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Assessment on the Use of Monitoring and Evaluation System in Constituency Development Fund, Nairobi County

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Abstract

Purpose: The purpose of this study was to assess the use of monitoring and evaluation system for Constituency Development Fund, Nairobi County

Methodology: The study used a descriptive survey research design. The unit of analysis was the Constituency Development Fund (CDF) in Nairobi County. The target population comprised of 187 committee members of the 17 constituencies. The sample size for this study was 55 obtained using simple random sampling. The researcher used a questionnaire to obtain primary data. The questionnaires were self-administered. Quantitative data was analyzed using descriptive and inferential statistics and presented in percentages and frequencies. Qualitative data was analyzed using content analysis and presented in prose form. Both quantitative and qualitative data was compiled to generate the final project report.

Results: Study findings indicated that there exists a functional monitoring and evaluation systems in the Constituency Development Fund in the County of Nairobi. Similarly, the study indicated that monitoring and evaluation influenced decision making in the Constituency Development Fund in the County of Nairobi. The study also indicated that there exist challenges affecting the effectiveness of monitoring and evaluation system for Constituency Development Fund in the County of Nairobi.

Unique contribution to theory, practice and policy: The study recommends that funds work plan and costs should be set aside to enhance monitoring and evaluation activities in the Constituency Development Fund in the County of Nairobi. The study recommended that further research need to be conducted on the same topic but in another County so as to give comparisons to the current study. Similarly, a study can be undertaken to assess the existence of monitoring and evaluation activities in the Youth Development Fund, County Government projects, National Government projects and Self-help groups around the country.

Keywords: *functional monitoring, evaluation systems, Constituency Development Fund*

1.0 INTRODUCTION

Monitoring and Evaluation (M&E) is sometimes maligned and frequently misunderstood field or discipline that has grown up on the fringes of international development work (Elkins, 2006). Monitoring and evaluation systems support development by generating relevant, accurate and timely information which is used to improve program design, enhance decision-making and thus increase impact. While closely related to research, operations research and the social sciences, functional M&E may neither practice nor aspire to emulate, exactly, the stringent scientific standards of more academic approaches (Elkins, 2006). Elkins (2006) further states that without doubt M&E practices and approaches overrides the academic social- science domains, nevertheless M&E purposes and techniques are usefully distinguished as a variety of information collection, processing and use.

Monitoring and Evaluation are important management tools to track project process facilitates and influence decision-making (Beaudry&Yumi, 2007). This includes decision to improve, reorient or discontinue the evaluated intervention or policy. It could also be decisions that involve change of organisations strategic plans or management structures. National and international policy makers and funding agencies also use this to inform as well as challenge the decision making process (UNICEF, 2003).

Many international organizations such as the United Nations, the World Bank and the Organization of American States have been utilizing this process for many years (UNDP, 2002). The process is also growing in popularity in the developing countries where the governments have created their own national M&E systems. The main focus of implementing this is to assess the development projects, resource management and the government activities or administration. Chikati (2009) emphasises that M&E of development projects are increasingly recognized as indispensable management functions. This is because M&E strengthens the performance of the project since it enables the stakeholders to make prompt decisions on matters relating to the projects.

In 2005, the Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring and Evaluation in the National Development Programme. This was a collective effort by the government, Private Sector and Civil Societies, Republic of Kenya implementation of M & E (2005). This proposed M & E framework has not been fully operational. However, there is a strong case that CDF should come up with participatory M & E component in its management. This view is supported by Gikonyo (2008) who indicated 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. The mode of doing it is not well specified. The Act gives technical department, DDO and CDFA authority to monitor the project (CDF Act, 2003 revised 2007).

Constituency Development Fund (CDF) came into existence in Kenya after the National Rainbow Coalition (NARC) came to power with the enactment of CDF Act in 2003 but amended in 2007 and 2013. Its mandate is to take development to the citizens at the grass root level within the shortest time possible. It has a mission of ensuring specific proportion of the annual government revenue devolved to the constituencies for development and in particular to eradicate poverty at the grass root level (CDF Act, 2003). CDF has its roots from the special

Rural Development Policy of 1965 in which a conference by the Ministry of Economic Planning and Development (MEPD) was convened to discuss the ways of solving problems of rural development, education and employment.

There are increasing concerns about the utilization of CDF which suggest that the funds are not being utilized optimally. Given the importance of this program; monitoring and evaluation process is significant in ensuring the objectives of the CDF projects are achieved. Lessons learnt from the implementation of CDF will be used as a foundation for designing other decentralization schemes to aid development in the country (Kimenyi, 2005; Awiti, 2008).

1.2 Statement of the Problem

Most of the development plans prepared in Kenya including the Vision 2030 have provision for monitoring and evaluation as the means of feedback. The National Integrated Monitoring and Evaluation System (NIMES) is the body that spearheads all M&E activities in the country. The progress in implementation of Vision 2030 is done through the annual progress reports which are based on the M&E framework in the country as provided by NIMES. However, over the years the establishment of monitoring and evaluation system has not been successful as expected despite several attempt to do so in the country (Nyaguthii&Oyugi, 2013). This means that the feedback mechanism on development intervention is affected. Gikonyo (2008) for instance says that reports from CDF Board indicate that initiated projects failed to be completed in time, used more than budgeted allocations and failed to add value to the beneficiaries. Properly functioning monitoring and evaluation system are expected to control against these negative observations. Therefore the study wishes to assess the use of monitoring and evaluation system in Constituency Development Fund, Nairobi County.

1.3 Study Objectives

- i. Assess the existence of functional monitoring and evaluation system in Constituency Development Fund, Nairobi County.
- ii. Determine the influence of monitoring and evaluation on decision making in Constituency Development Fund, Nairobi County.
- iii. Examine the challenges affecting the effectiveness of a monitoring and evaluation system for Constituency Development Fund projects, Nairobi County.
- iv. Make recommendations for strengthening constituency development fund monitoring and evaluation system

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Theory of Project Management

It is affirmed that the foundation of project management theory can be broken down into two (Koskela& Howell, 2001). That is, the theory of project and theory of management. The theory of project is said to be provided by the transformation view on operations. Projects could be perceived just like a special type of production. In other words, a project is a temporary endeavor carried out in order to create a unique product or service. In the transformation view, a project is

conceptualized as a transformation of inputs to outputs. It is further noted that there are a number of principles by which a project is managed. It is exemplified that according to the aforementioned principles, decomposing the entire transformation hierarchically into smaller transformations, tasks and minimizing the cost of each task independently (Koskela& Howell, 2001).

Under the theory of management, management is viewed as planning, executing and controlling. In management-as planning, management at the operations level is seen as consisting of the creation, revision and implementation of plans (Koskela& Howell, 2001). This approach to management looks into a strong causal connection between the management actions and outcomes of the organization. It is further assumed that planned tasks can be executed by a notification to the executor of when the task should begin

2.1.2 Rational Choice Theory

This study was guided by the rational choice theory by Gray Becker also known as the choice theory. The rational choice theory use an economic metaphor, they are theoretically generalized to explain not only economic behaviour but also the behaviour studied by nearly all social science disciplines from political philosophy to psychology (Zey,1992). People perform various actions based on their choices and these actions are what we consider to be the best alternatives to situations. Elster (1989) elaborates the essence of rational choice theory when he states that, “when faced with several courses of action, people usually do what they believe is likely to have the best overall outcome”.

The theory indicates that human beings have the capacity to make rational decisions. Rationality in the theory simply means individuals act of balancing cost against benefits to arrive at an action that maximizes personal advantage (Elster, 1989). Kakar (1972) on the other hand says that “rationality, which is closest to Aristotle’s conception of deliberate, intellectual virtue, simple means a kind purposive thinking in which various goals are weighted against each other and selected course of action follows the drawing up of a balance sheet between goals and means as well as between goals and other side effects arising as a consequence of reaching these goals.

Hence, attempting to make choices while selecting the best alternative is a necessity whereby focusing on certain consequences facilitates decision making that best fits a situations. Becker (1976) asserts that rationality is obviously a relative concept. Whether a given action or the decision to perform it is rational will depend on the objectives that the action is meant to achieve and on the relevant empirical information available at the time of decision. An action will quantify as rational on the basis of the given information, it offers optimal prospects of achieving its objectives. He further stated that a classical formulation of rational decision making suggests that, faced with the need to make and implement a decision, a given individual will first clarify his or her goals, values or objectives and then rank or otherwise organize them in his or her mind.

This rational individual will then investigate the entire important consequences attendant upon the selection of each of the alternatives at hand. It is then a relatively straight forward matter of comparing consequences each alternative with goals, values or objectives and selecting the alternative that promises the largest amount of favourable consequences. Rational behaviour in

the decision making process then simply involves the evaluation and selection of some relevant alternatives that offers a perceived advantage to the decision maker (Zey, 1992). Since projects are guided by set objectives and goals, it is by M&E that individuals can make informed decisions in order to meet the goals and objectives. This means that M&E has a role to play in the decision making process.

2.1.3 Strategic Leadership Theory

The essence of strategic leadership involves the capacity to learn, the capacity to change and managerial wisdom (Boal&Hooijberg, 2001). Strategic leadership theories are concerned with the leadership of organizations. They are marked by a concern for the evolution of the organization as a whole, including its changing aims and capabilities (Selznick, 1984). According to Boaland Hooijberg (2001) strategic leadership focuses on the people who have overall responsibility for the organization and includes not only the head of the organization but also members of the top management team.

Activities associated with strategic leadership include making strategic decisions, creating and communicating vision of the future, developing key competences and capabilities, developing organizational structures, processes and controls; sustaining effective organizational cultures and infusing ethical value systems into the organization (Hunt, 1991; Ireland &Hitt, 1999). Strategic leaders with cognitive complexity would have a higher absorptive capacity than leaders with less cognitive complexity. To the extent that these leaders also have a clear vision of where they want their organization to go the absorptive capacity will have a greater focus.

That is, strategic leaders look at the changes in the environment of their organization and then examine those changes in the context of their vision (Boal&Hooijberg, 2001). This theory is relevant to the study as it highlights the functions of a leader of which decision making is one of the functions. M&E is a vital tool in decision making. In the context of this study, M&E enables leaders to make right decisions that foster completion of CDF projects.

2.2 Empirical Literature Review

Mugo (2014) conducted a study to find out the factors influencing the implementation of monitoring and evaluation of developments projects in Kenya. Data for the research was collected from survey questionnaires distributed to the personnel in the Ministry of Devolution and Planning. Binary Probit Model was instrumental in data analysis. The study sought to ascertain the association between the monitoring and evaluation system implementation status as the dependent variable. It also looked at training of the personnel implementing monitoring and evaluation functions, amount of money allocated and spent on monitoring and evaluation, stakeholders' participation in implementation of monitoring and evaluation, institutional guidelines and political influence on implementation of monitoring and evaluation in development projects as explanatory variables.

Mula (2013) carried out a study on the determinants of effective monitoring and evaluation system of public health programs: the case of national school-based deworming program in Kwale County, Kenya. Data for the study was collected using the descriptive method where a questionnaire was administered to managers and supervisors. The data was subsequently analyzed by use of descriptive and inferential statistics. The study findings identified monitoring

and evaluation system and compared them with the best practices. The findings indicated that, the Kwale national school-based deworming program has a well-structured and an elaborative monitoring and evaluation system. The study concluded that project organization structure with monitoring and evaluation functions, well developed human capacity, robust advocacy and communication strategy, strong project database and elaborative data dissemination plan and use are critical components of any effective monitoring and evaluation system of public health programs.

Barasa (2014) carried out a study to determine the influence of the monitoring and evaluation tools in the completion of the projects. The study was centered on main tools of monitoring and evaluation which were: strategic plan, logical framework and budget and stakeholders analysis. This was guided by four objectives: to establish extent to which the use of strategic plan influences the level of project completion, to assess extent to which logical framework influences the level of project completions, to assess extent to which budget adherence influences the level of project completion and to assess extent to which stakeholder analysis influences the level of project completion.

Budzier and Flyvbjerg (2013) argued that Optimism Bias and Black Swan Blindness cause forecasts to fall short of actual costs of CDF projects. Firstly, optimism bias has been linked to effects of deception and delusion, which is caused by taking the inside-view and ignoring distributional information when making decisions. Secondly, the study argued that Black Swan Blindness makes decision makers ignore outlying events even if decisions and judgements are based on the outside view. The study used a sample of 1,471 ICT projects with a total value of USD 241 billion. Cumulative distribution function (CDF) of (actual – forecast)/forecast was calculated. Results showed that the CDF changes at two tipping points – the first one transforms an exponential function into a Gaussian bell curve. The second tipping point transforms the bell curve into a power law distribution with the power of 2. The results also showed that project performance up to the first tipping point is politically motivated and project performance above the second tipping point indicates that project managers and decision-makers are fooled by random outliers, because they are blind to thick tails.

Kerandiet *al.*, (2014) carried out a study on a survey of performance improvement through benchmarking in commercial banks in Kenya: The managers' perception and experience. This study sought to investigate the performance improvement through benchmarking in commercial banks in Kenya. Its focus was on the extent to which commercial banks used benchmarking, the relationship between benchmarking and organizational performance and the challenges facing the adoption and implementation of benchmarking. Simple Random sampling technique was used to select two respondents from each bank. Both descriptive and inferential statistics were applied and Statistics Package for Social Sciences (SPSS) for windows version 20.0 was used for analysis.

Sande (2012) sought to identify the factors that influence efficient monitoring and evaluation of CDF projects in Naivasha constituency. The research focused on technical expertise, resources, indicators, stakeholder participation, stakeholder awareness, and feedback mechanism as factors of interest. The study used the descriptive and exploratory research design in the methodology and targeted members of the CDFC and the PMCs to collect its primary data using a

questionnaire. A stratified random sampling method was used in the selection of the members. Data was analyzed using standard deviation, mean, and frequencies and presented in charts, graphs and tables.

Mwangi, Nyang'wara and Kulet (2015) sought to establish the factors affecting monitoring and evaluation on CDF projects with reference to technical capacity, political influence, stakeholders' participation and budgetary allocation of CDF projects in Kenya. The target population was all the Project Management Committee (PMC) and CDFC members. Stratified random sampling was used to get the sample. Data was collected using questionnaires which were subjected to content, face and construct validity tests. Descriptive and inferential statistics were used, mean, standard deviation, correlation, ANOVA and multiple regression analysis was used to determine the effectiveness of monitoring and evaluation for CDF projects. The model was able to explain 85.6% of the variances in Effectiveness in Monitoring and evaluation thus it's a significant tool on CDF projects at 5%. The research recommended efficient monitoring and evaluation on CDF projects in order to achieve the intended objectives.

According to Institute of Economic Affairs (2006), the existing monitoring and evaluation (M&E) mechanisms of such funds as CDF and LATF 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. The parliamentary watchdog committees, such as, Public Accounts Committee (PAC) and Public Investment Committee (PIC) are required to review audited public accounts as presented by the Controller and Auditor General then report back to the House. However, the audit reports are limited to the assessment of the inputs and not the outcomes achieved.

Magondu (2013) sought to establish how financial availability, staff participation, management commitment and relevant skills influence implementation of monitoring and evaluation systems in Human Immunodeficiency Virus (HIV) research projects which are mainly donor funded, the study used a survey research design where a census of the target population was done using questionnaires as the instruments of data collection. Descriptive statistics was used as the method of data analysis. This study targeted KAVI project which is internationally funded and has been actively involved in research for the HIV Vaccine. About 43 respondents from KAVI were formally interviewed using structured questionnaires and only 38 respondents returned them.

2.3 Conceptual Framework

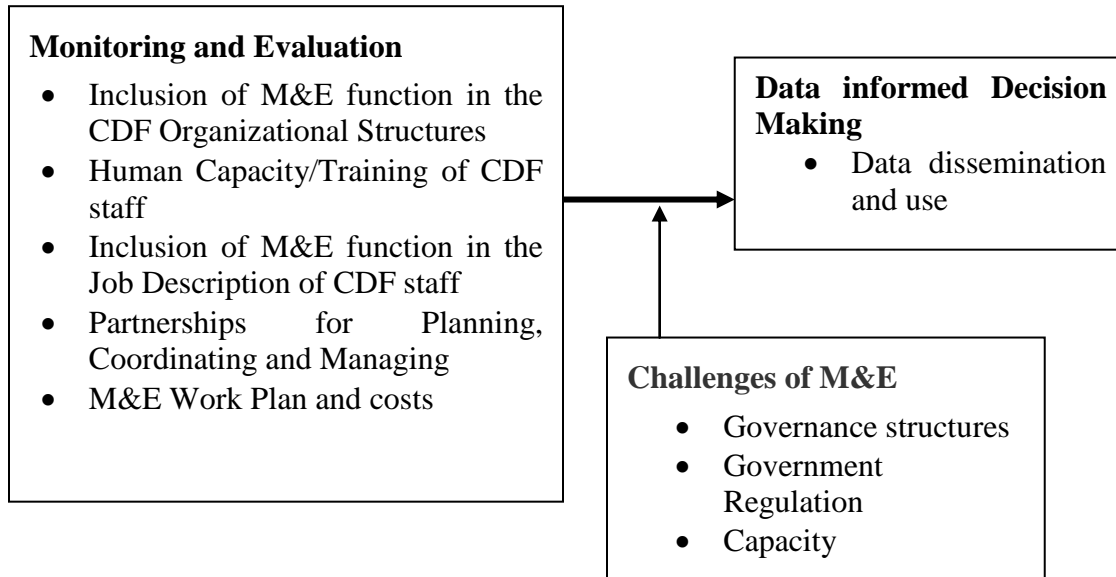


Figure 1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

The study utilized a descriptive survey research design. The target population comprised of 187 Constituency Development Fund Committee members of the 17 constituencies in Nairobi County. The target sample was 30% of the population. The study used simple random sampling. The study used a questionnaire, containing open ended and closed questions, to obtain primary data. The questionnaires were self-administered. A pre-test study was carried out. The statistics generated were frequencies, descriptive statistics and inferential statistics. Microsoft excel was used to complement SPSS especially in production of diagrams and tables. The particular inferential statistics that were used were chi square and correlation analysis. On the other hand, qualitative data was analyzed using content analysis and reported in continuous prose form. Both quantitative and qualitative data was compiled to generate the final project report

4.0 RESULTS AND DISCUSSIONS

4.1 Response Rate

The number of questionnaires that were administered was 55. A total of 50 questionnaires were properly filled and returned. This represented an overall successful response rate of 90.91% as shown on Table 1.

Table 1: Response Rate

Response	Frequency	Percent
Returned	50	90.91%
Unreturned	5	9.09%
Total	55	100%

4.2 Demographic Characteristics

4.2.1 Gender of Respondents

The majority of the respondents were male who made up 58% (29) of the sample while 42% (21) were female as shown in figure2.

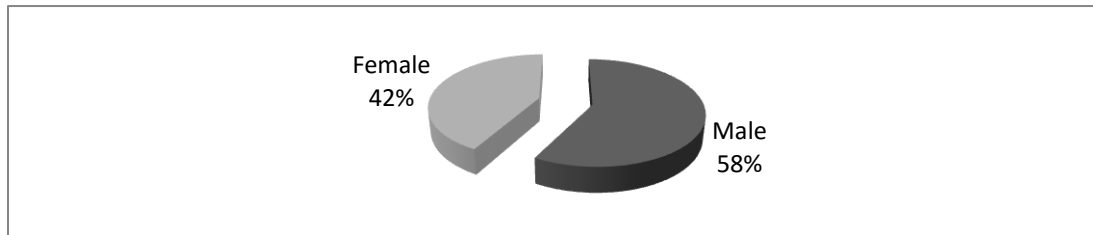


Figure 2: Gender of Respondents

The results imply that CDF committees in Nairobi County are male dominated. However, although still within the constitutional provisions of 1/3 rule, the number of female workers is way above a 1/3 while the male are less than 2/3. The results depict a good percentage of gender parity since the number of female was higher than the provision of 1/3 rule.

4.2.2 Education Level of Respondents

In terms of the highest level of education, the results in figure 3 showed that 38% (19) of the respondents had attained education up to college, 34% (17) had attained a first degree, 24% (12) had attained education up to secondary level while 4% (2) had a postgraduate degree.

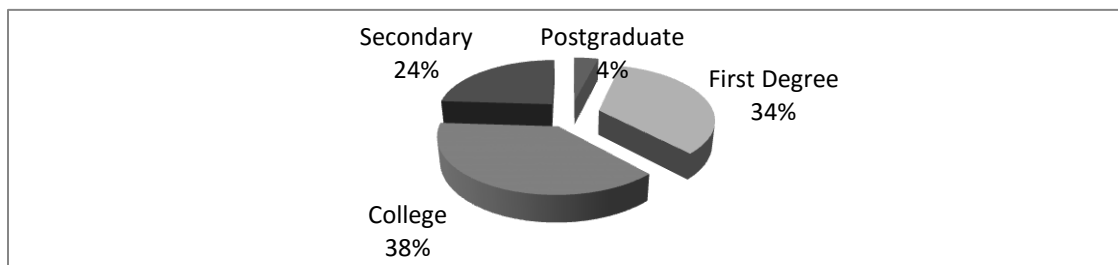


Figure 3: Education Level of Respondents

The results imply that 38% (19) of the respondents had attained at least a first degree or a postgraduate degree. Additionally, all respondents had a minimum of a secondary level education.

4.2.3 Role in Constituency Development Fund

The respondents were asked to state their role in the CDF committees. Results were shown in figure 4.

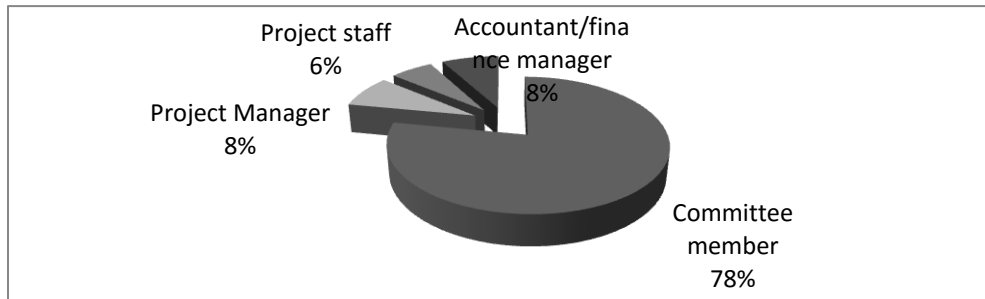


Figure 4: Role in CDF

The majority of respondents, 78% (39) stated that they were committee members, 8% (4) stated that they were accountants/finance managers, another 8% (4) held project manager roles and lastly 6% (3) stated that they were project staff. The results imply the study reached many committee members performing different roles.

4.2.4 Period of Service

In terms of the period of service majority, 90% (45) of committee members had served for duration of 1-4 years, 8% (4) had served for less than a year and only 2% (1) had served for duration of 5-9 years. The results imply CDF committee members have a fair share of experience.

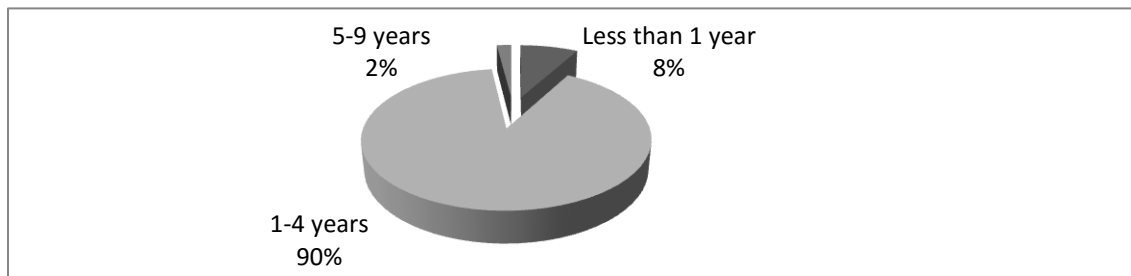


Figure 5: Duration in Service

4.3 Descriptive Statistics

4.3.1 The Existence of Functional Monitoring and Evaluation system in the CDF

The inclusion of monitoring and evaluation position in the organization structure was affirmed by majority 98% (49) of the respondents. However, 2% (1) claimed that the position was not included as shown in figure 6 below.

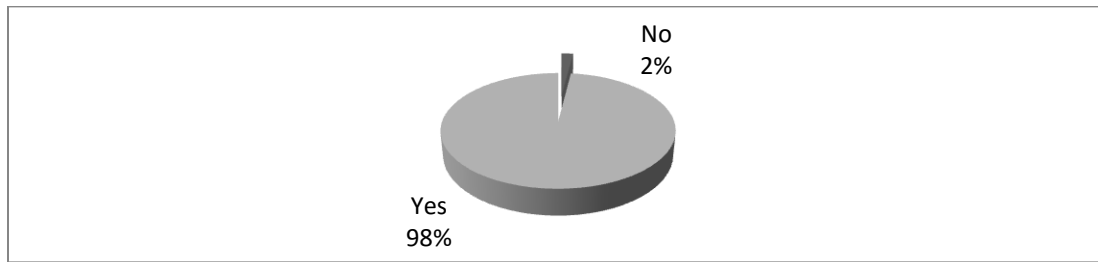


Figure 6: Inclusion of M&E in the CDF Organization Structure

Those that answered in the affirmative held various ranks in the CDF organization structure. Results revealed that majority, 51% (26), had membership roles, 20% (10) had committee roles, 10.2% (5) had positions provided for in the CDF Act, 10.2% (5) had secretarial roles, 4.1% (2) had management roles and 2% (1) had chairpersons' roles while 2% (1) had CDFC roles.

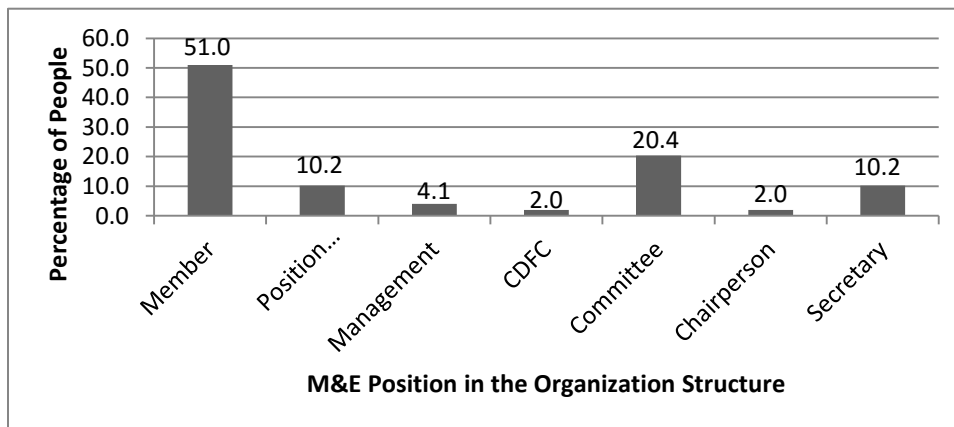


Figure 7: Inclusion of M&E in the CDF Organization Structure

4.3.2 Influence of Monitoring and Evaluation on Decision Making

In looking at the extent to which M&E influenced decision making. Table2 shows that 92% (46) of the respondents agreed with the statement that monitoring and evaluation information results to transparency which enhances decision making.

Table 2: Influence of M&E in Decision Making

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Monitoring and Evaluation information results to transparency thus enhancing decision making.	8.0%	0.0%	0.0%	32.0%	60.0%
Monitoring and Evaluation information enhances reliable decision making.	6.0%	2.0%	2.0%	32.0%	58.0%
Monitoring and Evaluation information enhances accountability in decision making.	10.0%	0.0%	4.0%	40.0%	46.0%
Monitoring and Evaluation information helps to control misappropriation of funds thus enhancing decision making	10.0%	0.0%	0.0%	50.0%	40.0%
Monitoring and Evaluation information contains opinions of all the committee member's thus enhancing effective decision making.	10.0%	0.0%	20.0%	30.0%	40.0%

In addition, 8% of the respondents disagreed with the same statement. Furthermore, 90% (45) of respondents agreed that monitoring and evaluation enhances reliable decision making. In addition, 8% of the respondents disagreed with the same statement while 2% were neutral. The results also revealed that 86% (43) of the respondents agreed that monitoring and evaluation information enhances accountability in decision making. In addition, 10% of the respondents disagreed with the same statement while 4% were neutral. The results also revealed that 8% of the respondents disagreed with the same statement. In addition, the results revealed that 90% (45) of the respondents agreed that monitoring and evaluation information helps to control misappropriation of funds thus enhancing decision making. In addition, 10% of the respondents disagreed with the same statement. Lastly, the results showed that 70% (35) of the respondents agreed that monitoring and evaluation information contains opinions of the entire committee member's thus enhancing effective decision making. In addition, 10% of the respondents disagreed with the same statement while 20% were neutral. The results revealed that most of the respondents were agreeing that M&E influenced decision making.

4.3.3 Challenges Affecting the Effectiveness of a Monitoring and Evaluation System

Results in table 3 revealed that a majority of the respondents, 83.7% (42), indicated that they experienced lack of institutional and human resource capacity to carry out evaluation.

Table 3: Challenges Experienced in Setting up a Functional M&E System

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Lack of institutional and human resource capacity to carry out evaluation	10.2%	0.0%	6.1%	30.6%	53.1%
Political interference	20.0%	2.0%	4.0%	32.0%	42.0%
Lack of clear defined structures for monitoring and evaluation	6.0%	4.0%	0.0%	40.0%	50.0%
Biasness on the part of those being evaluated and the evaluators	6.0%	10.0%	8.0%	48.0%	28.0%
Inaccessibility to data and information	20.0%	20.0%	6.0%	26.0%	28.0%

Results also showed that a majority of the respondents, 74% (37), indicated that they experienced political interference. Further, the result also showed that a majority of the respondents, 90% (45), experienced lack of clearly defined structures for monitoring and evaluation. In addition, results showed that a majority of the respondents, 76% (38), experienced biasness on the part of those being evaluated and the evaluators. Result also showed that 54% (27) of the respondents did not have access to data and information.

4.4 Inferential Statistics

Table 4 presents results of the inclusion of M&E function in organization structure chi-square test. Results show that the relationship between inclusion of M&E function in organization structure and use of information obtained during M&E was positive and significant ($X^2=27.222$, $P=0.000$). The finding was also supported by an insignificant but positive correlation coefficient ($R=0.738$, $P=0.143$). The chi square results imply that inclusion of M&E function in the organization structure influenced the use of information obtained during the M&E. Similarly, the correlation results imply that there was no association between inclusion of M&E in function in the organization structure and use of information obtained during the M&E.

Table 4: Chi Square Statistics for Inclusion of M&E Function in Organization structure

			Use of Information		Total	Chi-square Statistic
			No	Yes		
Inclusion of M&E in valuation	No	Count	5	2	7	$X^2 = 27.222$
		% within Inclusion of M&E in valuation	71.4%	28.6%	100%	P-value (0.000)
	Yes	Count	1	42	43	R = 0.738
		% within Inclusion of M&E in valuation	2.3%	97.7%	100%	P-value (0.143)
Total	Count	6	44	50		
	% within Inclusion of M&E in valuation	12.%	88%	100%		

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion

The study sought to establish whether there exists a functional monitoring and evaluation system in Constituency Development Fund in the County of Nairobi. Results indicated that a functional monitoring and evaluation systems was in place as evidenced by the existence of positions/roles in CDF related to monitoring and evaluation. There were also staffs trained in monitoring and evaluation. Additionally, CDF partnered with other line ministries for the purpose of planning, coordinating and managing the monitoring and evaluation system. Work plans and costs set to execute monitoring and evaluation activities were also present. Finally, the CDF committees used information collected during monitoring and evaluation to inform their decisions and future activities in the CDF. This implies that functional monitoring and evaluation systems were in place in Constituency Development Fund in the County of Nairobi.

The study sought to establish the influence of monitoring and evaluation on decision making in Constituency Development Fund, in the County of Nairobi. Results indicated that monitoring and evaluation had an influence on decision making. Monitoring and evaluation information leads to transparency, which enhances decision making. Monitoring and evaluation information enhances, reliable decision making. Monitoring and evaluation information enhances

accountability in decision making. Monitoring and evaluation information helps to control misappropriation of funds, thus enhancing decision making. Finally, monitoring and evaluation information contains opinions of all the committee members, thus enhancing effective decision making.

The study sought to establish the challenges affecting the effectiveness of a monitoring and evaluation system in the Constituency Development Fund in the County of Nairobi. Results indicated there were challenges in setting up functional monitoring and evaluation systems in the Constituency Development Fund in the County of Nairobi. There lacks institutional and human resource capacity to carry out evaluations, political interferences was prevalent, there were no clearly defined structures for monitoring and evaluation, there were biases on the part of those being evaluated and the evaluators, inaccessibility of data and information, delays in the disbursement of funds, lack of trained personnel in monitoring and evaluation, vandalism, lack of transparency, inadequate funds for the purpose of monitoring and evaluation, lack of transportation and inaccessibility of some areas with CDF funded projects due to the poor condition of roads.

5.2 Conclusions

Based on the findings, the study concluded that there exists a functional monitoring and evaluation systems in the Constituency Development Fund, in the County of Nairobi. Similarly, the study concluded that monitoring and evaluation influenced decision making in the Constituency Development Fund, in the County of Nairobi. The study also concluded that there exist challenges affecting the effectiveness of monitoring and evaluation system for Constituency Fund Development, in the County of Nairobi.

5.3 Recommendations

The study recommends that funds for work plan and costs should be set aside to enhance monitoring and evaluation activities in the Constituency Development Fund in the County of Nairobi. The study also recommends for staff to be trained in monitoring and evaluation so as to ensure the exercise is done professionally and accurately. Additionally the study recommends that data and information for decision making available since majority of the respondents indicated they did not have access to it. Further, the study further recommends the use of information collected during monitoring and evaluation in order to make informed decisions prior to undertaking future activities. The study also recommends that the arm of the Constituency Development Fund organization responsible for the disbursement of funds be releasing cash on a timely basis to curtail the diversion of administrative funds to the monitoring and evaluation kitty.

5.4 Areas for Further Studies

Further study should be conducted on the same topic but in another County so as to give comparisons to the current study. Similarly, a study can be undertaken to assess the existence of monitoring and evaluation activities in the Youth Development Fund, County Government projects, National Government projects and Self-help groups around the country. A rigorous study to identify the main sources of concerns that are emerging be undertaken so as to avert

major failures in the future. Such a study would offer concrete recommendations on reforms and also the type of information and data that should be required of all CDF projects for effective monitoring and evaluation. Finally, a better understanding of CDF can provide important information that should help in design of other decentralization schemes that may be implemented.

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