

Project implementation in a decentralized state: Lessons from the Constituency Development funded food security projects in Kenya

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Abstract

Like many Sub-Saharan African countries, Kenya often encounters incidents of food insecurity particularly in the arid and semi-arid lands like Kitui and Machakos counties. In response to this scenario, the government of Kenya introduced Constituency Development Fund (CDF) in 2003 with a view to improve food security through community based projects. To this effect, there has been an increase in the annual budget allocation to the CDF from Kshs 1.26 billion in 2003/2004 to Kshs 14.3billion in 2010/2011. But despite such an increase, this big investment has shown a serious discord between the project implementation process and the impact of CDF projects at local level. This paper reports on a study which sought to evaluate the perceived effectiveness of the implementation of CDF projects which, while formulated by the national government, are implemented by the county governments as a mean of improving food security among the rural communities in Kitui and Machakos counties of Kenya. This study drew on Fayol (1949) and Gulik (1936) organizational theory and on the concept of governance propositions put forward by Stoker (2002) in conceptualizing the role of administrative and governance processes on project implementation. This study employed descriptive research design. The data was collected by the use research questionnaire from Project Management Committees. The data was collected from both primary and secondary



sources. The quantitative data was analyzed through descriptive statistics which involved frequencies, cross-tabulation and percentages. The data was computed by Statistical Package for Social Scientists (SPSS) computer program version 17.0. The findings of the study revealed that the perceived effectiveness of county administrative and governance processes varied among specific processes and within practices of those processes. Further, the study established that food security was perceived as being entirely dependent on availability of rainfall in the County when in reality a lot, in fact, depends on administrative and governance processes. From the study findings, it was concluded that administrative and governance processes are the major capacity gaps in the implementation process of CDF food security projects. The study recommended that best administrative and governance practices identified in this study should be promoted, documented, shared, disseminated and benchmarked for future and similar projects. The study further recommended that measures be put in place to address the poor practices in administrative and governance. Finally, the study recommended that food security should be viewed from administrative and governance perspective for policy-making if CDF projects are to contribute towards sustainable food security in Kenya.

Keywords: CDF Projects, Food Security, Administrative and Governance processes

Introduction and background

After political independence in 1964, the government of Kenya decided to spearhead development from its colonial masters of administrative governance. The government identified poverty, disease and ignorance as the three main challenges that were impeding development in the country. Development is a multi-dimensional process that involves reorganization and major changes in social structures, national institutions, attitudes, cultures and increase in economic growth, accompanied by a reduction in



unemployment, reduction in income inequalities and reduction in poverty (Todaro and Smith 2008). The government of Kenya started developing and supporting development programmes that aim at eliminating those development problems in the country. To support poor countries' implementation of development programmes, the World Bank Group spent approximately USD23.7 billion between 1998 and 2008, including Kenya, much of this financial support was utilized for the purpose of boosting agricultural production particularly in the development of irrigation schemes, agricultural marketing, research and extension, improved technology and mechanization of agriculture for increased food productivity. Despite such efforts to boost agricultural food productivity, like many countries in the sub-Saharan Africa, Kenya has continued to experience escalating incidences of food shortages translating into poverty with over 52% of the population living below the poverty line (Economic Survey 2009). In 2008, for example, approximately 3.5 million Kenyans were reported to be in need of emergency food aid and latter in 2011, hunger was declared a national disaster in Kenya due to acute food shortage and high levels of malnutrition (USAID 2009). The food situation is worse in arid and semi arid areas (ASALs) of the country where the local communities depend on rain-fed agriculture to produce food for their livelihoods. Kitui and Machakos counties lie in the arid and semi-arid regions of Kenya and sustaining food security has been very difficult over the years despite the fact that, they are abundantly endowed with natural resources from where development projects can be leveraged to improve food security; but instead the local people continue to live in poverty.

Poverty in Kenya

Poverty is one of the main challenges facing Kenya particularly in arid and semi-arid



zones where most people live below the poverty line. In Kenya, the poverty line is set at Kshs 2,648 per adult equivalent in urban areas and at Kshs 1,238 in rural areas (GOK 2009). Anecdotal evidence suggests that an increasing number of households are experiencing hunger and malnutrition despite the many government development projects that have been introduced in the country to bring about social and economic development. Nyoro and Jayne (2001) acknowledge that the majority of the households in rural areas of Kenya are food insecure since most of the rural population depends on agriculture-related activities for their livelihood while the performance of the agricultural sector in Kenya has been declining over time. To respond to this problem of hunger the Government of Kenya developed a number of strategies as presented in the following discussion.

Government efforts to tackle poverty in Kenya

The Government of Kenya (GOK) has come up with a number of strategies to tackle poverty in the country. For instance, in March 1999, the government officially launched the National Poverty Eradication Plan 1999-2015 (Aseto et al. 2003). In 2000, the Government endorsed Millennium Development Goals (MDGs) by declaring its commitment to facilitate the realization of MDGs, specifically halving the number of people living below the poverty line and earning less than one US dollar per day by 2015. The strategies put in place by the Kenya government towards the realization of the MDGs include the following:

Firstly, the development of Interim Poverty Reduction Strategy Paper 2000-2003. Secondly, the launch of Poverty Reduction Strategy Paper 2001-2004. Thirdly, the launch of Economic Recovery Strategy for Wealth and Employment Creation 2003-2007 in June 2003. Fourthly, the launch of Kenya Vision 2030 in 2006 (GOK 2009). Finally, the



establishment of the Constituency Development Fund (CDF) by the central government as a public fund through the CDF Act 2003 passed by the 8th Parliament of Kenya. Among all these strategies, this paper focuses on Constituency Development Fund. This involved the provision of an annual budgetary allocation of at least 2.5% of the annual government revenue to be disbursed under the CDF programme in order to balance regional development by providing the rural communities with an opportunity to identify prioritize and implement projects that meet their development needs (Kimenyi 2005:2).

Mwenzwa (2009:1) further emphasizes that, CDF is an initiative by the government of Kenya to devolve funds and transfer financial resources to rural areas as a strategy of empowering the local people by creating means and giving them the capacity to exploit their available resources for improved livelihoods. The national government has been increasing its annual budget allocation and disbursement of CDF progressively from 2003 to 2011 to support the implementation of development projects at the grass-roots level. The various government departments, in collaboration with other development partners such as the World Bank, have been tasked with the responsibility of implementing development programmes aimed at tackling poverty at the local level. Nevertheless, food insecurity is still on the rise as if no development interventions have been put in place in the past (Omolo 2010). While the government has made significant achievements in the efforts to develop actionable strategies for alleviating poverty, a lot still remains to be done. In particular, the CDF projects have been plagued by a number of challenges which compromise the achievement of its intended objective.

Statement of the problem



Food security is a major problem in Kenya; one that has persistently affected the rural communities, particularly those living in arid and semi-arid lands who are subjected to escalating incidence of absolute poverty. In a bid to alleviate the problem of food insecurity and poverty, the government of Kenya introduced the Constituency Development Fund in 2003 at local level to leverage community development projects to improve food security at the grass-roots, among other goals, within the framework of decentralization. Therefore, since 2003, the Kenya public service machinery from the central government through the National Treasury has been doing a commendable job of injecting financial capital into the rural economy through the use of the Constituency Development Fund. This has been witnessed by an increase in annual budget allocation to the CDF from Kshs 1.26 billion in 2003/2004 to Kshs 14.3 billion in 2010/2011, with a total of Kshs 70.3 billion (TISA 2012). However, despite such an increase in budget allocation and disbursement of billions of shillings into the CDF projects, there has been a great disparity between the project implementation process and the impact of CDF projects at the local level (Gikonyo 2010).

The above scenario raises two main questions. The first concerns the government administrative processes that ought to facilitate the implementation of CDF food security projects. How are they functioning in terms of planning, coordination, organizing, reporting mechanisms and budgeting functions of the county government? The second question is about the governance processes within the decentralized structures of the county government. How effective are they on the implementation of CDF food security projects at different stages of the project cycle life? Hinting on the possible cause of these dilemmas, Gikonyo (2010) asserts that CDF management has faced accountability problems that have been compounded by the inability of the average Kenyan to hold anyone accountable. It was against this backdrop, therefore,



that this study sought to establish perceptions on the effectiveness of the implementation process of CDF projects in guaranteeing sustainable food security in Kitui and Machakos Counties within the framework of administrative and governance processes.

Purpose of the study

The purpose of this study was to evaluate the perceived effectiveness of administrative and governance processes in facilitating Implementation of CDF projects in Kitui and Machakos Counties of Kenya.

Objectives

- i. To establish perceptions on the effectiveness of county government administrative processes in the implementation of CDF-funded projects aimed at improving food security in Kitui and Machakos counties.
- ii. To establish perceptions on the effectiveness of county government governance processes in the implementation of CDF-funded projects aimed at improving food security in Kitui and Machakos counties.

Theoretical framework

This paper put forward a theoretical framework consisting of two modules which provide an explanation of how CDF project implementation process takes place within the decentralized structures of the County government in Kitui and Machakos Counties of Kenya and how this process is linked to the food security at local level. The first



module presents the organizational theory by Fayol (1949) and Gulik (1936) while the second module examines the concept of governance propounded by Stoker (2002).

Organizational theory by Fayol (1949) and Gulik (1936)

Fayol (1949) suggested five management functions that should be performed by all managers at all levels of an organization. These include planning, organizing, commanding, coordinating and controlling. These Fayol's five management functions were later expanded by Gulik (1936) into seven administrative processes. The seven administrative processes abbreviated as "POSDCORB" are used in the field of Public Administration and Management to reflect administrative management. These included: planning, organizing, staffing, directing, coordination, reporting and budgeting.

Governance as theory: The five propositions by Stoker (2002)

Drawing from Stoker (2002), the governance perspective rests in its capacity to provide a framework for understanding the complex realities of the changing processes of governing. Stoker maintains that governance can be viewed in five propositions, namely: Governance is a set of institutions and actors that are drawn up by, but also beholden to government. Governance identifies the blurring of boundaries and responsibilities for tackling social and economic issues. Governance identifies the power dependence involved in the relationships between institutions involved in collective action. Governance is about autonomous self-governing network of actors. Finally, governance



recognizes the capacity to get things done which does not rest on power of the government to command or use its authority.

Applications of the theories to this study

Kenya is one of the developing countries that are currently on the transition of implementing devolved systems of government and development to the county levels. The complexity and realities of the CDF projects implementation at County levels of government to realize food security in Kitui and Machakos counties, therefore, needed to be examined through the lens of administrative and governance perspective. Therefore, the governance theory by Stoker (2002) with organizational theory by Fayol (1949) and Gulik (1936) were deemed appropriate in providing answers to the research questions of this study. While this research study did not focus on testing hypotheses, it was qualitative in nature and was, therefore, conducted based on the knowledge of what previous research has found. The research questions were developed to interrogate these theories using an inductive approach with the aim of exploring, giving insights and providing a broad understanding of how CDF-funded food security projects are implemented within decentralized structures of the selected County governments in Kenya.

Administrative and governance processes

This paper is about project implementation in a decentralized state: Lessons from Constituency Development Funded projects for Food Security in Kenya. The CDF projects are used to implement the decentralized development policy by devolving funds to all the constituencies in Kenya which is seen to operate within the framework of administrative and governance processes. For the government to carry out its



administrative functions effectively, it is required to employ the administrative management theory and practice that is largely drawn from the work of the Henri Fayol (1925) and latter expanded by Luther Gulik (1936).

The administrative processes can be conceptualized by analyzing seven elements which specify the functional elements of the work of executives. These include: planning, organizing, staffing, directing, coordinating, reporting and budgeting. Governance is a positive idea of examining 'what is' while good governance involves a normative model of scrutinizing 'what ought to be'. Hence, good governance requires must be contextualized and based on specific geographical location. It is the way different stakeholders interact to shape and influence development policies. These processes need to be defined, evaluated and agreed upon by all stakeholders of a particular locality on what good governance means for them (Bovaird and Loffler 2005).

From the above definition of governance, it is clear that, governance deals with the way in which decisions are made over the management and control of resources by those in power and authority. Good governance therefore, involves checks and balances with responsibility and accountability relationships that are vital to foster economic development. Abdellatif (2003) asserts that, good governance is characterized by eight main principles. These principles were later adopted in UNDP Report on good governance for Sustainable Human Development. These principles include: participation, consensus orientation, strategic vision, transparency and accountability, responsiveness, effectiveness and efficiency, equity and rule of law.

Research methodology

This study employed descriptive research design. The data was collected by the use of a questionnaire from Project Management Committees. The data was collected from both primary and secondary sources. The quantitative data was analyzed through descriptive statistics which involved frequencies, cross-tabulation and percentages. The data was computed by Statistical Package for Social Scientists (SPSS) computer program version 17.0. The target population of the study consisted of six constituencies, namely Mwingi Central, Kitui West and Kitui Central constituencies in Kitui County and Yatta, Machakos Town and Masinga constituencies in Machakos County, Eastern Province of Kenya. The two counties were selected purposively, because they were the most affected by hunger and poverty in the region. In this study, the sampling frame included a list of all registered CDF Project Management Committee (PMC's) who are the community representatives in implementing CDF projects at local level assisted and guided by the relevant government departments. The projects in the state departments relevant to food security included: Water projects, Agricultural, Roads construction Education and capacity-building projects and environmental conservation projects.

In this study, a sample of 48 PMC's was selected based on the Central Limit Theorem stated by Lipschutz and Scheller (1998) which points out that, a sample size ($n \geq 30\%$) satisfies the requirement for most practical purposes even when the population is finite and that, it is sufficient and representative of the entire population under study to be included in the sample. A simple random sampling method was used to select PMC's because the method is simple to use and analyze, and it helps to ensure that there is no bias in sample selection. The researcher used purposive sampling to select a sample that fulfilled the purpose of the study by selecting the Kitui and Machakos Counties as the



counties that closely met the characteristics of the population affected by food security problems in Kenya.

Mugenda and Mugenda (1999) define validity as the extent to which a research instrument measures what it claims to measure, that is, the relevance. In this study a combination of data collection techniques or triangulation was used to ensure validity. A pilot study was carried out before the main study where a test-retest method was used to test the reliability of the research instruments. Teddy (2008) observes that, reliability of the research findings in qualitative research depends on the accuracy, consistency and completeness of the research instruments. The data was collected by use of semi-structured interviews from Project Management Committees (PMC's) supplemented by self-administered questionnaires. The data was collected from both primary and secondary sources.

Summary of findings

Effectiveness of county administrative processes

The first objective of the study sought to establish the perceptions of the effectiveness of county administrative processes in the implementation of CDF food security projects in Kitui and Machakos Counties. The research findings were as summarized below.

Table 1: Effectiveness of County Administrative Processes

No.	Administrative Process	Effective		Not Effective		Total
		Frequency	%	Frequency	%	
1	Planning	37	77.08	11	22.92	100
2	Organizing	31	64.58	17	35.42	100



3	Staffing	10	20.83	38	79.13	100
4	Directing	30	62.5	18	37.50	100
5	Coordinating	9	18.75	39	81.25	100
6	Reporting	20	41.67	28	58.33	100
7	Budgeting	15	31.25	33	68.75	100

The research findings in Table 1 above indicate that, 37(77.08%) PMC's reported that the planning process at their respective counties was effective in facilitating the implementation of the CDF projects at community level. The development plans drafted by the County governments were clear, available and accessible at the Office of the Governor for the members of the public. Besides, the mission and objectives of CDF projects were clearly defined. 31(64.58%) PMC's cited that the organizing process at county governments facilitated the creation of a business environment conducive for smooth project implementation.

There were also strong organizational structures within the CDF committee that supported project implementation. 38(79.13%) PMC's reported that the staffing processes of the county government did not facilitate the implementation of the CDF projects. This is because of recruiting unqualified and incompetent staff to manage of the CDF projects and unfair selection process of CDF staff. It was reported that the recruitment of CDF staff was marred with favoritism and nepotism and political interference in the recruitment process which impacted negatively on the selection of competent staff to work in CDF projects. 30(62.5%) PMC's agreed that the directing process was promoting CDF project implementation. This is because PMC's were motivated to work in CDF projects by their leaders, effective communication systems, use of democratic leadership style and proper channels for work approvals that were followed during project implementation.



39(98.25%) admitted that coordination by county government officers was poor during project implementation. This was evident by conflicts of interests and political differences. For instance, the area MPs, the Governors and the County government departmental staffs were not working together in consultation with PMC's.

These differences caused delays in completing CDF projects, overlaps and duplication of duties during project implementation process. 28 (58.33%) of the PMC's cited that reporting system by county government was not effective in facilitating project implementation, because some expenditure reports could not be traced. While PMC's did not know how to prepare work plans, keep financial records; use Gantt Charts and MS-project software to prepare reports. There was also lack of free information sharing on project reports. Finally, 33 (68.75%) PMC's reported that, budgeting for CDF projects was not promoting implementation of CDF project. This is because despite the fact that the county government receives 15% funding from the National Treasury to support regional and county projects and programmes, it was surprisingly noted that the county governments have never developed interest to partner with CDF in the funding of food security projects. There was unfair budgetary allocation to different projects at community level and lack of cost controls on project expenditures.

Effectiveness of the County Governance Processes

The second objective of this study sought to establish perceptions on the effectiveness of county governance processes in the implementation of CDF food security projects in Kitui and Machakos Counties of Kenya. The research findings were as summarized below.



Table 2: Effectiveness of the County Governance Processes

No.	Governance Process	Effective		Not Effective		Total
		Frequency	%	Frequency	%	
1	Participation	13	27.08	35	72.92	100
2	Consensus-orientation	10	20.83	38	79.17	100
3	Strategic vision	27	56.25	21	43.75	100
4	Transparency and Accountability	3	6.25	45	93.75	100
5	Responsiveness	25	52.08	23	47.92	100
6	Effectiveness and Efficiency	11	22.92	37	77.08	100
7	Equity	43	89.58	5	10.42	100
8	Rule of law	26	33.33	32	66.67	100

The research findings in Table 2 above indicate that 35 (72.92%) PMC's agreed that participation was not effective in supporting project implementation. This is because during stakeholders meetings, rarely were PMC's given chance to speak and therefore, they were not involved in decision-making. This suggest that CDF were influenced by local MPs. 38 (79.17%) PMC's cited said that decisions made concerning CDF projects implementation were not based on consensus. The stakeholders were not consulted in decision-making. Instead the local politicians imposed their ideas and issued directives regardless of the views of the local communities leading to governance failures as explained by Stoker (2002). 27 (56.25%) PMC's pointed out that the county government



leaders had vision on development issues in the region. The respondents admitted that the leaders in the county government have good plans for regional development, the leaders inspired teams for results, and the county administrators still carried the vision for their people. 45(93.75%) PMC's, reported that county government lacked transparency and accountability. There were allegations of corruption in project selection and allocation of funds, lack of accountability mechanisms in procurements processes and ineffective monitoring and evaluation systems.

These findings agree with the propositions of Stroker's (2002) governance theory that, government institutions tend to dominate service delivery to the citizens by adopting traditional models of a unitary state where local government is the only centre of power to undermine accountability. 25 (52.08%) of the PMC's reported that the county governments were effective in responding to the citizens demands. They were attentive to the needs and development priorities of the local people, and that county government officers assisted them in writing technical reports, designing and planning of CDF projects when needed. 37 (77.08%) PMC's revealed that the county government was not effective and efficient, because there were few projects implemented and those on progress were not fully-funded, and therefore they did not deliver to their expectations of the people. 43 (89.58%) PMC's revealed that there was equity and inclusiveness in county governments. There was representation in project meetings by gender, including equal opportunity by gender in leadership positions, and that citizens were empowered and knew their rights. They pointed out that women constituted of more than 30% which is the minimum threshold for women in any form of group formation according to Kenya's constitution. 32 (66.67%) PMC's reported that the rule of law was not effective. This is because rule of law was not fully enforced, CDF funds were mismanaged and money could not be accounted



for, while community projects were hijacked by politicians. The CDF Act was not followed when handling issues of gross misconduct and mismanagement of funds.

Conclusions

From the research findings on effectiveness of administrative processes the study concluded that: the views on effectiveness of county administrative processes varied significantly among specific administrative processes and within the various elements of those processes. Evidently, the planning, organizing and directing processes at the county governments were perceived to be effective in facilitating the implementation of the CDF projects at community level. In addition, staffing, coordinating, reporting and budgeting processes were perceived to be ineffective in facilitating the implementation of the CDF projects at community level. These processes were identified as the main administrative challenges impeding the implementation process that need to be addressed to ensure that CDF projects are successfully implemented. It is important to note that despite the fact that the Fayol's five management functions are widely accepted as universal in the application of management, there is interference and dominance by the local politicians in the management of government resources. The political interference affects decision-making processes and allocation of resources. In this study, political interference was singled out as a major threat to the implementation of the decentralization development policy.

From the research findings on effectiveness of governance processes, it can be concluded that the views on the effectiveness of county governance processes varied considerably among specific governance processes and within the various elements of those processes. The strategic vision, responsiveness, equity processes were perceived to be effective in



facilitating the implementation of CDF projects at the County level. On the other hand, participation, consensus orientation, transparency and accountability, the rule of law, effectiveness and efficiency were not effective, and so they were the main governance challenges that need to be addressed to ensure that CDF projects are successfully implemented. Finally, the study concluded that, food security cannot be realized if administrative and governance processes are limiting the implementation of CDF projects. Therefore, lack of food security is not solely depended on the traditional view of natural factors and productive inputs but more on administrative and governance processes of the County government.

Recommendations

Arising from the conclusions of this study, it was established that, planning, organizing and directing processes were perceived to be the most effective administrative processes by the PMC's in facilitating implementation of CDF projects. This study thus recommends that, the best administrative practices that made planning, organizing and directing processes to effectively facilitate implementation of CDF projects should be promoted, documented, shared, disseminated and benchmarked for future and similar projects. These best administrative practices include: The development plans drafted by the County governments were clear, available and accessible at the Office of the Governor for the members of the public; developing a clear mission and objectives of development projects like CDF projects; establishing strong organizational structures within the CDF committee; ensuring that there is effective communication among different stakeholders; creating an environment conducive for smooth project implementation; motivating project staff for increased performance and delivery of results; use of democratic leadership style where stakeholders are involved in decision-making and developing proper channels for work approvals during project implementation.



The study also recommended that, measures should be put in place to address the administrative challenges that slow down the CDF project implementation process in the areas of staffing, coordinating, reporting and budgeting processes. These include: Staffing should be improved by developing a recruitment policy that ensures that, recruitment is done on merit and that only qualified and competent staffs are recruited. This will reduce favoritism, nepotism and conflicts brought by political interference due to lack of clear staffing policies. CDF staff should be trained on project management skills. Coordination should be improved by having regular steering committees meetings to review project progress. Unification of diverse and specialized activities of individuals is needed to avoid delays and internal conflicts. Collaboration with County government staffs should be strengthened to mentor the PMC's on preparation of quality project reports, work plans and budgets. Reporting should be improved by providing platforms for free access to project reports and information sharing. Introduction of strict cost controls measures to monitor project expenditures such as conducting audits and adherence to monthly reporting. Budgeting should be improved by training PMCs on MS-project software for the purpose of preparing work plans and how to keep financial records and prepare budgets. The county government should support the allocation of funds to CDF projects from the 15% they get from the National Treasury to support regional and county projects and programmes. This will help to ensure fair budgetary allocation to different projects at community level. This study further established that, strategic vision, equity and responsiveness were perceived by the citizens to be the most effective governance processes in facilitate the implementation of CDF projects.

The study thus recommends that best governance practices that facilitated CDF project implementation should be promoted, documented, shared, disseminated and benchmarked for future and similar projects. These included;; proper gender



representation in project meetings and in PMC's; having visionary leaders who inspire teams for results and clarifying the objective of decentralization policy to the community; the leaders in the county government committing to support PMC's in development of work plans and writing technical reports for project implementation; government officers who are responsive to the needs and development priorities of the local people; representativeness in project meetings by gender and equal opportunity by gender in leadership positions as it is stipulated in the Kenya's new constitution by having women be at least 30% of those involved in the formation of any new group.

The study also recommends that governance challenges in the areas of participation, consensus orientation, effectiveness and efficiency and the rule of law that slowed down the CDF project implementation process should be addressed by putting the following measures in place. First, participation should be improved by opening spaces for engagements and ensuring that community members are allowed to participate effectively in project identification and are part of the decision-making. Secondly, consensus orientation can be achieved by ensuring that the key stakeholders are consulted in decision-making on all matter concerning CDF from project selection to project closure.

Thirdly, transparency and can be realized by separating MPs from the CDF committee to reduce hijacking community projects by politicians. Designing an effective monitoring and evaluation system where citizens can monitor and evaluate the performance of CDF at local level is necessary. There is need to improve access to information if transparency and accountability in project selection and allocation of funds is going to be achieved. Fourthly, effectiveness and efficiency can be realized if the focus of CDF projects will remain on needs and development priorities of the community. This is where project activities will focus on promoting improved household food security, improved rural livelihoods,



increased employment and household incomes to eradicate poverty and not to focus on interest of few individuals. The rule of law is not taking its course in CDF projects. Finally, there is need to ensure the rule of law is fully enforced to reduce hijacking of community projects by individuals with agendas that do not meet the needs and demands of the local community. The use the CDF Act 2003 is fundamental in making decisions when it comes to gross misconduct and mismanagement of CDF funds as well as designing institutions that are capable of evolving, that are open and easy adapt to new forms of government that recognize the rule of law as suggested by Stoker (2002).

Areas for further research

From this study, further research should be conducted in the following areas. From the findings of this study, it was established that political interference is one of the main challenges facing implementation of CDF projects in Kitui and Machakos Counties of Kenya. The political influence is seen more in governance perspective; however, it is not very clear how this political influence is related to administrative processes. Therefore, a study is necessary to examine the relationship between the political influence and administrative processes in the implementation of CDF projects in the County government. The study also established that public participation is a major problem affecting the successful implementation of CDF projects. Thus, a study is needed to determine how the local communities can be effectively involved in project planning and implementation of CDF projects in order to address the real problems that affect their lives.



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