

MONITORING AND EVALUATION AND PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN GARISSA COUNTY, KENYA

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ABSTRACT

Monitoring and evaluation is a crucial component of a project management which determines the end result of any project. The CDF Act of Kenya and Implementation Guidelines from the CDF Board place great emphasis on the monitoring and evaluation of CDF projects, this responsibility of monitoring is placed upon the various stakeholders of the projects. There have been a lot of challenges which have negated the benefits of CDF operations leading to poor performance of CDF projects. The challenges include inappropriate implementation of the projects resulting in some projects not being completed as planned and management capabilities of some committee members being questionable. To have an effective monitoring, the team must ask the right questions, investigate the real issues and generate relevant information to enable them make an accurate assessment of the project. The main objective of this study was to establish the influence of monitoring and evaluation on the performance of CDF Projects. The specific objectives of the study were to assess the influence of technical expertise, stakeholder participation, approach/design and feedback on performance of Constituency Development Fund projects in Garissa County, Kenya. The study was anchored on systems theory, prospect theory and the theory of constraints. The scope of the study was Laisamis constituency development fund 2014/2015 approved projects in Garissa County. This study employed a descriptive survey research design. The target population was 71 respondents from which a census was

carried out. Numerical data collected using questionnaire was coded and analyzed with help of a Statistical Package for Social Scientists (SPSS). Data collected was analyzed and interpreted based on the identified Independent variables and relate their effects on the dependent variables. Descriptive statistics used was frequencies, percentages, measures of central tendency and measures of dispersion while inferential statistics was Pearson moment of correlation and regressions. The respondents indicated that the M&E team incorporates relevant government departments' officers and have adequate knowledge and skills. The respondents however disagreed to the statement that Monitoring and Evaluation is carried out frequently as shown by a low mean and a standard deviation. The respondents also agreed with a high mean that participation of stakeholders is crucial to successful implementation of M&E. The respondents also agreed that the stakeholders have knowledge of M&E practices. The respondents agreed that there are clear statements of measurable objectives on CDF projects as well as structured set of indicators on CDF projects. The respondents also agreed that There is a project monitoring & feedback system in place which is done on a monthly basis. It was also established that project monitoring feedback for CDF projects is a continuous process and CDF stakeholders are usually involved in Monitoring and Feedback of the projects. The respondents however agreed that the projects is completed within budget and implemented according to the original design. A deficiency in monitoring and evaluation is characterized by lack of technical skills among M&E professionals and other stakeholders, poor M&E

approaches/designs, lack of proper stakeholder involvement, inadequate means of monitoring and evaluation data storage, poor data processing, poor means of dissemination of monitoring and evaluation information. The study established that those charged with the responsibility of carrying out M&E, comprising officials from CDF management were not empowered with appropriate skills and knowledge, consequently it is recommended that they should be appropriately empowered with the necessary knowledge in order to have

the grasp of these tools in order to utilize them. It is recommended that CDF management staff should include a quantity surveyor. More monitoring and evaluation professional should be employed in order to carry out a credible M&E exercise of CDF projects. It was noted that many projects had stalled due to inconsistency in funding and change of political leadership.

Key Words: *monitoring and evaluation, performance, constituency development fund projects, Garissa County, Kenya*

INTRODUCTION

Africa's failure to achieve development has been characterized by escalating poverty, unemployment and inequality within and across a majority of African states (Mbabazi, 2005). The explanation to this has been the top-down approach to development that was adopted by African leaders under the guise of national unity but in reality as a way of stifling opposing views and opposition politics as power became concentrated in the hands of an increasingly detached elite organized into single party, military or civilian-military diarchies of various kinds. The disenchantment with this centralized approach, following its dismal contribution to development has since seen the call by donors for a people centered approach (decentralization and community driven development) to African development (Olukoshi & Nyamnjio, 2005).

The experiences from other parts of the world have been used to justify the call for the above mentioned approach in Africa. For instance the Caribbean, East Asia and East European countries have embraced decentralization as an important component of the development agenda and have fared better than Africa (Burki et al., 1991; World Bank, 2000). The explanation is that decentralization strengthens local governance, democratization and greater efficiency and equity in the use of public resources and service deliver for development (Riboto, 2002).

In Kenya, Constituency Development Fund (CDF) was established in 2003 through an act of parliament in Kenya after Local Authority Transfer Fund (LATF) failed to improve service delivery to the society as an attempt to decentralization (GoK, 1998). It aimed at improving service delivery, alleviating poverty, enhancing economic governance and ultimately contributing to socio-economic development. Under the CDF Act, an amount not less than 2.5% of government's annual revenue is set aside for the fund (Awiti, 2008).

The CDF funds are budgeted by the central government and allocated to all the constituencies which are managed by CDF committees under the stewardship of Member of Parliament for the constituency. Since CDF does not involve raising revenue at the grass roots as it is with the local government authority that has the authority to raise and spend revenue, it's perceived to be free money given by the central government to be spent in the constituency (Kimenyi, 2005). Official discourse about CDF holds that poor people are able to get access to services (improved roads, water, school equipment and health services) that did not reach them directly from the government through line ministries. Despite this rosy picture painted about C.D.F., there is doubt as to whether the fund is being used optimally or it has been hijacked by politicians to advance their patron-client networks (Kimenyi, 2005).

The success of any project is critical in achieving development agenda in the local communities across the globe. Monitoring and evaluation of projects is fundamental if the project objectives and success is to be achieved since it improves overall efficiency of project planning, management and implementation. Several projects could be initiated to transform social, political and economic well-being of citizens in a particular country. UNDP (2002) reports that there has been growing demand for development effectiveness to improve people's lives. This calls for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in organization. In order to improve project management in future, the current projects or proposed projects, the stakeholders need to evaluate and monitor these projects, monitoring and evaluation budget should be set aside for project activities and it should be done in a timely manner. These will provide information on project implementation and difficulty that face this project thus providing records that can be used to try and reduce these problems and also make sure the goals of CDF is always achieved in all the projects, feedback help in controlling the workmanship thus enhancing the quality of a project.

There is no proper system put in place to monitor and evaluate the effectiveness of the use of CDF funds. Grossman (2005) argued that a program's effectiveness can be measured accurately only if one knows what would have happened without it. Ochieng (2007) concurred with the assertion and states that measuring the effectiveness or impact of a policy or program hinges on asking the fundamental questions. What would the solution have been if the intervention had not taken place? Although one obviously cannot observe such a situation it is possible to approximate it by constructing an appropriate counterfactual which is hypothetical situation that tries to depict the welfare level, of individuals in the absence of a policy or program.

In 2005, the Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring and Evaluation (M and E) in the National Development Programme. This was a collective effort by the government, Civil Societies, Private Sector and Republic of Kenya implementation of M and E (2005). This proposed M & E framework has not been fully operational. Otherwise, there is a strong case that CDF should come up with participatory M and E component in its management. Wanjiru (2008) supported this view by indicating in her Social Audit of CDF that monitoring and reporting should be strengthened and deepened in all CDF projects. It is a fact that CDF Act, 2003

emphasizes on the Monitoring and Evaluation just like DFRD did. The mode of doing it is not well specified. The Act gives technical department, DDO and CDFC authority to monitor the project. The Act further allocates 2% of CDFC fund to be used for monitoring and evaluation exercise but this money is only spent after the CDFC recommendation through minutes (CDF Act, 2003 revised 2007).

The Act thus makes M & E to be somehow difficult and sometimes cosmetic as it is the CDFC to decide which project to be monitored, which one to be evaluated, how much funds to remove and who to do the exercise. The Act gives room for CDFC to determine for themselves instead of getting a different body to manage M & E within the CDFC projects. It also allows the unfaithful CDFC not to institute monitoring and evaluation to some projects they either have interest in or have interest of hiding something. Mulwa (2007) reported that any judgment that emanates from evaluation would depend largely on the value system from which evaluating party originates. Conventionally, evaluating party is usually part of evaluation missions contracted and dispatched from the donor world. In the case of CDF Act (2003) revised (2007) the CDF identifies projects, implement, then monitors and evaluate or call technical person at their own peril. An outcome of a project can be understood and measured, gauged or standardized, against which change is measured by use of indicators

Feuerstein (1986) came up with nine types of indicators cited as follows: indicators of availability, indicator of relevance, indicators of accessibility, indicators of utilization, indicators of coverage, indicator of quality, indicator of effort, indicator of efficiency and indicator of impact. These indicators can be very instrumental in managing monitoring and evaluation of CDF projects, indicators of quality, utilization, availability and even effort are very important in assessing project development. Other indicators stated by Feuerstein (1986) are equally important since they can assist detect related shortcomings. Odhiambo (2007) while referring to Feuerstein (1986) explained that locally managed and controlled funds have great potential to bring about positive development outcome at the local level especially if community participation is sufficiently enhanced and political interference reduced.

A project that is properly monitored and evaluated for financial oversight and compliance with sound management and performance principles may very well achieve no impacts. The emphasis on CDF effectiveness and results-based development obliges practitioners to empirically demonstrate the impacts of their projects and programs. This has shifted the focus of M and E from a concentration on inputs and outputs to a concentration on outcomes and impacts.

The ability to measure and demonstrate outcomes and impacts relies on the use of indicators that are based on reliable data, and on the capacity to systematically collect and analyze that information. The conditions in which M and E are carried out vary widely, depending on the demand for information, the extent to which it is used to inform decision making, and the reliability of the systems that are in place to capture and convey that information. Throughout much of the developing world these conditions are “less-than-ideal.” Information is irregular and often lacking altogether. In these conditions there is a lack of effective demand for information on the part of policy makers. The conditions are often especially pronounced in

rural areas, where the costs of data collection are very high, and that quality of existing data is particularly low.

Governments are continuously faced with the huge challenge in their institutions of supervising the implementation of numerous planned projects in an effective manner through application of abiding methodologies. The projects are to a great extent required to create a strong foundation base for a future successful nation. National duties of public institutions in the direction of sustainable development are hugely expected with infrastructure assuming a significant position in the economic sector growth. According to a study by World Bank (2014), there exist a close connection among infrastructure presence and Gross Domestic Product (GDP) growth. Empirically and naturally, the investment of infrastructure possesses an important effect against national economic growth. In the age of globalization, the national economy is yet to be released from universal economy, whereas the national economy is the subsequent of the local economies.

According to the World Bank, projects have a definite life cycle that is only complete when the project has achieved the desired objectives. Kaliba, Muya and Mumba (2009) in their study indicated that there are several kind of projects ranging from the government or public funded infrastructural facilities like roads, electricity, railway lines, housing units, and industries among others to small run individual ventures such as retail businesses. In addition, they noted that projects require human, capital and non-capital resources such as a positive and enabling culture for effective implementation.

In a study carried out by White and Fortune (2002) in the United Kingdom public sector, they assessed the present project management practice through gathering data from 236 project managers in selected public organisations. The investigation asked from the respondents to what degree the task administration strategies, devices, and methods they had connected on the undertaking achievement were successful. The result of the investigation demonstrated that 41% of the announced activities were named to be completely fruitful through applying spending budget, time and in addition detail, in spite of the fact that there were a few difficulties that were experienced.

In India for example, after the government realized the state of its development in relation to the population increases, it called for major PPPs between major infrastructural projects between the private sector and the government. However, this couldn't be done from the central government because of the geographical size and location of the projects, cultural differences between communities in the country and differing needs of development projects among the Indian people. This then forced the government to come up with decentralized operations that classified the country into councils equated to the county councils that managed a population of not less than 1.5 million people (Al-Kharashi and Skitmore, 2009).

In Kenya there are numerous factors that affect development projects implementation including; politics, corruption, financial embezzlements, tribalism/nepotism, misplaced priorities, low levels of technology (World Bank, 2012). The UNDP (2010) published a report that sought to find out the nature of projects and the rate of polarization in the country and

found out that major projects in Kenya fail due to tribalism and nepotism where the major tribes with big populations dominated the public offices and projects. One of the major reasons as to why Kenya welcomed the new constitution was to eliminate the barriers of development through bring them close to the people through devolution. Also included in the devolution are bringing relevant development projects to the deserving needy people in the villages, slums and the marginalized areas in the country.

According to the GOK report (2014) the country has made significant improvement in infrastructural projects, education, mining projects, water projects, SMEs projects and general industrialization since the new constitution was promulgated. The 47 counties in Kenya own their projects and development plans, fund part of their projects and get the deficit financial resources from the central government (Republic of Kenya, 2013). Nonetheless, performance during the process of implementation of projects in the counties continues to not be up to expectations as a result of several reasons. The lack of explicit internal co-ordination mechanisms as well as regulations in public institution, absence of enough personnel, and lack of motivation for the projects through late pay or no pay at all have heavily contribute to failing or stalling of projects.

Project Performance

The definition of performance reviewed in this paper describes the concept in terms of achievement and fulfillment arising from an operation in relation to set goals. It consists of number of projects completed, number of satisfied customers and cost effectiveness of the project (Acharya, Kumar, Satyamurti & Tandon, 2006). The performance of the CDF can be measured by improved infrastructure, reduction in poverty index, better education facilities, improved health care as well as completion of the said CDF funded projects. Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems (Shapiro, 2001) thus improving overall efficiency. In this way, M&E can have influence on project performance much as there is inadequate information on this (Singh & Nyandemo, 2004). If each part of the activity of a project is monitored effectively and instances of poor workmanship and improper usage of resources – be it material, labour or plant and machinery – are reported promptly, it aids in achieving the desired project quality level.

Monitoring documents and tracks resources used during the implementation of the project, (Uitto, 2004). Evaluation assesses project effectiveness in achieving its goals and in determining sustainability and relevance of an ongoing project. It links the project impact with what was set to be achieved in the project plan (Shapiro, 2004). Lawal and Onohaebi (2010) opined that monitoring of projects by relevant bodies is essential and of great benefit because of the improved insight they provide concerning project completion status. The best-laid project can go awry if not diligently monitored. Through proper monitoring, delays can be identified through periodic reports that are prepared. Therefore monitoring is very crucial function in project management that should be executed by qualified personnel. So then, what activities are involved in M&E? According to UNDP (2009), conducting monitoring and evaluation involves a number of complementary activities of which the most important is to

conduct a baseline survey, which guide the rest of the exercise. In this study the M&E activities being look into are: involvement by stakeholders, costs, timeliness and utilization of M&E results. Shapiro (2001) adds that monitoring and evaluation should be part of the project planning process and that there is need to begin gathering information about project performance in relation to targets right from the start.

Monitoring and Evaluation

Monitoring is a continuous function that employs systematic periodic collection of data related to specific indicators in projects. Monitoring and evaluation (M&E) can be described as a process that can be used by project managers in order to improve project performance and result achievement. The objective of M&E is to enhance present and future administration of yields, results and effect (UNDP, 2002).

Performance monitoring in government has been characterized by a silo approach. This has led to a situation where planning, budgeting, and monitoring and evaluation functions are performed by different sections in institutions in isolation of each other. This has result to plans not aligned and synchronized with the cost of the project. It also results to lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information (Bruijn, 2007).

The overall project budget should provide an adequate and clear provision for monitoring and evaluation activities. Monitoring and evaluation cost can be delineated within the overall project budget to give the monitoring and evaluation function due recognition it plays in project implementation, (Gyorkos, 2003; McCoy, 2005). Monitoring and evaluation allocation should be about 5 to 10 percent of the entire project budget, (Kelly & Magongo, 2004; IFRC, 2001; AIDS Alliance, 2006). According to Constituency Development Act (GoK 2003), at the Constituency Level, a maximum of 2% of each constituency's annual allocation may be for sports activities, 3% used for administration, 15% for education bursary scheme, and 25% for environmental actions. Though CDF does not cover recurrent costs it also allows 3% of the constituency' annual allocation to be used for recurrent expenses of motor vehicles, equipment and machinery since they constitute projects development under the CDF Act. It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Constituency.

Checking gives fundamental contributions to assessment and thusly constitutes some portion of the general assessment methodology. Assessment is a sorted out and target evaluation of a progressing or closed approach, program/venture, its plan, execution and results. The point is to give convenient appraisals of the significance, productivity, viability, effect and maintainability of intercessions and general advance against unique goals. As per Ballard et al. (2010), checking and assessment is a procedure that helps program implementers settle on educated choices in regards to program operations, benefit conveyance and program adequacy, utilizing target prove.

Project basic limit and specifically information frameworks and data frameworks are additionally fundamental for observing and assessment work out (Hassan, 2013). A viable checking and assessment is a noteworthy supporter of venture achievement and subsequently the utilization of innovation to compliment the endeavors of the M&E group will reinforce it; which will thusly prompt esteem expansion by the group. Overseeing Stakeholders, collaboration among individuals and observing the advance of the venture work are a portion of the key procedures used to deal with the task work (Georgieva and Allan, 2008).

A decent observing group is the one that has great partners' portrayal. Moreover a M&E group which grasps cooperation is an indication of quality and an element for better undertaking execution. Gwadoya, (2012) found that there was a mutual requirement for legitimate comprehension of Monitoring and Evaluation hones in ventures. This means there is absence of shared comprehension of Monitoring and Evaluation rehearses in the activities among the different groups. With legitimate upgrade and capacitating of the checking groups, there would be more cooperation and consequently greater efficiency.

CDF Projects in Garissa County

The CDF was begun with a dream to be the best and productive establishment in the conveyance and usage of open assets went for encouraging the arrangement of water, wellbeing administrations, and training in all parts of the nation including remote territories that never profit by reserves distribution in national budgets(Ochieng and Tubey, 2013) the point of CDF is to increment provincial earnings by raising levels of farming, business and mechanical venture, diminishment of joblessness in the country territories by expanding wage work out in the open and private tasks, setting up successful methodology and systems for speedy country advancement in Kenya all in all, applying strategies and the procedures to other provincial improvement extends in comparable zones and enhancing improvement capacity of open overseers in the field. CDF goes for redistributing national assets to the group to enhance country economy, reduce destitution, make business, and raise the way of life of Kenyans. It tries to convey administrations and offices nearer to the general population in order to lessen poverty(Ochieng and Tubey, 2013).

For CDF operations, procurement has remained questionable to all stakeholders (ranging from the members of parliament-MPs, the public, private firms, suppliers and Community Based Organizations-CBOs) with a lot of grey areas ranging from tender or quotation advertisement, opening process, unjustified tender/quotations evaluation, unclear awarding of the bids as well as inactive or total lack of a receipt, inspection and acceptance committee. Professionals have also pointed a finger at entrepreneurial attitude of SMEs meant to bid for supply of materials, goods and services, governance has been an issue as contained in a report by the International Governance Institute (IGI Kenya, 2010) as well as Monitoring and Evaluation as pointed out by a recent NIMES (2009/2010) report which reports that it is difficult for one to effectively determine whether or not M & E of CDF projects is done as expected of an M & E exercise. The effect of these factors is that various CDF projects, nearly 60 %, remain behind schedule or abandoned (Mutunga, 2009). It is critical to note that CDF will remain ineffective, misappropriated, embezzled and

thus remain under performing if procurement process is poorly done, SMEs remain with a don't care attitude, there is poor governance and political interference, monitoring and evaluation processes is poorly done as well if the SMEs do not strive to improve their capacity.

Streamlining of CDF operations especially procurement process, entrepreneurial attitude change by constituency SMEs, proper governance free of political interference, monitoring and evaluation urgently need re-engineering so as to be geared towards attaining value for money through these very factors enhancing performance of the CDF funded projects as well as not being a perpetual hindrance to Constituency Development Fund projects as has been the case since its inception in 2003 through the CDF Act 2003.

The unnecessary processes that make the total acquisition cost (TAC) of items to be expensive rather than economical need policies to be put in place and Public Procurement Oversight Authority (PPOA) and other supervisory government agencies mandated and facilitated to enforce so that delays of CDF funded projects becomes a thing of the past which will go a long way in ensuring that the tax-payer gets value for money through timely services provision by CDF and attains the Kenya Vision 2030 by individually and collectively making their constituencies (and thus Kenya) “globally competitive and prosperous with a high quality of life by the year 2030” (Ministry of State for Planning, National Development and Vision 2030; GOK).

STATEMENT OF THE PROBLEM

The Government of Kenya earmarks substantial resources through CDF for provision of services. In recent times, there has been much controversy about the management of the funds with regard to accountability; allocation, targeting and priority setting; and overall effectiveness. There have also been concerns on governance and representation, and that the funds had been established in a rush without preparing the grassroots communities on participation in the management of the fund. Issues on conflict of interest were raised around the proposed structure for the management of the CDF, arising from the role of MPs as the conveners of CDCs. The existing monitoring and evaluation (M & E) mechanisms of such funds are said to be weak due to poor accountability; improper procurement and tendering; over-invoicing; wasteful expenditure; and lack of openness in the budget process. There have been a lot of challenges which have negated the benefits of CDF operations leading to poor performance of CDF projects. The challenges include inappropriate implementation of the projects resulting in some projects not being completed as planned and management capabilities of some committee members being questionable. A research by Rutere (2009) reveals that procurement is a cause for stalling of CDF projects in North Imenti Constituency. A research by Mutunga (2010) reports that public funds go to waste since CDF projects stall and yet the government keeps pumping more funds into the kitty. It further reports that in some areas within the country, most of the projects have either stalled or failed to kick off; in others, shoddy performance by merchants had been noted. A report by Mars Group (2012) reveals that project that were initiated between 2009 and 2013 amounting to over 12 billion

most of them are yet to be completed. As indicated by the CDF Status Report, (2009) arranged by the TISA, CDF contributes more than 10% to all improvement of Kenya however it has been damaged by rehashed allegation of mishandle of assets and poor execution of tasks abandoning some inadequate. The CDF was set up in 2003 through a demonstration of parliament in LATF neglected to enhance benefit conveyance to the general public (GoK, 1998). It went for enhancing administration conveyance, mitigating neediness, upgrading monetary administration and at last adding to financial improvement. The CDF is gone for impelling improvement in the bodies electorate. In the course of the most recent ten years (2003 – 2012), different improvement have been accomplished in spite of the fact that there is nonstop objection from partners on the administration of the activities subsidized by CDF and this is faulted for insufficient observing and assessment structure directed by Constituency Development Fund Committee (CDFC). Malala(2012) in his research conducted in Kikuyu Constituency asserted that the research revealed that notable factors that affect the performance CDF funded projects in Kikuyu Kenya are M&E, procurement process political interference among others. National Monitoring and Evaluation System, NMES(2009/2010)Report reports that that it is difficult for one to effectively determine whether or not M&E of CDF Projects is done as expected of an M & E exercise. In most cases the element of M&E tools was not and has not been evidently emphasized hence the need to establish a process that will enhance the impact of Monitoring and Evaluation on CDF projects in Laisamis constituency. The effect of these factors is that various CDF projects, nearly 60 %, remain behind schedule or abandoned (Mutunga, 2009). It is critical to note that CDF will remain ineffective, misappropriated, embezzled and thus remain under-performing if procurement process is poorly done, SMEs not prudently utilizing resources, there is poor governance and political interference, monitoring and evaluation processes is poorly done as well if the SMEs do not strive to improve their capacity. It is against the above problems as established by the previous reserchers that study therefore will endeavour to delve into the influence of monitoring and evaluation on the success of CDF projects in Garissa County , Kenya.

GENERAL OBJECTIVE

The main objective of the study was to establish the influence of monitoring and evaluation on the performance of Constituency Development Fund projects in Garissa County , Kenya.

SPECIFIC OBJECTIVES

1. To investigate the effect of approach/design on performance of Constituency Development Fund projects in Garissa County , Kenya.
2. To determine the effect of feedback on performance of Constituency Development Fund projects in Garissa County , Kenya.
3. To assess the influence of technical expertise on performance of Constituency Development Fund projects in Garissa County , Kenya.

4. To establish the effect of stakeholder participation on performance of Constituency Development Fund projects in Garissa County , Kenya.

THEORETICAL REVIEW

Systems Theory

First proposed by Ludwig von Bertalanffy in 1945, systems theory has been used for decades as an analytical approach to understand the operation of complex systems. According to Mutong'Wa & Khaemba (2014), a system is a set of several independent and regularly interacting units or subsystems that work together to achieve a set of pre-determined objectives. Therefore, systems theory provides a framework for defining the subject entity, creating a formalized model of the entity, hence enabling the ability to understand the entity in terms of the elements and their properties, and thereby understanding results (Mutong'Wa & Khaemba, 2014). Systems theory states that real systems are open to, and interact with, their environments, and that they can acquire qualitatively new values through emergence, resulting in continual evolution.

Public sector projects like the CDF projects can make use of the systems theory to experiment the effectiveness of their systems and projects in delivering the set objectives.. It can help them to acquire new potential customers, find new sources of revenue (such as service sign-up fees, transaction fees), and increase their average revenue per user (ARPU). The system approach in managing CDF projects encompasses many concepts of systems theory such as inputs, outputs, leadership, feedback and control, which are useful in understanding business situations, specifically with M&E tools.

The aspect of feedback to projects from their environments in a view of creating an ever evolving ecosystem with change coming from both within and without the project is important in enhancing project success. The relevance of systems theory to this study cannot be overemphasized as it focuses on the importance of monitoring and evaluation as a way of providing regular feedback that is used to improve the performance of mobile money transfer services. This feedback from customers and competitors is seeing these companies restructure and redefine the way they do projects coming up with new and innovative products in a bid to improve service delivery. Risk management plays a significant role in the systems approach as one of the concepts that are useful in providing controls for achievement of objectives.

Project leadership skills in the management CDF projects come into play in the system approach where leaders are able to provide a framework for the presentation and interpretation of occurrences and realities (Ramosaj & Berisha, 2014). According to the researchers, the systems theory provides an approach to project leadership in terms of the leader's determination to factor in his skills, experience and the external environment, and relationships with and among elements. Leaders are able to exercise their leadership only when they have followers or subordinates, and to ensure their cooperation and achievement of objectives, leaders should provide a system or structure that will guide the team in working together. Therefore, systems theory provides leaders with a framework for building ideas that

will ensure cohesion and cooperation among team members. According to Ramosaj and Berisha (2014) systems approach helps the leader or manager to translate his awareness of the complexity of the organization and intensity of its interaction with the environment into a guide for successful leadership in terms of permanent requirements for change versus resistance to them and trying to influence the environment which exercises influence on the organization itself.

Stakeholder participation in organizational decision-making has been increasingly improved and embedded into many organizations' policies (Reed, 2008). The systems approach incorporates stakeholder participation which is necessitated by the complex and dynamic nature of mobile money transfer where transparency in decision-making is paramount. Stakeholder participation encourages the accommodation of diversity of knowledge and values (Reed, 2008). As a result, systems theory provides a framework in which stakeholders are engaged in decision-making to enhance the quality of decisions.

Prospect Theory

According to Tversky and Kahneman (1979), prospect theory helps in decision-making under conditions of risk. Decisions often involve internal conflicts over value trade-offs. This theory is designed to help organizations and individuals to better understand, explain and predict choices in a world of uncertainty. The theory explains how these choices are framed and evaluated in the decision making process. Prospect theory is descriptive and empirical in nature. It focusses on two parts of decision making: the framing phase and the evaluation phase (Tversky, 1967). The framing phase describes how a choice can be affected by the manner in which it is presented to a decision maker. The evaluation phase consists of two parts, the value function and the weighing function, where the value function is defined in terms of gains and losses relative to the reference point.

Prospect theory is used in decision-making where the decision maker multiplies the value of each outcome by its decision weight. Decision weights not only serve as measures of perceived likelihood of an outcome, but also as a representation of an empirically derived assessment of how people arrive at their sense of likelihood (Tversky & Kahneman, 1979). Risk is an exposure to the possibility of economic or financial loss or gain, or delay as a result of the uncertainty associated with pursuing a certain course of action. When assessing risks in a project, relevant data must be available to enable statistical analysis, otherwise, the experience and knowledge of the decision makers is used to assess the probability of an adverse event. Risks impact projects in a great way by affecting the planned expenses, quality of work and expected project performance. Therefore, risk management is important in managing projects that are exposed to risks in order to ensure that the objectives of the projects are achieved within the constraints of the project.

Apart from being significant in risk management, prospects theory is also relevant in monitoring and evaluation, leadership and stakeholder participation. The evaluation phase of the prospect theory incorporates monitoring and evaluation to determine the relevant inputs, reviews, and controls that will lead to the achievement of improved results. Prospect theory

also incorporates leadership, which is useful in explaining common patterns of choices by leaders in specific situations. Decision-making requires the participation of stakeholders in order to improve the quality of decisions. This is supported by the prospect theory which addresses how choices are evaluated in the decision making process (Gitau, 2015).

Theory of Constraints

The theory of constraints is a set of management tools created by Eliyahu Goldratt in 1984. The theory is applicable in many areas including project management and performance measurement among many others (Blackstone, 2010). The theory helps organizations to identify the most important constraints or bottlenecks in their processes and systems, and dealing with them in order to improve performance. According to Goldratt (2004), organizational performance is dictated by constraints present in processes and systems. Constraints are restrictions that hinder an organization from maximizing its performance and achieving its goals and objectives (Goldratt, 2004). He states that constraints can involve policies, equipment, information, supplies or even people, and can be either internal or external to an organization.

Theory of constraints can be applied in conjunction with other management techniques such as total quality management and risk management to ensure a comprehensive set of techniques that ensure continuous improvement in all areas of operation in an organization (IMA, 1999). The theory is based on five steps which include: identifying the system's constraints that limit progress toward the goal, exploiting the most important constraint, subordinating everything else to the decision made by managing the system's policies, processes and resources to support the decision, elevating the constraint by adding capacity or changing the status of the original resources to increase the overall output of the constraining task or activity, and finally going back to step one and identify the next most important constraint (Steyn, 2002). The five steps in applying the theory of constraints enable an organization's management to remain focused on the most important constraints in their systems.

Theory of constraints is applicable in many aspects of project management. Monitoring and evaluation is done throughout the steps on the theory of constraints in order to record information regarding the progress of managing the constraints. Step five of the theory of constraints provides for feedback which is important in evaluation of results to determine whether there is progress in achieving project goals and objectives (Steyn, 2002). Any project risk might be a constraint or could become a constraint (Steyn, 2002). In most cases, risk events that are initially not considered as posing the highest risk are neglected. Often, this may result in a risk event that was initially considered as not being critical becoming the most important constraint. Once a risk event has been identified as important or critical, the focus is to eliminate the risk or reduce either the probability of its occurrence or its impact to a level where it would not be critical any more (Steyn, 2002). Project leadership is critical in executing the theory of constraints. It involves managing project schedules to ensure projects are completed on time and within the scope and budget (IMA, 1999). Managing constraints

requires project leaders to coordinate their project teams in order to minimize the effects of constraints effectively.

Stakeholder participation is important in any project or organization as they contribute to decision-making to enhance the quality of products and services. In the course of executing a project, stakeholder needs could be expected to change, which leads to changes in scope of the project (Steyn, 2002). This may become a constraint that need to be managed in order to achieve objectives. Sometimes certain scope changes could be limited depending on the urgency of the process. This is especially applicable in public sector resource management where changes in market needs or in technology could be addressed by subsequent service quality improvement (Steyn, 2002).

EMPIRICAL REVIEW

Design Approaches and Project Performance

Adequacy of assignment viewing and assessment is what's more dependent on the approach of M&E. There are specific M&E approaches that have been singled out through making review. The M&E approaches that have been seen from the made work are clarified in the running with sections. A bit of the review and assessment approaches that may be connected by wind managers and checking packs include: fundamental research; accounting and request; status evaluation; and sensibility estimation (Stem et al., 2005). Alotaibi (2011) revealed that Saudi Arabia did not have a fitting movement brief laborer execution examination structure, and the seeing affirmation and examination criteria and sub-criteria for an attestation framework. Nonappearance of assessment structure negatively impacts the wander accomplishment.

Possibility of undertaking survey and assessment is in like manner subject to the techniques of M&E. There are particular M&E approaches that have been singled out through making audit. The M&E approaches that have been seen from the made work are cleared up in the running with divides. Bit of the audit and appraisal approaches that might be associated by wind executives and checking clusters include: main investigate; bookkeeping and confirmation; status assessment; and sensibility estimation (Stem et al., 2005). Alotaibi (2011) in his examination found that Saudi Arabia did not have a fitting advancement brief expert execution evaluation structure, and the seeing assertion and examination criteria and sub-criteria for a verification system. Nonappearance of appraisal structure unreasonably impacts the breeze achievement.

Undertaking Management Institute (2008) detailed related tenets identifying with the watching and controlling of wander development. The watching and info consolidates bits of knowledge about the method change measures nearby early danger ID using deciding reports despite status gives insights with respect to degree, timetable, spending design, and resources (Project Management Institute, 2008). Checking and feedback includes unpretentious components of techniques to screen expand execution and on recognizing potential issues in a favorable way to begin therapeutic mediation.

Feedback and Project Performance

Project Performance reports furnish data on the task's execution with respect to scope, plan, cost, assets, quality, and hazard, which can be utilized as contributions to different procedures. Observing and assessing of tasks can be of awesome significance to different players including venture supports as it would guarantee comparative activities are reproduced somewhere else as saw in different undertakings embraced by the budgetary segment which spin around a couple of territories (Marangu, 2012).

Through the survey of writing, the specialist singled out three noteworthy angles in connection to observing and assessment in venture administration. The three viewpoints incorporate quality of the observing group, ways to deal with M&E and stages in venture lifecycle. These three perspectives are clarified in the ensuing passages 2-3-2-1 Strength of the checking group. If the M&E work is situated in a segment or connected with noteworthy power as far as basic leadership, it will probably be considered important (Naidoo, 2011). He additionally clarified that M&E units need to be viewed as including esteem, and should for their own propagation have the capacity to legitimize their endeavors consequently M&E chiefs require achievement elements to support their validity. This implies the checking group should be improved and reinforced with the end goal for it to have more power which will build its effectiveness. Notwithstanding energy of M&E groups different factors additionally assume a part in fortifying observing groups which incorporates: recurrence of degree checking to recognize changes, Number of people observing task plan, Extent of checking to distinguish cost over runs, (Ling et' al, 2009).

Magondu (2013) additionally noticed that money related accessibility is the primary asset in any practical association to the extent different assets, for example, human are concerned. To set up an observing division, funds are required. He additionally clarifies that staff limit both in numbers and aptitudes are likewise exceptionally instrumental in any successful usage and supportability of observing and assessment. Without important aptitudes it's difficult to ace the administer of any amusement. Along these lines, the staffs should be furnished with the important aptitudes for execution and achievement.

Project basic limit and specifically information frameworks and data frameworks are additionally fundamental for observing and assessment work out (Hassan, 2013). A viable checking and assessment is a noteworthy supporter of venture achievement and subsequently the utilization of innovation to compliment the endeavors of the M&E group will reinforce it; which will thusly prompt esteem expansion by the group. According to Georgieva and Allan, (2008) noted that overseeing stakeholders, collaboration among individuals and observing the advance of the venture work are a portion of the key procedures used to deal with the task work. A decent observing group is the one that has great partners' portrayal. Moreover M&E group which grasps cooperation is an indication of quality and an element for better undertaking execution. Mutual requirement for legitimate comprehension of Monitoring and Evaluation enhances in projects (Gwadoya, 2012). This means there is absence of shared comprehension of Monitoring and Evaluation rehearses in the activities among the different

groups. With legitimate upgrade and capacitating of the checking groups, there would be more cooperation and consequently greater efficiency.

Technical Expertise and Project Performance

Akroyd (2010) attests that monitoring and evaluation are especially vital practices to any extend since it permits a continuous audit of undertaking viability. A key fixing is to screen the different factors and to build up checkpoints at fitting interims amid and after task execution. The procedures/exercises of M&E require abnormal amounts of abilities and capabilities from both the task staff and the implementers. The attention on Capacity Building of the venture staff guarantees a workforce with proper aptitudes to advance participatory and practical usage of the task. This in a roundabout way enables the group to be more explanatory about their circumstances, assets and create suitable intercessions, to address their difficulties (Eggers, 2012).

Skillful administrative initiative ought to be urged to direct adjustments and accomplish supportable activities results. CDF supported projects and ventures must be outlined and overseen with the goal that they allow some adaptability in execution. Plans should here and there be staged and permitted to develop as lessons are learnt, field level directors should along these lines have the capacity to react rapidly to changing needs and needs, and regulatory or money related administration techniques must not be made oppressive.

The specialized limit of the association in leading assessments, the esteem and investment of its HR in the approach making process, and their inspiration to affect choices, can be gigantic determinants of how the assessment's lessons are delivered, imparted and seen (Vanessa and Gala, 2011). HR on the undertaking ought to be given clear occupation assignment and assignment befitting their ability, on the off chance that they are insufficient at that point preparing for the imperative aptitudes ought to be masterminded. For ventures with staff that are conveyed in the field to complete task exercises individually there is requirement for steady and concentrated nearby help to the outfield staff.

One if the greater parts of working up specialist's aptitudes and limits is the genuine legitimate focus on the agent to twist up obviously better, either as a man or as a supporter of the affiliation. Pearce and Robinson (2004) notes that believed that affiliation joined with extended wants following the open entryway can incite an unavoidable result of enhanced yield by the agent. Evaluation ought to moreover be free and vital. Self-sufficiency is expert when it is finished by components and individuals free of the control of those accountable for the blueprint and use of the progression mediation (Gaarder and Briceno, 2010). Research exhibits that it is fundamental to make sense of what methodologies are fitting to the customers' needs the given setting and issues of data, benchmark and markers Hulme, (2000).

Accomplishments of staff specialized ability through preparing should be energized in all the CDF ventures. Viable preparing ought 'instruct' as well as spur; students must be chosen on justify, incorporate the two men and ladies, and be of direct importance to their work. Learners should likewise be given the chance to apply recently gained aptitudes on

fulfillment of preparing. In-nation preparing, for example, at work preparing, coaching and short-course competency based preparing will probably bolster more feasible advantages than abroad courses or long haul 'scholastic' preparing for a couple. In situations where partners are exchanged or leave after some time, preparing must likewise be rehashed and refresher courses given if the required aptitude base is to be supported all through.

Stakeholder Participation and Project Performance

Donaldson (2003) take note of that connecting with stakeholders in trades about the what, how, and why, of program practices is frequently empowering for them and furthermore, progresses contemplations and workplaces huge enthusiasm by various accomplice social occasions. Accomplice bolster infers drawing in progression beneficiaries with respect to resources and necessities conspicuous confirmation, suspecting the use of benefits and the honest to goodness use of change exercises (Chitere, 2010). Best practice case shows that a central factor empowering revive of evaluations is accomplice commitment. This commitment must be gotten toward the starting circumstances of the Evaluation technique, fuse the assistance of high profile champions and attract political masters enthused about learning or using instruments to indicates sufficiency.

Proudlock (2009) found that the entire method of effect evaluation and especially the investigation and clarification of results can be by and large redesigned by the assistance of orchestrated recipients, who are after all the principal associates in their own specific change and the best benches of their own condition. Regardless, associates engagement should be overseen mind excessively accessory's alliance could actuate undue impact on the examination, and too little could incite evaluators educating the system (Patton, 2008).

As per Mwangi (2005) despite the way that the CDF enables the social occasion to see the activities near their interests at the Location Development Committee Levels, CDF Act,(2003), it's hard to tell their level of competency in comprehending what is helpful over the long haul or how to sort out the assignments inside neighbors' regions or bodies electorate for most crazy favored angle. Despite whether the social event partakes in the ID of errands relies on how the MP shapes the cutoff purposes of engagement. There are the general population will's character welcomed and the general population who won't be welcomed in the unmistakable affirmation of endeavors in CDF. The activities saw by those near the MP are said to be passed as having been perceived by the social event (Mungai, 2009).

RESEARCH METHODOLOGY

Research Design

This study will utilize descriptive survey. The descriptive survey technique will be utilized by the analyst as the fitting strategy for the current examination since it is the most proper in gathering information about the attributes of a substantial populace as far as being practical and inside the imperatives of time accessible. In addition, the survey will be utilized as the primary apparatus for information accumulation (Harrison and Clock, 2004). It will likewise

create information in light of genuine perception which makes the information exact. Distinct information are commonly gathered through a poll overview, meet or by perception (Mugenda & Mugenda, 2003).

Target Population

A population can be characterized as the total arrangement of subject that can be contemplated: individuals objects, creatures, plants, associations from which an example might be gotten (Shao, 2011). The objective population comprised of all the task administration council individuals accused of observing and assessing all the CDF extends inside Laisamis Constituency. Self regulated survey was purposively given to key sources who have data, for example, CDF venture organizer and Fund Accounts Manager. In this way gatherings were likewise be masterminded with either these officers to clear up a few answers given in the surveys. This population was picked based on their command to monitor and assess projects embraced under Constituencies Development Fund. In the financial year 2016/2017 there were 68 approved projects by the CDF board for Laisamis constituency. The projects were categorized as follows; primary education projects (35), secondary education projects (14), health projects (1), water projects (10), Roads (7), environmental projects (1). A total of 71 respondents will be targeted in this study, this will be the 68 PMC's representatives, the constituency FAM, the constituency national treasury accountant and the constituency Development Officer.

Sample Size and Sampling Technique

The study used census method to pick 100 per cent of the Project Management Committee members in all wards in the constituency totaling to 71. At the PMC level purposive sampling was used to obtain 71 respondents purposively to include PMC's representatives, the constituency FAM, the constituency national treasury accountant and the constituency Development Officer. Other respondents to be sampled include the fund accounts manager, project coordinator and constituency development officer.

Data Collection Instruments

A questionnaire was utilized to collect the information. Shao (2011) characterizes a questionnaire as a formal arrangement of inquiries or proclamations intended to assemble data from respondents that achieve examine objectives. A series of organized and unstructured inquiries were utilized. The self managed polls will be dropped and later picked from the respondents through the secretaries of the boards of trustees. The key informant' questionnaires were directed by the researcher face to face. So as to enhance reaction rates, the scientist kept up phone contacts with the respondents to catch up on information gathering.

Data Analysis and Presentation

The questionnaires were edited to enhance completeness, accuracy and consistency. The information was then coded and grouped in order to show the consequences of the information investigation in a deliberate and clear way. The study integrated both qualitative and quantitative techniques in the data analysis. This was done by the use SPSS V23 software. Qualitative data was analyzed through content analysis. This was to entail transcribing data before coding the data into themes or categories. These involved breaking down the information into reasonable pieces, arranging and filtering while at the same time looking for types, classes, groupings, procedures, examples or subjects. The ordering regularly depended on the real research questions managing the examination. Speculation from the subjects about the marvels being referred to and dialog in the light of the accessible writing will then be made. Quantitative data was analyzed using descriptive statistics (frequencies, percentages, measures of central tendency and measures of dispersion) and inferential statistics (ANOVA and regressions) with a 0.05 test significance level. Pearson correlation was used to compare the variables, where two sets of the variable were to be compared to see the extent to which they are related and if they could be used to predict each other. Multiple regression analysis was conducted to determine the extent to which the model explained the changes in the dependent variable. The study findings was presented using bar charts and pie charts. Tables will be used to summarise responses for further analysis and facilitate comparison. Percentages were used to determine the extent to which respondents view the contribution of the variables towards performance. The regression equation to be used is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = performance; β_0 = the Constant; β_1 , β_2 , β_3 and β_4 = the slopes of the regression equation; X_1 = technical expertise (independent variable); X_2 = stakeholder participation (independent variable); X_3 = design approaches (independent variable); X_4 = project feedback; E = error term

RESEARCH RESULTS

The study generally indicated a significantly positive between independent and dependent variables. Technical expertise had the strongest and positive effect while feedback had the least but positive effect on the performance of CDF projects in Laisamis Constituency, Garissa County, Kenya.

Technical expertise and Performance of CDF Projects in Garissa County

Based on the findings, the respondents agreed that they have a monitoring and evaluation team. The respondents also indicated that the M&E team incorporates relevant government departments' officers and have adequate knowledge and skills. The respondents however disagreed to the statement that Monitoring and Evaluation is carried out frequently. The respondents also agreed that Strength of M&E team affects the performance of CDF projects

and that M&E team embraces teamwork. It was further established that the respondents strongly agreed that monitoring and evaluation systems are necessary for project success.

Stakeholder Participation and Performance of CDF projects in Garissa County

According to the analysis of the findings, the respondents agreed that the project stakeholders are known and documented and are involved in M&E activities. The respondents also agreed with a high mean that participation of stakeholders is crucial to successful implementation of M&E. The respondents also agreed that the stakeholders have knowledge of M&E practices and have capacity and have been trained on M&E. It is also worth noting that stakeholders have dominated M&E activities resulting to a negative influence. The respondents also strongly agreed that projects should involve stakeholders in M&E activities.

Approach/Design and Performance of CDF projects in Garissa County

According to the analysis of the findings, the respondents agreed that there are clear statements of measurable objectives on CDF projects as well as structured set of indicators on CDF projects. The respondents indicated that there are provisions for collecting data and managing projects records. With a The respondents also agreed that institutional arrangements for gathering, analyzing, and reporting project data are laid down. It was also established that there are Institutional arrangements for investing in capacity building. The findings indicated that proposal for the ways in which M&E findings will be fed back into decision making is in place. Further findings indicated that properly formulated and implemented M&E design ensures effective and sustainable projects.

Feedback and Performance of Constituency Development Projects in Garissa County

According to the analysis of the project, the respondents agreed that there is a project monitoring & feedback system in place which is done on a monthly basis. It was also established that project monitoring feedback for CDF projects is a continuous process and CDF stakeholders are usually involved in monitoring and feedback of the projects. The respondents also agreed that monitoring Feedback reports are normally shared with all the stakeholders and there are regular site visits of the projects that are being implemented. Further analysis of the findings indicated that CDF management committee pays attention to the project monitoring feedback received from the client/his consultants.

The study sought to establish the performance of CDF projects in Laisamis constituency. Based on the findings, the respondents indicated that majority of projects are not completed on or ahead of schedule as shown by a very low mean. The respondents however agreed that the projects is completed within budget and implemented according to the original design. Further findings indicated that Project serving the intended community's needs and meet stakeholder's expectations.

CORRELATION ANALYSIS

In reference to table 1, the correlation matrix indicates that technical expertise had a positive and significant correlation with stakeholder participation (.956) and moderately with Approach/design (.552). Stakeholder participation had a positive and a very strongly correlation with approach/design (.861) but moderately with feedback. The correlation was weak between approach/design and feedback though positive at 0.307. The performance of CDF projects was positively and very strongly correlated to technical expertise (.965), stakeholder participation (.956), feedback (.944) and approach/design (.856). It can therefore be inferred that technical expertise, stakeholder participation, approach/design and feedback positively and significantly influence performance of CDF projects.

Table 1: Correlation Analysis

	Technical expertise	Stakeholder participation	Approach/design	Feedback	Performance of CDF projects
Technical expertise	1				
Stakeholder participation	0.956	1			
Approach/design	0.552	0.860	1		
Feedback	0.851	0.442	0.307	1	
Performance of CDF projects	0.965	0.956	0.855	0.944	1

*. Correlation is significant at the 0.05 level (1-tailed).

REGRESSION ANALYSIS

In addition, the researcher conducted a linear multiple regression analysis so as to test the relationship among variables (technical expertise, stakeholder participation, approach/design and feedback) on the performance of CDF projects. The researcher applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.881	.841	.3295

The adjusted R² is the coefficient of determination. This value explains how CDF project performance varied with technical expertise, stakeholder participation, approach/design and feedback. The four independent variables that were studied, explained 89.6% of the CDF project performance as represented by the R². This therefore means that other factors not studied in this research contribute 11% of the performance of CDF projects giving room for further research to investigate the other factors (11%) that affect CDF project performance.

Adjusted R squared which is the coefficient of determination on the other hand statistically measures how close the data are to the fitted regression line. In thi study the value of adjsted R square indicates that the model explains 84.1% of the variability of the response data around its mean.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.534	5	2.868	52.410	.0179 ^a
	Residual	186.555	51	2.139		
	Total	198.089	56			

a. Predictors: (Constant), technical expertise, stakeholder participation, approach/design and feedback

According to Mugenda & Mugenda, (2003), ANOVA is a data analysis procedure that is used to determine whether there are significant differences between two or more groups or samples at a selected probability level. An independent variable is said to be a significant predictor of the dependent variable if the absolute t-value of the regression coefficient associated with that independent variable is greater than the absolute critical t-value. The regression analysis also yields an F-statistic where if the calculated F-value is greater than the critical or tabled F value, the prediction will be rejected. In this study, the significance value is .0179 which is less than 0.05 thus the overall model is statistically significant. The study ran the procedure of obtaining the coefficients, and the results were as shown in the table 4.

Table 4: Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.791	1.2235		0.787	0.0255
	Technical expertise	0.833	0.1032	0.152	1.091	0.002
	Stakeholder participation	0.863	0.3425	0.054	0.687	0.005
	Approach/design	0.598	0.2178	0.116	0.97	0.013
	Feedback	0.669	0.2217	0.122	0.349	0.021

The researcher conducted a multiple regression analysis so as to determine the relationship between performance of CDF projects and monitoring and evaluation represented by the four variables. According to the regression equation established, taking all factors into account (technical expertise, stakeholder participation, approach/design and feedback) constant at zero, performance of CDF project will be 3.791. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in technical expertise will lead to a 0.833 increase in performance of CDF projects; a unit increase in stakeholder participation will lead to a 0.863 increase in performance of CDF projects, a unit increase in approach/design will lead to a 0.598 increase in performance of CDF projects and a unit increase in feedback will lead to a 0.669 increase in performance of CDF projects.

At 5% level of significance and 95% level of confidence, technical expertise had a 0.002 level of significance which indicates that it significantly influences the performance of CDF Projects. Akroyd (2010) indicated that technical expertise or skill based of project managers and implementers determine the performance and completion of a project.. Stakeholder participation showed a 0.005 level of significance which portrays its significant effect on project performance as also indicated by Mwangi (2005) who also established that stakeholders provide core support in implementation of CDF projects. Approach/design showed a 0.013 level of significance which equally illustrates a positive and significant influence on the performance of the projects. This is concurred by Alotaibi (2010) on his study on the government projects in Nigeria. Feedback on the other hand had a 0.021 level of significance as indicated by Marangu (2012) who equally indicated that feedback however significant it is in project implementation it is reliant on other factors for it to be critical but it has a positive effect on the performance of a project. This infers that technical expertise contribute more to the performance of CDF projects followed by stakeholder participation.

CONCLUSIONS

The study found out that the adoption of M&E in Laisamis constituency was very low. The fact that M&E was not one hundred percent explains the existence of inadequacy. A deficiency in monitoring and evaluation is characterized by lack of technical skills among M&E professionals and other stakeholders, poor M&E approaches/designs, lack of proper stakeholder involment, inadequate means of monitoring and evaluation data storage, poor data processing, poor means of dissemination of monitoring and evaluation information.

This study concludes that M&E are vital in all phases of the project cycle if well executed M&E of CDF project is necessary for appropriate context-specific indicators that capture the impact of interventions to promote project performance. M&E also help to enhance performance among project management committee, as they will focus their energies on bringing on board all stakeholders through an informative monitoring and evaluation system thereby yielding synergy and great output in CDF project development. Based on the findings, the study concludes that the practice of monitoring and evaluation of projects in Laisamis constituency, was not adequate to assess the performance of CDF projects. This is due to factors such as inadequate monitoring and evaluation data, poor allocation of monitoring and evaluation budgets, weak capacity building on monitoring and evaluation.

It was preferred that stakeholders should have at least form four level education and their roles must be clearly defined. In details, consider the interest of; the community and relevant institution. That should be in harmony with the government development policy.

RECOMMENDATIONS

The study established that those charged with the responsibility of carrying out M&E, comprising officials from CDF management were not empowered with appropriate skills and knowledge, consequently it is recommended that they should be appropriately empowered with the necessary knowledge in order to have the grasp of how these tools in order to utilize

them. It is recommended that CDF management staff should include a quantity surveyor. More monitoring and evaluation professional should be employed in order to carry out a credible M&E exercise of CDF projects. It was noted that many projects had stalled due to inconsistency in funding and change of political leadership.

This study recommends that parliamentary public finance committee and CDF management should ensure that projects that are ongoing be completed before starting new ones. This is in spite of changes in political leadership. It was established that the M&E design/approaches have influence on CDF projects performance.

CDF funds were in most cases for project implementation up to completion. It is up to the community or institution to sustain the operationalization of the project. Often the community or institutions may not have the capacity to sustain the project. Therefore there is need for stakeholders involvement in order to ensure sustainability of the projects.

The study established that proper data processing and dissemination of monitoring and evaluation information was prevalent in several projects. On this account, the study recommended that before any project is initiated, the initiating entity overseeing such projects should consider adopting a new information reporting and utilization system is put in place, with proper data processing, presentation, and dissemination to capture real-time data.

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