

# Effect of Training on the Achievement of National Government Constituency Development Fund Projects: A Survey of Kapenguria Constituency in West Pokot County

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## Abstract

The purpose of the study was to analyze the effect of training on the achievement of National Government constituency development fund projects. The study was guided by the; theory of change, Stakeholders theory and Equity theory. The research design used was the descriptive survey research design with the target population being the fund manager, constituency development fund committee members, the project management committee members and the National Government constituency development fund employees totaling to 139 respondents. Sample size formula of 30% of the target population was used to arrive at a sample size 42 respondents. The study used structured questionnaires as data collection instruments using Likert scale technique. The data was analyzed by the regression tools and ANOVA using the Statistical Package for Social Sciences (SPSS) version 22. Both correlation coefficient and regression analysis and the ANOVA test were established in order to statistically determine the relationship between the independent variables and dependent variable. The findings showed that the regression effect was statistically significant and indicated a reliable prediction of the dependent variable. The F calculated ( $F = 3.859$ ) which was greater than 5% level of significance that showed the overall model was significant where the independent variables explained 53.5% of the achievement of the NGCDF projects in Kapenguria constituency. The study was significant to Kapenguria constituency development fund management and committees as well as the stakeholders as it gave insights on determinants of monitoring and evaluation function in the achievement of NGCDF projects. Secondly, since there has been no research conducted on the same in the constituency, it was to add to the body of knowledge and help the monitoring and evaluation team to come up with a framework which can be replicated in other constituencies.

**Keywords:** Training, Monitoring and Evaluation, and Achievement.

## 1.0 Introduction

Monitoring and evaluation is an embedded concept and constitutive part of every project. Monitoring and control of project is the process of tracking, reviewing and regulating the progress of the project to meet the performance objectives defined in the project management plan (PMBOK, 2001). Monitoring further includes status reporting, progress, measurement and forecasting. Performance reports provide information on the project's performance with regard to scope, schedule, cost, resources, quality, and risk, which can be used as inputs to other processes. Monitoring is a periodically recurring task which begins from planning stage of a project to closure. It allows results, processes and experiences to be documented and used as a basis to steer decision-making and learning processes. Evaluation on the other hand, is assessing as systematically as possible a completed project or program or a phase of an on-going project or program that has been completed (PMBOK, 2001). Evaluation appraisal data and information informs strategic decisions, thus improving the project in future. It helps draw conclusions about relevance, effectiveness, efficiency, impact and sustainability of the project (PMBOK, 2001).

This function is critical for success of any project as it provided control and corrective measures and helped in guiding the project within the planned scope, time, quality and costs. The effectiveness of monitoring and evaluation process has seen a significant impact in education, social and political reforms in developed countries as compared to countries in Sub Saharan Africa. The only country in Sub Saharan Africa that had made significant impact changes was South Africa This was justified with the fact after the period of apartheid rule; the government under President Nelson Mandela achieved notable successes (Jansen & Taylor, 2003).

Constituency Development Fund (CDF) is found in 23 countries worldwide. CDFs channel funds from central government through to each constituency to spend on development projects intended to address local needs. Although CDF operate differently in each context, one core defining feature is that constituency legislators have some influence over how the funds are spent in their area. In Zambia for instance, CDF was approved by parliament in 1995. According to the guidelines on the management and utilization, its purpose was to finance micro community projects for poverty reduction. Recent findings in Zambia suggested that CDF did not always have the development impact intended. In fact, there have been cases where funds had been poorly

used or left open to abuse. Research conducted in 2012 by the Evangelical Fellowship of Zambia (EVZ) and Micah Challenge Zambia highlighted numerous challenges including lack of transparency throughout CDF processes, lack of community participation, undue political influence exerted by elected representatives and inadequate monitoring and evaluation by the district councils due to insufficient funds allocated to monitoring which was 2% of the budget. These issues led to poor, incomplete or inappropriate projects, political clientele and misuse of funds. In 88 per cent of projects sampled, community members raised concerns about some inappropriate projects, misuse of funds or insufficient adherence to CDF guidelines; in fact 9% of completed projects were left lying idle. This was an indication that there was no effective monitoring and evaluation to ensure the projects were addressing the needs of the citizens (EVZ, 2012).

To address various economic injustices and low development levels in Kenya since independence, the Government of Kenya initiated various reforms aimed at transforming the country into a middle-income country by 2030. The various programs were Constituency Development Fund (CDF), Local Authority Transfer Funds (LATF), Secondary Bursary Fund (SBF), Economic Stimulus Program (ESP), Youth Enterprise Fund (YEF), Women Enterprise Fund (WEF) and HIV and AIDS Fund among others. Constituency development fund (CDF) in Kenya was established by an Act of Parliament through the Constituency Development Fund Act 2003 and amended in 2007, 2013 and renamed National Government Constituency Development Fund (NGCDF) through the NGCDF Act 2015. It was introduced by the NARC Government as its ingenious innovation to spur economic development. It was aimed at re-distributing the national resources to the communities to improve rural economy, alleviate poverty, create employment, and raise the standards of living of Kenyans and to bring services and facilities closer to the people. It was intended to complement other existing funds being directed at the community level. Studies conducted across the country's 210 constituencies by the CDF Board (2008) and National Anti-Corruption Steering Committee (NACS, 2008), indicated that since its inception in 2003, CDF had facilitated the implementation of a number of local level development projects aimed at poverty reduction and socio – economic development of the people. NG- CDF resources are generated from tax collected from Value Added Tax (VAT), Income tax paid by salaried employees, duty paid on manufactured and imported goods and fees charged on licenses (Gikonyo, 2008). The projects that had been undertaken by the fund are those that provide basic needs such as education, healthcare, water, agricultural services, security and electricity; however with devolution of services to county government in 2013 and amendment of the NG- CDF Act 2015, the fund only funds and implements projects within the national government function such as construction of infrastructure facilities in primary, secondary schools, security services, provision of bursaries for less privileged children. The operational structure of the CDF allows local people to make their own expenditure decisions that reflect their needs and improves their welfare (CDF Act, 2007).

At the national level, the NGCDF Act Amended in 2015 Section 4(2a) mandated that at least 2.5% of the government's annual ordinary revenue be channelled to the constituencies for purposes of development. Section 19 (1) of the CDF Act stipulated the allocation criteria of 2.5% to the constituencies where 75% was to be equally distributed to all constituencies, and the remaining 25% to be allocated based on the national poverty index multiplied by the constituency poverty index. At the Constituency level, 70% of the allocation goes to projects, 15% for education bursary scheme, 6% administration purposes, 2% each for environment and sports, another 3% is used for monitoring and evaluation and capacity building while 5% is to be kept aside as an emergency reserve fund to be made available for emergencies that may occur in the constituency like floods and drought among others (Kapenguria constituency records, 2016; NGCDF Act, 2015).

Studies conducted on the effectiveness of NGCDF had shown that various forms of corruption were found to be reducing its efficiency and effectiveness. The avenues of corruption included manipulation of the process by the Members of National Assembly (MNA), for example in CDF committee selection and exclusion of majority, gender bias, tribalism and nepotism in the award of tenders and in committees and lack of transparency and accountability. The NG-CDF Project cycle consisted of project identification, planning, implementation, monitoring and evaluation and closure or handing over. It was worth noting that equal representation irrespective of political, gender, tribal, racial affiliations among others was vital for successful implementation of NG-CDF (Ochieng, et.al, 2012). Kapenguria constituency is one of the four constituencies in West Pokot County with an area covering 1822.5km<sup>2</sup> and a population of 171,754 persons. It has six administrative wards namely Mnagei, Siyoi, Riwo, Endow, Sook and Kapenguria (West Pokot County statistics ,2013). According to Kapenguria NGCDF statistics its annual allocation was ksh.110 million and it undertakes an average of 15 projects per ward per year mostly in school's infrastructure facilities and security which are under the national government functions.

Several NGCDF projects in Kenya have been cited as successful whereas others have been cited as failed projects, meaning that they did not achieve the desired success despite the heavy presence of monitoring and evaluation. Some of the studies showed that one of the drawbacks is failure by the management to implement the recommendations offered by monitoring and evaluation team (Ochieng et al, 2012). However, the achievements have not been realized in many cases. Statistics from constituency office indicated that the fund

undertake at least 15 education projects per ward which totals to 90 projects per financial year. It also indicated that 17% of projects are evaluated yearly leaving the remaining 83% unaddressed. (Kapenguria constituency records, 2015) There has been complains on lack of skills, employee incompetence, lack of management support, work politics, resistance and hostility arising from personal and political interests. Therefore the study sought to analyze the effect of training on achievement of NGCDF projects in Kapenguria constituency.

## **2.0 Effects of training on the achievement of NGCDF projects.**

Training is a systematic modification of behaviour through learning events, programs and instructions which enable individuals to achieve the levels of knowledge, skills and competence needed to carry out their work effectively (Armstrong, 2009). He further stated that it involves use of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their job satisfactorily. Therefore, it is a short term intervention aimed at bridging the gap between what is happening and what should be happening. Importance of training is that it enhances efficient and effective work processes hence reduces accidents, shortened processing time, quality goods and services, it leads to customer satisfaction, achievement of competitive edge due to use of processes that are more effective and efficient and finally it leads to acquisition of competent employees. Therefore, employees charged with monitoring and evaluation requires the requisite project management skills and knowledge to effectively carry out the function.

The constituency development fund committees (CDFC) and M&E teams most often do not possess any project management knowledge and skills therefore training them in project management processes or project life cycle as well as in M&E approaches and reporting mechanisms will lead to achievement of NGCDF projects as there will be informed decisions and actions. In this regard training of employees ensures effectiveness which leads to achievement of NGCDF projects (Alotaibi, 2011). If the M&E function is located in a section or associated with significant power in terms of decision-making, it is more likely to be taken seriously. M&E units need to be seen as adding value, and must for their own perpetuation be able to justify their efforts hence managers need success factors to bolster their credibility. This means that they need to be empowered and strengthened in order for them to have more power which will increase their effectiveness. In addition to authority of M&E teams, other factors also play a role in strengthening monitoring teams which includes: frequency of scope monitoring to identify changes, number of persons monitoring project schedule, and the extent of monitoring to detect cost over runs, (Ling, *et al*, 2009). Magondu (2013), noted that financial availability is the main resource in any functional organization as far as other resources such as human are concerned. To set up a monitoring department, finances are required. He further elucidated that staff capacity both in numbers and skills are also very instrumental in any effective implementation and sustainability of monitoring and evaluation. Without relevant skills it is hard to master the rule of any game. Therefore, the employees need to be equipped with the relevant skills for performance and success. Project structural capacity and in particular data systems and information systems are also necessary for monitoring and evaluation exercise. An effective monitoring and evaluation is a major contributor to project success and hence the use of technology to compliment the efforts of the M&E team will strengthen its capacity. The human resource management plan is used to define the organizational planning of identifying, documenting and assigning project roles, responsibilities and reporting relationships.

It also defines staff acquisition and team development which includes developing individual and group skills to enhance project performance. Effectiveness of project monitoring and evaluation is also dependent on the approach of M&E. Stem, *et al* (2005) established that some of the monitoring and evaluation approaches that may be applied by project managers and monitoring teams include; basic research, accounting and certification, status assessment, effectiveness measurement, objectives evaluation, and cost benefit analysis. Whatever the approach used, at least the basic principles for M&E which are measureable objective, performance indicator, target and periodic reporting should be used in a reporting tool. Therefore, training M&E team on importance of each approach will empower them with a variety of application as projects are unique and each requires a different approach (Abdul-Rahman, Wang, & Muhammad, 2011; Mladenovic *et al*, 2013).

## **2.1 Achievement of NGCDF projects.**

The components of the Project management methodology include project management processes such as initiating, planning, executing and monitoring project progress. Project achievement is Measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction. Ling, *et' al* (2009) also assessed scope management, time management, cost management, quality management, risk management, human resource management, procurement management, and integration management in relation to project achievement where he established that there were significant associations. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001). Peterson & Fisher (2009), established that construction firms are usually interested in monitoring project time variance and verifying contractor progress payment

requests. Kariungi, (2014) expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, and timely availability of funds and proper utilization of project planning tools. Completion of the project within the budget is another dimension that is used to measure project success. Costs can be computed in form of unit cost and percentage of net variation over final cost. The project monitoring and evaluation team may control the costs using Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM) techniques. Projects often face cost overruns during the implementation phase hence a proactive approach is essential for monitoring project costs and detection of potential problems. Technical performance and quality achievement are other dimensions of measuring project achievement. The quality of projects and project information has a significant influence in project success.

Scope dimension is another critical factor: project completion within scope is considered as one of the success factor.

The project charter or statement of work requires the implementers to develop a scope of work that is achievable in a specified period with achievable objectives and milestones. Another important dimension in project achievement is customer satisfaction. A project that addresses the needs of the user would be said to be successful. Evaluating the performance of a project is beneficial to both the stakeholders by enabling them to appraise the services received and to project manager by helping them to improve their services. Project achievement relates to the end product's goals. Successful projects also contribute to organization's success in long term in terms of gaining a competitive advantage and enhancing reputation. In a nutshell, achievement of NGCDF projects can be assessed on the basis of completion within scheduled time, reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objectives.

From the literature review, Prabhakar, 2008; Papke-Shields et' al, 2010; Hwang and Lim, 2013; Ika et' al, 2012; Chin, 2012; Ika et' al, 2010, through their studies noted that project achievement is measured by adhering to planned objectives, project schedule, cost, quality, and impact to the beneficiary. However, sometimes projects incur overruns due to unforeseen and unpredictable risks beyond the project team's control like unforeseen natural disasters and inflation among others. Bureaucracies in release of funds and in procurement process are in most cases the contributing factors in schedule overruns leading to scope creep. Secondly, the NGCDF Act (2015) gives the technical department, and CDFC authority to monitor projects however the Act did not stipulate the framework and the frequency of M&E. This has led to trial and error by the project team whom some do not have the prerequisite project management skills therefore do not have the capacity for M&E. This has led to wastage of funds and misplaced and uncompleted projects. In my opinion, the monitoring and evaluation function should be independent and a national framework developed to ensure effectiveness and achievement of the goals.

### **3.0 Methodology**

The study adopted descriptive survey research design. The target population comprised of the fund manager, National Government constituency development fund committee members, Constituency development fund employees, project management committee members totaling to 139 respondents with a sample size of 42 respondents (Mugenda and Mugenda, 2008). Both primary and secondary data was used. The primary data was obtained from the respondents of the study using a questionnaire. A pilot study was conducted to ensure the results obtained were reliable.

### **4.0 Discussion**

Data for the study was collected from the respondents and was summarized as in the table 4.1 below.



**Table 4.1: Effect of Training in achievement of NGCDF projects**

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total
There is no formal training among CDFC, PMC, Project team by NGCDF Management	1 2.8%	2 5.6%	1 2.8%	20 55.6%	12 33.3%	36 100.0%
Training is regularly undertaken by NGCDF management to project teams	0 0.0%	6 16.7%	0 0.0%	17 47.2%	13 36.1%	36 100.0%
The Monitoring and evaluation team are equipped with pre-requisite knowledge, skills and approaches to adequately monitor and report the project's status and progress	7 19.4%	14 38.9%	0 0.0%	13 36.1%	2 5.6%	36 100.0%
Training has led to achievement of NGCDF projects through effective monitoring and evaluation	7 19.4%	21 58.3%	0 0.0%	8 22.2%	0 0.0%	36 100.0%

The results in table 4.1 above indicated that 55.6% and 33.3% of respondents agreed and strongly agreed respectively whereas 5.6% and 2.8% disagreed and strongly disagreed that there was no formal training among CDFC, PMC, project team by NGCDF Management, 2.8% were neutral. This showed that majority of the respondents (88.9%) agreed that there is no formal training among CDFC, PMC and project team by NGCDF. On whether training was regularly undertaken by NGCDF management to project teams, 47.2% and 36.1% agreed and strongly agreed whereas 16.7% disagreed. This showed that majority of respondents (83.3%) agreed that training is regularly undertaken by NGCDF management to project teams. More so, 38.9% and 19.4% disagreed and strongly disagreed, whereas 36.1% and 5.6% agreed and strongly agreed respectively that monitoring and evaluation team is equipped with pre-requisite knowledge, skills and approaches to adequately monitor and report the project's status and progress. This showed that majority of respondents (58%) disagreed that monitoring and evaluation team are equipped with pre-requisite knowledge and skills to adequately monitor and report project's status and progress. 58.3% and 19.4% disagreed and strongly disagreed while 22% strongly agreed that training has led to achievement of NGCDF projects through effective monitoring and evaluation. This showed that 77.7% of respondents disagreed that training has led to achievement of NGCDF projects through effective monitoring and evaluation. The researcher concluded that these may be so since there is no formal training on the part of NGCDF personnel in order to ensure that achievement of NGCDF projects was realized in Kapenguria constituency.

From the regression equation above, taking all factors into account, stakeholder involvement (work environment, Management Support, Training at zero constant, project performance among NGCDF projects in Kapenguria County will be 2.103. The findings presented also showed that taking all other independent variables at constant, a unit increase in Training will lead to a 0.394 increase in the scores of project performance. Training level does not have a significant effect on achievement of NGCDF projects in Kapenguria constituency, with its results as shown in table 4.2 above, the coefficient of training level ( $\beta = 0.394$ ,  $t = 1.134$ ) was positively related to the achievement of the NGCDF projects in Kapenguria constituency. It was therefore concluded that the statistical result ( $P > 0.05$ ) from the regression output for the training level of the personnel had a significant effect on achievement of NGCDF projects in Kapenguria constituency; the null hypothesis ( $H_{01}$ ) was therefore rejected.

## 5.0 CONCLUSION AND RECOMMENDATIONS

Results on effect of the level of training on the achievement of NGCDF projects in Kapenguria constituency revealed that 89.9% of the respondents agreed or strongly agreed that there was no formal training among CDFC, PMC, and project team by NGCDF management, 47.2% of the respondents agreed with 36.1% strongly agreeing that training was regularly undertaken by NGCDF management to the personnel. More than 50.0% of

the respondents disagreed or strongly disagreed in their response on whether the monitoring and evaluation team is equipped with pre-requisite knowledge, skills and approaches to adequately monitor and report the project's status and progress. From the results, the researcher concluded that the training level of the NGCDF personnel had a significant effect on the achievement of NGCDF projects in Kapenguria constituency. This was also confirmed by the correlation output where F-statistic ( $P = .000$ ) and ( $F = 3.859$ ) which implied that training level of the personnel had a significant effect on the achievement of NGCDF projects in Kapenguria constituency. Based on the findings training of the personnel in charge of monitoring and evaluation is a critical element in achievement of the national government country development fund. Training should be a continuous exercise to enable the individual be aware of what is expected of them.

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