

# Selected Factors Influencing Effective Implementation of Constituency Development Fund (CDF) Projects in Kimilili Constituency, Bungoma County, Kenya

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**Abstract:** CDF is intended to transform the economic well being of local communities leading to poverty reduction. In addition, it was hoped that the CDF and devolvement of funds in general, would enhance people's participation in decision-making processes; promote good governance and promote transparency and accountability. However, most of the CDF developed projects have stalled and therefore are not helping the community in any way in improving their lives. The purpose of the study was to examine the selected factors that influence the implementation of CDF development projects in Kimilili Constituency. Specifically, the study sought to: examine managerial factors and determine the social factors influencing effective implementation of CDF developed projects in the study area. This study was based on descriptive survey research design. The study was carried out in Kimilili Constituency, Bungoma County and targeted 103 households who are the beneficiaries of CDF developed projects in the area. Purposive sampling, stratified, proportionate and systematic sampling techniques were used as the major sampling design. Self administered questionnaire was used to collect primary data. Data was analyzed quantitatively using descriptive statistics where the output was presented in terms of tables, frequencies and graphs. The study found that there was a significant relationship between managerial factors, and social factors and implementation of CDF projects.

**Keywords:** Development Projects, Effective, Factors, Implementation

## 1. Introduction

The Constituency Development Fund Bill was established through an Act of Parliament, CDF Act, in 2003. CDF is an annual budgetary allocation by the Central Government to each of the country's parliamentary jurisdictions-the constituencies. While there are several rules that govern the utilization of the Fund to ensure transparency and accountability, decisions over the utilization of the funds are supposed to be mainly by the constituents. The aim of the CDF is to devolve national resources at the community level with the aim of spurring economic development at the grassroots level, which would then translate to overall national economic growth and poverty reduction. The spirit of the CDF was in recognition of the fact that devolving funds to the community was crucial as it would strengthen the capacity of the people at the local level to exercise economic governance in an effort to spur development at the grassroots level. This would enable communities to allocate resources to priority projects that would address their economic needs towards poverty alleviation. It seeks to avail resources to the local people and fund development projects at the constituency level to achieve bottom up development and improve the economic status of all people. Ultimately, the CDF, as was envisaged, would lead to poverty reduction, improved well-being of Kenyans and political empowerment of Kenyan communities. The fund is intended to complement other existing funds being directed at the community level [1].

Unlike other development funds that filter from the central government through larger and more layers of administrative organs and bureaucracies, the funds under this program go

directly to local levels. In essence, the CDF is intended to provide individuals at the grassroots the opportunity to make expenditure choices that maximize their welfare in line with their needs and preferences. To the extent that the local population is better informed about their priorities, the choices made can be expected to be more aligned to their problems and circumstances. The CDF can therefore, be considered a decentralization scheme that provides communities with the opportunity to make spending decisions that maximize social welfare. The CDF is an example of what is generally referred to as Community Driven Development (CDD) initiatives that empower local communities by providing funds (often from the central government but sometimes from donor sources) [2].

Efforts to anchor the CDF on a legal foundation commenced in 1999 when the first motion on CDF was moved in parliament. The motion required the government to devote 5% of government revenue to community-based projects. The motion was passed but then the government did not implement it. In 2001/2, a caucus of MPs was formed to lobby the minister for Finance to allocate the 5% to community based projects. Parliament, through the Ministry of Finance, amended the initial motion to reduce the percentage from 5% to 2.5%. In October 2002, the CDF Bill was drafted and presented to parliament in April 2003.

The bill was passed in November 2003, thus establishing the Constituencies Development Fund (CDF) through an Act of parliament. As such, 2.5% of all the government ordinary revenue collected every year is paid into the fund. CDF aims at redistributing national resources to the community to improve rural economy, alleviate poverty, create

employment, and raise the standard of living of Kenyans. It seeks to bring services and facilities closer to the people so as to reduce poverty [3]. CDF was intended to compliment other existing funds being directed at the community level. These funds include the Local Authorities' Transfer Fund (LATF), Bursary Fund, Fuel Levy Funds and Roads Maintenance Fund, among others.

### 1.1 Statement of the Problem

There has been a lot of criticism, from various quarters, on the way the CDF is managed and implemented. According to Transparency International [4], doubts have been raised as to whether the constituency development fund has met its stated objectives. For instance there is lack of transparency in allocation of funds for development projects, it is not clear how decisions are arrived at on what development projects to be implemented and the formation of the Constituency development committees (that are the centre of decision making) is characterized by political patronage. CDF is intended to transform the economic well being of local communities leading to poverty reduction. In addition, it was hoped that the CDF and devolvement of funds in general, would enhance people's participation in decision-making processes; promote good governance and promote transparency and accountability. However, most of the CDF developed projects have stalled and therefore are not helping the community in any way in improving their lives. The question being asked here are: Why is that the CDF developed projects have stalled? What is the relevancy of CDF initiated projects in the community? It is against this background that this study sought to examine the factors that influence the implementation of CDF development projects in Kimilili Constituency.

### 1.2 Objectives of the Study

The study was guided by the following objectives;

1. To examine managerial factors influencing effective implementation of CDF developed projects in the study area
2. To determine the social factors influencing effective implementation of CDF developed projects in the study area

### 1.3 Research Questions

The study answered the following questions;

1. What are the managerial factors influencing effective implementation of CDF developed projects in the study area?
2. What are the social factors influencing effective implementation of CDF developed projects in the study area?

### 1.4 Significance of the study

CDF is a very important instrument of development especially in the rural poor of the country. Through CDF various communities in the country have been able to realize and access fundamental services like health, water, education just to mention but a few under the initiative of CDF projects. However, maximum benefits can only be realized by the beneficiaries only if there is effective and proper

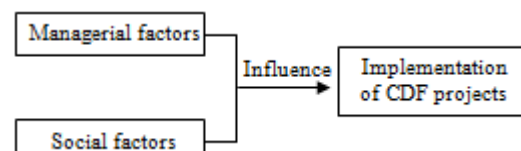
implementation. The study will be beneficial to various CDF committees including the planning and implementation committees by highlighting the major factors influencing project implementation process. The government will also benefit from the study findings and recommendations by formulating policies that will enable efficient implementation of CDF developed projects. Scholars and researchers will also benefit from the study as it will inform them on the factors influencing effective implementation of CDF projects thus, acting as a point of reference to other studies.

### 1.5 Scope of the Study

The study was conducted in Kimilili Constituency in Bungoma County where it targeted 140 households. CDF developed community project beneficiaries were targeted. The study investigated on the selected factors influencing effective implementation of CDF developed projects. The study assessed the managerial, and social factors that affect effective implementation of the projects. The research collected data in the month of November from a sample size of 103 respondents.

### 1.6 Conceptual Framework

The study adopted the conceptual framework below where factors (social and managerial) constitute an independent variable while CDF project implementation is the dependent variable. As a result, the study assumes that sound management and social factors necessitates effective implementation of CDF projects in the community.



**Figure 1:** Conceptual Framework on the Selected Factors Influencing Effective Implementation of Constituency Development Funds (CDF)

## 2. Methodology

This study was based on descriptive survey research design. The researcher used this design in order to gather facts on the factors influencing effective implementation of CDF development projects. It attempted to describe and explain conditions of the present by using many subjects and questionnaires to fully describe a phenomenon. This type of design was appropriate for gathering information, summarizing, presenting and interpreting it for the purposes of clarifications on the factors influencing effective implementation of CDF development projects.

The study was carried out in Kimilili Constituency, Bungoma County. This is because many projects had been initiated in the area but few have been completed while others have stalled. This paper therefore sought to examine the factors that have influenced the implementation of CDF developed projects. Purposive sampling was first adopted in the choice of the study area because the researcher established that there is a problem with project

implementation and despite these project being initiated by CDF, their completion rate is very low. Stratified sampling was used as the constituency was classified into Wards. Proportionate sampling was used to determine the number of participants from each Ward. Systematic sampling was then used in selecting the actual participants (respondents) for the study. The study used a table for determining the sample size by Krejcie & Darlyle [5] to come with a sample size of 103 households (see Table 1). One hundred and three household heads were therefore selected and given questionnaire to fill.

**Table 1:** Table for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Source: Krejcie & Darlyle, (1970)

A questionnaire was developed as the main research tool for this study. A questionnaire was used to obtain primary data from the sampled population. The questionnaire contained closed questions which were standardized and completely predetermined. The researcher collected data from the selected participants who were the households where CDF projects have been initiated. Data was analyzed quantitatively. Descriptive method was employed and data presented in the form of frequency distribution tables, graphs and pie charts that facilitated description and explanation of the study findings. Statistical Package for Social Sciences (SPSS) assisted the researcher to generate frequency distribution tables. Pearson Product Moment Coefficient was also used to determine how independent variables were linked to the dependent variable.

### 3. Presentation of Findings

#### 3.1 Managerial Factors Influencing Effective Implementation of CDF Projects

The first objective of the study was to examine managerial factors influencing effective implementation of CDF developed projects in the study area. This objective was measured by looking at five variables as depicted in Table 2. In addition, due to importance of managerial factors in this study, Likert scale was used for answering (1 = strongly disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = strongly agree). Thus, this question was analyzed by using the mean to identify the rank of each attribute as shown in Table 2.

**Table 2:** Managerial Factors Influencing Effective Implementation of CDF Projects

Managerial Factors	Mean	Std. Deviation	Rank
Inadequate monitoring and evaluation of the projects initiated at community level	4.73	1.22	1
Skills and experience of the project management committee	4.56	0.83	2
Knowledge-ability of the management committee	4.37	1.33	3
Lack of commitment of the CDF management committees	4.14	0.61	4
Decision making concerning the project is efficient	1.96	0.95	5

In relation to managerial factors, inadequate monitoring and evaluation of the projects initiated at community level was ranked first (4.73); Skills and experience of the project management committee was ranked second (4.56); Knowledge-ability of the management committee was ranked third (4.37); lack of commitment of the CDF management committees was ranked fourth (4.14) while decision making concerning the project being efficient was least ranked with a mean of 1.96 from the Likert scale.

As a result, the study established that respondents were in agreement with statements ranked 1-4, having means of 4.73-4.14 respectively which stand for 'agree' from the Likert scale. For instance, the study established that in the study area there is inadequate monitoring and evaluation of the CDF initiated projects. However, for effective implementation and sustenance of these projects, the management must have strong monitoring and evaluation practices. This will enable them to know the status of the projects, identify the challenges within the projects and community at large as well as proving solutions to the identified challenges in order to create a conducive atmosphere for sustenance of the projects.

The study also found that skills and experience of the project management committee influences implementation of CDF initiated projects in the study area. Project management committee is responsible in steering and controlling the activities of implementation team and ensures that all the projects that were initiated by their organization are successful. However, lack of the skills and experience in such areas will mean that there is poor implementation thus, stalling of the projects or lack of sustainability and support from the beneficiaries who are the residents. In addition, the committee should not only have experience but also the knowledge of such projects. This will enable the committee to be versatile and form a team that is effective in problem solving at a time of crisis.

The study also established that there is poor commitment by the CDF management committee towards project implementations. It should be noted that most people who are in the CDF implementation committee are those who are socio-economically stable compared to the real beneficiaries. This therefore implies that whether these projects attain the visions and goals or not, they care less as long as they are enjoying allowances. On the other hand, the study found that respondents denied the fact that decision making concerning the projects was effective. This is attested by the statement having a mean of 1.96 from the



Likert scale which stands for 'disagree'. This therefore implies that decision making by the CDF management committee is very poor and inconsiderate of the real beneficiaries. Effective decision making therefore is one that involves all the concerned parties as this will aid in the sustainability and support of the initiated projects.

In conclusion, it is clear that there is inadequate monitoring and evaluation of the projects initiated at community level in the study area; skills and experience of the project management committee as well as knowledge-ability of the management committee affects implementation of CDF initiated projects; lack of commitment of the CDF management committees also affects implementation of CDF initiated projects. In addition, decision making concerning the project in the study area is inefficient.

### 3.3 Social Factors Influencing Effective Implementation of CDF Projects

The third objective of the study was to determine the challenges hindering effective implementation of CDF developed projects in the study area. This objective was answered effectively with the aid of four variables presented in Table 3. In addition, following the importance of challenges hindering implementation of CDF projects, Likert scale was used for answering (1 = strongly disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = strongly agree). Thus, this question was analyzed by using the mean to identify the rank of each attribute as shown in Table 3.

**Table 3:** Social Factors Influencing Effective Implementation of CDF Projects

Statements	Mean	Std. Deviation	Rank
Corruption and misappropriation of funds	4.92	1.10	1
Poor prioritization of community needs by the management committees	4.18	1.47	2
Poor decision making as community members are sidelined	3.98	0.98	3
Insufficient support from the community members	3.74	0.75	4
Illiteracy and low level of awareness among community members	3.63	0.21	5
Apathy towards the projects	3.58	0.74	6

In relation to the social factors influencing implementation of CDF projects, corruption and misappropriation of funds was ranked first (4.92); poor prioritization of community needs by the management committees was ranked second (4.18); poor decision making was ranked third (3.98); insufficient support from the community members was ranked fourth (3.74); Illiteracy and low level of awareness among community members was ranked fifth (3.63) and finally, apathy towards the projects was ranked least with a mean of 3.58 on the modified Likert scale.

Findings reveal that respondents were in agreement with all the four variables presented to them. This is evidenced by the statements having means of 4.92-3.74 respectively which stand for 'agree' from the Likert scale. For instance, they agreed to the statement that corruption and misappropriation of funds was rampant in the CDF initiated projects. Corruption and misuse of funds may be responsible for poor implementation of these projects. This is because, it is

through corruption that poor quality materials are bought, unskilled or semi-skilled engineers are employed as they are cheap, delay in fund disbursement because it has been deviated to certain businesses among other factors.

It was also established that there is poor prioritization of community needs by the management committees. These in most cases arise because the committee and even the government do not bother to ask the beneficiaries on what they feel as the most wanted need. Instead, they initiate multiple projects at the same time and with limited funds and other resources, these community projects fail to be completed (they stall). Thus, for effective implementation of CDF initiated community projects there is need to involve people in decision making right from planning because they are the one who know where their 'shoes pinch the most'.

It was also established that poor decision making is a great challenge to the implementation of CDF initiated projects in the study area. Decision making should not only involve the experts, professionals and the management but also the residents who are the beneficiary of the project. However, deciding on their own without involving all the stakeholders may inconvenience implementation process by lacking support from the locals. Further, low level of awareness laden with illiteracy was identified as another key social factor influencing effective implementation. In summary, it is clear that corruption and misappropriation of funds; poor prioritization of community needs by the management committees; poor decision making, insufficient support from the community members, illiteracy and low level of awareness among community members and apathy towards the projects are the social factors influencing implementation of CDF initiated projects in the study area.

### 3.4 Pearson Product Moment Correlation (r) on the Study Variables

Pearson Product Moment Correlation was performed to determine the relationship between selected factors (managerial and social factors) and implementation of CDF projects as shown in Table 4.

**Table 4:** Pearson Product Moment Correlation (r) on the Study Variables

	Implementation of CDF	Managerial Factors	Social Factors
Implementation of CDF	1		
Managerial Factors	.602**	1	
Social Factors	.570**	.083	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The result from Table 4 on correlation of the variables indicate a significant relationship between managerial factors and implementation of CDF projects at 1% level of significance ( $r=0.602$  and social factors and implementation of CDF projects at 1% level of significance ( $r=0.570$ ).

## 4. Summary and Conclusion of the Findings

In relation to managerial factors influencing effective implementation of CDF developed projects in the study area, it was established that there is inadequate monitoring and evaluation of the projects initiated at community level in the

study area; skills and experience of the project management committee as well as knowledge-ability of the management committee affects implementation of CDF initiated projects; lack of commitment of the CDF management committees also affects implementation of CDF initiated projects. In addition, decision making concerning the project in the study area is inefficient.

Finally, concerning social factors influencing effective implementation of CDF projects, the paper established that corruption and misappropriation of funds; poor prioritization of community needs by the management committees; poor decision making, insufficient support from the community members, illiteracy and low level of awareness among community members and apathy towards the projects are the social factors influencing implementation of CDF initiated projects in the study area. This paper concludes that all the three independent variables; managerial and social factors are vital segments to be considered for successful implementation of community projects. Effective managerial skills as well as addressing the social challenges need to be prioritized in order to achieve effective implementation of CDF initiated projects.

## 5. Future Scope of the Study

It is expected that this paper will elicit important information which will create a basis for other studies and researches to be conducted in other constituencies.

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