to a little extent. This was a clear indication that monitoring and evaluation influences the performance of constituency development fund projects in Kenya to a great extent.

**Table 6: Statements Relating to Influence of Monitoring and Evaluation on the Performance of Constituency Development Fund Projects In Kenya**

| Monitoring and Evaluation | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean | Standard deviation |
|---------------------------|----------------|-------|---------|----------|-------------------|------|--------------------|
|                           |                |       |         |          |                   |      |                    |

|  |    |    |    |   |   |      |      |
|--|----|----|----|---|---|------|------|
| Leadership is a necessary aspect in the organization of the communities in order to bring about the required participation in all the processes including M&E  | 31 | 68 | 6  | 2 | 2 | 1.86 | 0.26 |
| There lacks a simple monitoring and evaluation framework that include a component of citizen participation, which would be useful in enhancing M&E   | 37 | 64 | 5  | 2 | 1 | 1.77 | 0.26 |
| The other reason for poor participation by citizens is general due low level of awareness by community members on the fund, their lack of interest in implementation of development projects and M&E being perceived as expensive and time consuming | 29 | 69 | 10 | 0 | 1 | 1.85 | 0.26 |
| The general lack of participation in M&E can also be attributed to poor community organization where community structures have not been deliberately organized to facilitate this,   | 45 | 52 | 6  | 4 | 2 | 1.77 | 0.23 |

The study sought to establish the level at which respondents agreed with the above statements relating to effects of monitoring and evaluation on the performance of constituency development fund projects in Kenya, from the research findings majority of the respondents agreed that: There lacked a simple monitoring and evaluation framework that include a component of citizen participation, which would be useful in enhancing M&E, the general lack of participation in M&E is attributed to poor community organization where community structures had not been deliberately organized to facilitate as shown by a mean of 1.77 in each case. The other reason for poor participation by citizens was general due low level of awareness by community members on the fund, their lack of interest in implementation of development projects and M&E being perceived as

expensive and time consuming as shown by a mean a mean of 1.85, Leadership is a necessary aspect in the organization of the communities in order to bring about the required participation in all the processes including M&E as shown by a mean of 1.86. The study also established that project evaluation and monitoring provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers; helps to add to the retention and development of institutional memory and proper monitoring allows the actors to learn from each other's experiences, building on expertise and knowledge. The above findings concur with (Nelson & Wright, 2003). According to Nelson & Wright, There lacks a simple monitoring and evaluation framework that include a component of citizen participation, which would be useful in enhancing M&E.

## Regression Analysis

**Table 7: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .892 <sup>a</sup> | .796     | .775              | .4441                      |

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the above table the value of adjusted R squared was 0.775 an indication that there was variation of 77.5% on the performance of constituency development fund projects in Tharaka Constituency could be attributed to accountability and project monitoring and evaluation at 95 percent confidence interval .

This showed that 75.5 percent changes in performance of constituency development fund projects in Tharaka Constituency could be accounted to accountability and project monitoring and evaluation. R is the correlation coefficient which showed the relationship between the study variables, from the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.892.

**Table 8: ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F     | Sig.              |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1     | Regression | 2.18           | 2   | 1.09        | 5.533 | .002 <sup>b</sup> |
|       | Residual   | 79.982         | 406 | 0.197       |       |                   |
|       | Total      | 82.162         | 108 |             |       |                   |

Significance Level (P>0.05)

The validity of the model was tested to ascertain whether the findings were ideal for making conclusions, From the ANOVA statics, the study established the regression model had a significance level of 0.3% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater

than the critical value (5.533>3.0179) an indication that accountability and project monitoring and evaluation significantly influence the performance of constituency development fund projects in Tharaka Constituency. The significance value was less than 0.05 indicating that the model was significant.

**Table 9: Coefficients<sup>a</sup>**

| Model                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|-----------------------------------|-----------------------------|------------|---------------------------|-------|-------|
|                                   | B                           | Std. Error | Beta                      |       |       |
| (Constant)                        | 2.358                       | .426       |                           | 5.535 | 0.000 |
| Accountability                    | .341                        | .081       | .339                      | 4.210 | 0.002 |
| Project monitoring and evaluation | .323                        | .056       | 0.32                      | 5.768 | 0.001 |

From the data in the above table the established regression equation was;

$$Y = 2.358 + 0.341 X_1 + 0.323 X_2$$

From the above regression equation it was revealed that holding accountability and project monitoring and evaluation to a constant zero, the performance of constituency development fund projects in

Tharaka Constituency would be at 2.358, a unit increase accountability while holding all other factors constant would lead to increase in performance of constituency development fund projects in Tharaka Constituency by factors of 0.341, a unit increase in Project monitoring and evaluation while holding all other factors constant

would result to increase in performance of constituency development fund projects in Tharaka Constituency by a factor of 0.323. The two variables were significant ( $p < 0.05$ ).

### CONCLUSIONS AND RECOMMENDATIONS

The study revealed that in the management of CDF funds was characterized with poor reporting, weak contract management and poor oversight, therefore the study concluded that poor accountability in CDF funds management have a negative impact on the performance of constituency development fund projects in Kenya. The also study established that there lacked a simple monitoring and evaluation framework that included a component of citizen participation, which would be useful in enhancing M&E therefore thus the study concluded that poor monitoring and evaluation have a negative impact on performance of constituency development fund projects in Kenya.

In order to ensure effective performance of constituency development fund projects in Kenya

the study recommended that, policy makers should consider formulating policies which ensure that the oversight board maintains high standards of accountability. The board managing CDF projects in each county should periodically carry out project reassessments to establish effectiveness of the methodologies used in the project implementation process. In order to ensure project performance within constituencies, the study recommended that the board managing CDF projects must remain full commitment in all stages of implementation process; this would serve as a motivation to lower levels of management and thus increasing the probability of the project performance.

### Recommendations for Further Research

The study sought to determine the factors affecting the performance of constituency development fund projects in Kenya with special reference to Tharaka Constituency. The study variables (Accountability, Monitoring and Evaluation) only accounted for 77.5%. The research therefore recommended that the remaining variables which accounts for 22.5% should be identified and their impact determined.

### REFERENCES

- Bretty, E.A. (2003) Participation and Accountability in Development Management. *The Journal of Development Studies*, 40 (2), pp. 1-29.
- Cox, D. (2000). Community Participation and Empowerment: Putting theory into practice. *RRA Notes* No. 21, pp. 78-82. London: IIED.
- Dodge, D. (2003) *People's Knowledge in Project Planning: The limits and social conditions of participation in planning agricultural development*. Research Issues in Natural Resource Management. Swansea: Centre for Development Studies, University of Wales Swansea.
- Eade, D. & Rowlands, J. (eds) (2003). *Development Methods and Approaches: Critical Reflection*, Oxford: Oxfam GB.
- Ebrahim, D. (2003). *People's Knowledge in Project Planning: The limits and social conditions of participation in planning agricultural development* Research Issues in Natural Resource Management. Swansea: Centre for Development Studies, University of Wales Swansea.
- Kabaya, L. W. (2010). *Factors Affecting Utilization of the Constituency Development Funds In Muranga County, Kenya*, Moi University. Unpublished Research Project.
- Kalaycioglu, E. (2000). *Politics of Fiscal Decentralization. Intergovernmental Fiscal Relations & Local Financial Management Program*, World Bank Institute.

- Katembu, F. Q. (2010). *Outcomes and challenges of grassroots participation in CDF projects: a case study of Dagoretti Constituency*. UNO, Unpublished Research Project.
- Kimenyi, G. (2005). *The influence of middle managers in the business planning process: a case study in the UK NHS*, British Journal of Management, Vol. 10 pp.141-55.
- KIPPRA (2008) Participatory Learning for Sustainable Agriculture. *World Development*, 23(8), pp. 1247-1263.
- Kombo, D, K & Tromp, D L.A (2006). *Proposal and thesis writing: an Introduction* Nairobi, Kenya: Paulines publications Africa
- Kothari, C.R (2009). *Research Methodology: Methods and Technique*, New Age International (P) Ltd Publishers.
- Kumar, S. C. (2006). Decentralization Dilemma: Measuring the Degree and Evaluating the Outcomes. *The Indian Journal of Political Science*, 17(1).pp.51-64.
- Kwon, S. (eds.) (2003). *Power and Participatory Development: Theory and Practice*. London: ITDG Publishing.
- Muchiri, N, D. (2009). *Impact of the CDF in the development of public secondary schools in Mwala constituency*, Kenyatta University, Unpublished Research Project.
- Mugenda, O.M. & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*, Nairobi, Acts Press.
- Mwangi S. K & Meagher, P. (2004), *Devolution and Development*, Ashgate Publishers, UK
- Mwangi, J. W. (2012). *The factors influencing performance of Constituency Development Funds (CDF) projects in Nyeri county, Central province, Kenya*, Kenyatta University. Unpublished Research Project.
- National Tax Payers Report, E. W. (2012). *Factors influencing efficient monitoring and evaluation of CDF projects in Kenya*.
- Nelson, N. & Wright, S. (eds.) (2003). *Power and Participatory Development: Theory and Practice*, London: ITDG Publishing.
- Neville, P, (2007) "Efficient and effective implementation of people-related projects", *Industrial and Commercial Training*, 39(4), pp.218 - 221
- Oakley, P. (2008) *Projects with people: The practice of participation in rural development*, Geneva: ILO.
- Potts, D (2005). *Project planning and Analysis for Development*, Lynn Reinner Publishers Inc.
- Pretty, J.N. (2010) Participatory Learning for Sustainable Agriculture. *World Development*, 23(8), pp. 1247-1263.
- Pretty, J.N., Guijt, I., Thompson, J. and Scoones, L. (2007). *Participatory Learning and Action*, London: International Institute for Environment and Development.
- Republic of Kenya (2013). *The Constituencies Development Fund (Amendment) Act, 2007*. Government Printer, Nairobi.
- Sande, E. W. (2009). *Factors influencing efficient monitoring and evaluation of CDF projects in Naivasha constituency*, Kenyatta University. Unpublished Research Project
- Sande, E. W. (2010). *Factors influencing efficient monitoring and evaluation of CDF projects in Naivasha constituency*, Kenyatta University, Unpublished Research Project.

- Shelbourn, M. Bouchlaghem, N.M. Anumba, C. Carrillo, P. (2007) Planning and implementation of effective collaboration in construction projects, *Construction Innovation: Information, Process, Management*, 7(4), pp.357 – 377
- Taro, J and Yamane, C.R (1970). *Research Methodology: Methods and Technique*. New Age International (P) Ltd Publishers.
- Tisa, K. (2009). *Psychology and Community Change: Challenges of the Future*, 2nd edition. Homewood, IL: Dorsey Press.