



## **Influence of Community Participation in Monitoring, Evaluation and Capacity Building on Completion of CDF Projects in Matapato South Ward, Kajiado Central Constituency, Kenya**

**Tore Nankoris & Prof. Mwangi Christopher Gakuo**

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<sup>1\*</sup> Tore Nankoris & <sup>2</sup>Prof. Mwangi Christopher Gakuo

<sup>1\*</sup>Post Graduate Student, University of Nairobi

<sup>2</sup>Lecturer, Department of Extra Mural Studies, University of Nairobi

\*E-mail of corresponding author: [nankoristore@gmail.com](mailto:nankoristore@gmail.com)

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## **Abstract**

Community monitoring and evaluation need to be an exercise that should significantly involve the community. Participatory community monitoring and evaluation are extremely important for learning about the achievement/deviation from original plans and problems faced by local development interventions under implementation, so that remedial measures can be taken in time. Community participation contributes to building beneficiary capacity: either through ensuring that participants are actively involved in project planning and implementation or through formal or informal training and consciousness raising activities. The study was guided by the following objectives; to establish the influence of community participation in monitoring and evaluation; and to investigate the influence of community capacity building on completion of CDF projects in Matapato South Ward in Kajiado Central Constituency. The study used survey research design. Target population for the study was 19 head teachers, 19 Board of Management members, representing the number of public primary schools, five chiefs and two CDF officials. Since the target population was small census method used to sample the respondents. Data was collected with the use of questionnaires and interview guides. Data obtained was then subjected to SPSS for

analysis to provide both descriptive and inferential analysis. Further the results showed that Capacity Building is positively and significantly related to project completion ( $r=0.129$ ,  $p=0.004$ ). The study concluded that community participation in projects identification, community participation in project design and implementation, community participation in monitoring and evaluation and community capacity building positively and significantly influences completion of CDF projects in Kenya. The study recommends that before the project is started, community members should be sensitized about the importance of participating in CDF projects to encourage diverse opinions on project completion successes. They should also be made aware that CDF project activities have the potential if done well to transform the lives of the community. The study further recommends that the CDF Board through their representative at the ground should enhance motivation of the community members to willingly volunteer and actively participate in CDF projects. The Board can do this through initiating competition and prize awards on best managed CDF projects.

**Keywords:** *Community Participation, Monitoring and evaluation, Capacity Building, Community Development Fund (CDF), Matapato South Ward in Kajiado Central Constituency.*

## 1.0 Introduction

### 1.1 Background of the Study

Community participation is a concept that has been described by various scholars in various ways. A World Bank article by Mansuri and Rao (2004) and quoted by Nabayethi Dube (2009) describe community participation as the active involvement of a defined community in at least some aspect of designing project and implementation. Mansuri and Rao mentioned that while participation can occur at many levels, the key objective is incorporation of local knowledge into project's decision-making process. According to Nabayethi Dube (2009), Mansuri and Rao argued that community participation is expected to better designed projects, better targeted benefit and more cost effective and timely delivery of project outputs.

Participatory or community-driven development is advocated on the basis that, among other advantages, it can reduce information problems for development planners and beneficiaries, increase the resources available to poor people, and strengthen the capacity for collective action among poor and other marginalized societal groups. Joachim von Braun (2005). Community-driven development is indelible in the development landscape. It is increasingly visible in the policy design of many governments, non-governmental organizations, and multilateral institutions and features in important debates involving democracy, governance, institutions, and decentralization.

## **1.2 Statement of the Problem**

The main purpose of the Fund is to enhance infrastructural and socio-economic development at the grass root level in order to reduce poverty by dedicating a minimum of two and half per cent (2.5%) of all National Government's share of annual revenue towards community projects identified at constituency level by the communities (Ngacho & Das, 2014).

There are many instances where the funds in the constituencies have not been used appropriately and others misused in projects that do not benefit the community (Grace, 2015). This has been linked with lack of participation by the community in the successful use of the CDF kitty to facilitate collective development. This would ensure efficient management of the Fund and coordinate the implementation of projects at the inter-constituency level. At the national level, some efforts have been put in place towards community empowerment to ensure community members come up with projects that best address their felt needs. However, in Kajiado Central Constituency not much has been achieved in terms of community active participation in CDF project. Though the community through their elected representative i.e. Board of Management (BoM) in schools identify projects to be funded by CDF the actual implementation of these projects have been dogged by delays, incompleteness and poor standards.

Therefore, this study seeks to investigate influence of monitoring and evaluation and capacity building on completion of CDF funded projects in Matapato South Ward, Kajiado Central Constituency.

## **1.3 Objectives of the Study**

This study was anchored by the following objectives;

- i). To determine the influence of monitoring and evaluation in projects identification on completion of CDF funded projects in Matapato South Ward, Kajiado Central constituency.
- ii). To establish the influence of capacity building on completion of CDF funded projects in Matapato South Ward, Kajiado Central Constituency.

## **1.4 Research Questions**

This study attempted to answer the following research questions;

- i). In what ways, does community participation in monitoring and evaluation influence completion of CDF projects in Matapato South Ward, Kajiado Central Constituency?
- ii). How does community capacity building influence completion of CDF projects in Matapato South Ward, Kajiado Central Constituency?

## **2.0 Literature Review**

### **2.1 Theoretical Review: Theory of Change in Monitoring and evaluation**

Theory of Change first emerged in the 1990s. Its purpose at that time was to address some of the problems evaluators faced when trying to assess the impact of complex social development programs. These included poorly articulated assumptions, a lack of clarity about how change processes unfolded and insufficient attention being given to the sequence of changes necessary for long-term goals to be reached (O'Flynn, 2012). Theory of Change thinking has progressed rapidly since then, and is becoming increasingly popular.

A Theory of Change approach to planning and evaluation is increasingly being considered an essential practice for many organizations', programs and projects. Theories of Change can be developed in many different ways but there are often common elements. These include an articulation of how change happens in a particular context, clarification of an organization and its partners' roles in contributing to change, and the definition and testing of critical assumptions. Critical reflection is a vital part of Theory of Change thinking. Monitoring or evaluating change, and reflecting on critical assumptions, should lead an organization or programme to question itself on a regular basis. What defines a Theory of Change approach is therefore not when or where you enter the cycle. Rather a Theory of Change approach is defined by the consistency with which the different steps in the cycle are followed through and completed over a continuum of time.

Theory of Change provides the opportunity for thinking more clearly and strategically about how to contribute to real, significant, lasting changes for real people. It is not designed to replace results frameworks such as the logical framework, but to complement them.

### **2.2 Empirical Review**

Monitoring and evaluation (M&E) of development activities provides government officials, development managers, and civil society with better means for learning from past experience,

improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. World Bank (2004). Public projects are often left uncompleted or delivered to a poor quality (World Bank, 2004). Failure to deliver these projects undermines citizen welfare and leads to loss of billions of dollars per year in public resources (World Bank, 2007). The extent of these failures varies within and across countries, driving national and global inequalities (Banerjee et al, 2007).

Janet Shapiro (2001) observed that, there is a tendency to see (monitoring) evaluation as something that happens when a donor insists on it. Janet asserts that, monitoring and evaluation are invaluable internal management tools. If one doesn't assess how well they are doing against targets and indicators, you may go on using resources to no useful end, without changing the situation you have identified as a problem at all. (Janet Shapiro, 2001). Community monitoring and evaluation need to be an exercise that should significantly involves the community. It is sometimes also referred to as participatory M&E. Community monitoring and evaluation (M&E) involves community members in two main ways. Firstly, community members may be involved in typical M&E functions such as; collecting data, recording data, processing data and analyzing and communicating information. Secondly, community members play a big role in deciding what success is and how it will be measured.

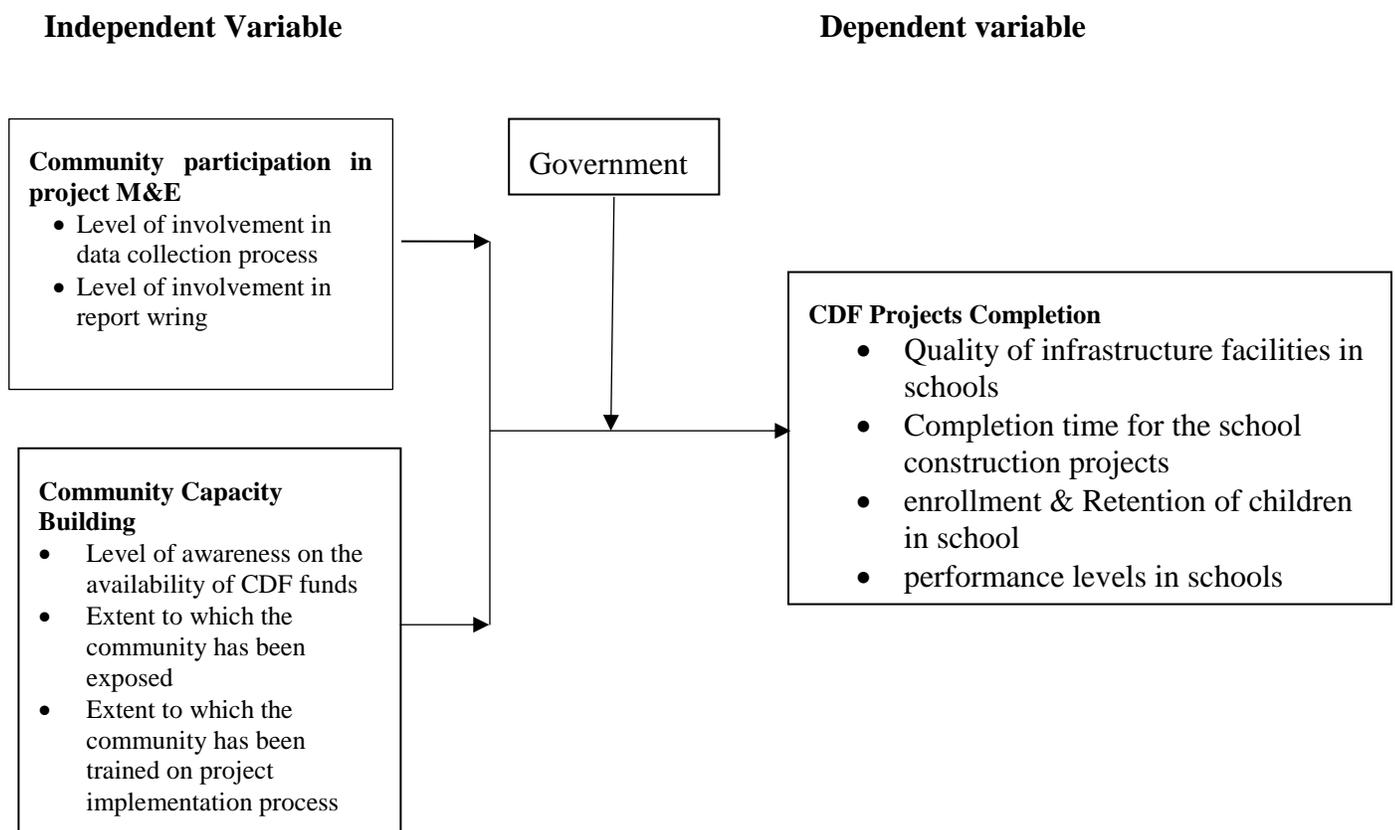
Participatory community monitoring and evaluation are extremely important for learning about the achievement/deviation from original plans and problems faced by local development interventions under implementation, so that remedial measures can be taken in time. Participatory M&E give an opportunity to the project agency to appraise shortage in the project design and ascertain whether; objectives and work plans were practical and see whether project is actually owned by community members.

Oakley and Marsden (1987) while defining and linking community participation to community capacity building suggested that participation enables individuals, families, or communities to assume responsibility for their own welfare, and that participation eventually leads to community's capacity to contribute to their own development. And while describing the objectives of community participation, Paul, in Bamberger, (1986) indicated in his fourth objectives that community participation contributes to: building beneficiary capacity: either through ensuring that

participants are actively involved in project planning and implementation or through formal or informal training and consciousness raising activities.

Community capacity is the sum of two concepts, human and social capacity. Human capacity is the skills, knowledge and abilities of individuals. Social capacity is the nature and strength of relationships and level of trust that exists between individuals. These two elements can be mutually reinforcing. (Pryosusilo K. et al 2013)

### 2.3 Conceptual Framework



**Figure 1: Conceptual Framework**

### **3.0 Research Methodology**

A research design is the strategy for a study and the plan by which the strategy is to be carried out (Cooper & Schindler, 2001). It specifies the methods and procedures for the collection, measurement, and analysis of data. The study adopted descriptive analysis. Descriptive survey is a description of the state of affairs, as it exists (Orodho and Kombo, 2002). The target population for this study was all the public primary schools in Kajiado Central constituency, Matapato South Ward that have benefited from CDF sponsored projects. There are 19 registered public primary schools in Matapato South ward (Source; DEO office 2015). The study target was 19 head teachers, 19 SMC chairs, five chiefs and two CDF officials making a total of 45 respondents in Matapato South Ward. Since the target population was small.

Since the population of this study was small, census approach was used and thus 45 respondents were the unit of observation. This study utilized the questionnaires and interview guide, as the main data collection method. Prior to using a questionnaire to collect data, it should be pilot tested. The purpose of the pilot test was to refine the questionnaire so that respondents had no problems in answering the questions and there were no problems in recording the data. In addition, it enabled one to obtain some assessment of the question's validity and the likely reliability of the data that was collected. The study used a 10% pretest sample that gave a sample of 6 respondents that were randomly selected. The questionnaires were administered to the 6 respondents who were requested to fill in the questionnaires and encouraged to give feedback regarding the questions in the research instrument.

Validity exists if the data measure what they are supposed to measure. In order to test and enhance the validity of the questionnaire, six questionnaires were pilot tested and reviewed with a view to improving validity of the data that were collected. Industry experts and the research supervisor went through the questionnaire to enhance validity. The questionnaires were then coded and responses input into SPSS that were used to generate the reliability coefficient. The study used the most common internal consistency measure known as Cronbach's Alpha ( $\alpha$ ) which was generated by SPSS.

The study used quantitative techniques in analyzing the data. Descriptive analysis was employed; which include; mean standard deviations and frequencies/percentages. Inferential statistics such as correlation and regression analysis were used. The data was presented in form of tables and

charts for ease of understanding. Correlation analysis was used to test the association between key independent variables and implementation and results were presented in form of Pearson statistic, having been worked out at the significance level set at 0.05. A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. The multiple regression model was presented as follows.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Completion of CDF Infrastructure Projects:

X<sub>1</sub> = Monitoring and Evaluation

X<sub>2</sub> = Capacity Building

e is error term

β<sub>0</sub> represents the constant

β<sub>1</sub>... β<sub>2</sub> are regression coefficients for each independent variable.

## 4.0 Results and findings

### 4.1 Descriptive Statistics on Monitoring and Evaluation

This section presents the descriptive results on statements on community participation in project Monitoring and Evaluation. Descriptive statistics were obtained through running the statements descriptive custom table and presenting in percentages. The mean and the standard deviations were obtained through running the descriptive statistics. The finding was as presented in table 1.

**Table 1: Community Participation in Project Monitoring and Evaluation**

Statements	To a very large extent	To some extent	To little extent	To very little extent	Never	Mean	Std. Dev
The community is involved extensively in M & E activity	18.3%	30.6%	16.7%	13.9%	20.6%	3.28	1.41
The level of community involvement is affected by lack of understanding of the CDF projects M &E process	22.2%	30.6%	13.9%	16.7%	16.7%	2.75	1.42
The level of community involvement in M & E is affected by lack of access to information about CDF projects	50.0%	30.6%	11.1%	0.0%	8.3%	1.86	1.18

The level of community involvement in M & E is affected by the need for complex skills	22.9%	34.3%	22.9%	14.3%	5.7%	2.46	1.17
Lack of incentives for participating in CDF projects especially in the case of project M & E.	22.9%	28.6%	25.7%	5.7%	17.1%	2.66	1.37
The level of community involvement in M & E is affected by a mismatch of what they expect CDF projects to be and what the CDF office is doing.	11.4%	28.6%	25.7%	11.4%	22.9%	3.06	1.35
<b>Average</b>						<b>2.68</b>	<b>1.32</b>

According to results in Table 1, majority of the respondents who represented 48.9% agreed with the statement that the community participated to a given extent in M & E activity, 52.8% indicated that community involvement to some extent was affected by lack of understanding of the CDF projects M & E process. 80.6% of the respondents indicated that the community involvement in M & E to an extent was affected by lack of access to information about CDF projects, 57.2% indicated that the level of community involvement in M & E to an extent was affected by the need for complex skills. 51.5% indicated that to an extent there was lack of incentives for participating in CDF projects especially in the case of project M & E while 40.0% indicated that the level of community involvement in M & E was to an extent affected by a mismatch of what they expect CDF projects to be and what the CDF office was doing. On a five-point scale, the average mean of the responses was 2.68 which mean that majority of the respondents indicated a little extent to the statements on M & E; however, the answers were varied as shown by a standard deviation of 1.32.

#### 4.2 Descriptive Statistics on Capacity Building in Project Completion

This section presents the descriptive results on statements on capacity building in project completion. Descriptive statistics were obtained through running the statements using descriptive custom table and presenting in percentages. The mean and the standard deviations were obtained through running the descriptive statistics. In this study, on capacity building in project completion was measured by six questions. The respondents were asked to give their opinion regarding on capacity building in project completion and Implementation. Table 2 shows the results of the findings.

**Table 2: Community Capacity Building**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not aware</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
The community members have been sensitized on availability of CDF funds in this constituency	13.9%	8.3%	13.9%	50.0%	13.9%	3.42	1.25
The community members have been trained on CDF project implementation processes and management	27.8%	21.7%	21.1%	26.7%	2.8%	3.25	1.13
Community members have been taken to exposure tours for learning/benchmarking	4.4%	25.0%	25.0%	42.8%	2.8%	3.49	1.04
Community capacity building have a positive influence on completion of CDF projects	11.1%	13.9%	11.1%	22.2%	41.7%	3.69	1.43
<b>Average</b>						<b>3.46</b>	<b>1.21</b>

According to results in Table 2, majority of the respondents who represented 50.0% agreed with the statement that the community members have been sensitized on availability of CDF funds in this constituency. 26.7% agreed that community members have been trained on CDF project implementation processes and management, 42.8% of the respondents agreed that community members have been taken to exposure tours for learning/benchmarking while 41.7 strongly agreed that community capacity building have a positive influence on completion of CDF projects. On a five-point scale, the average mean of the responses was 3.46 which mean that majority of the respondents agreed with the statements on community capacity building; however, the answers were varied as shown by a standard deviation of 1.21.

### 4.3 Correlation Analysis

The correlation analysis results is presented in table 3.

**Table 3: Correlation Analysis**

		<b>Completion</b>	<b>M &amp; E</b>	<b>Capacity Building</b>
Completion	Pearson Correlation	1.000		

	Sig. (2-tailed)			
M & E	Pearson Correlation	.417**	1.000	
	Sig. (2-tailed)	-		
Capacity Building	Pearson Correlation	0.141	.242*	1.000
	Sig. (2-tailed)	0.007	0.010	

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

\* Correlation is significant at the 0.05 level (2-tailed).

The results indicated that there was a positive and a significant relationship between M & E and the Completion ( $r=0.417$ ,  $p=0.000$ ). Further the results showed that there was a positive and a significant relationship between Capacity Building and completion ( $r=0.141$ ,  $p=0.007$ ).

#### 4.4 Regression Analysis

Regression analysis was performed by using the composites of the key variables. The data was input to the SPSS software. Results were then presented in Tables 4, 5 and 6.

**Table 4: Model Fitness for the Regression**

Indicators	Coefficients
R	0.767
R Square	0.589
Adjusted R Square	0.573
Std. Error of the Estimate	0.182746

The results presented in Table 4 present the fitness of model used in the regression model in explaining the study phenomena. This is supported by coefficient of determination also known as the R square of 58.9%. This means that independent variables explain 58.9% of the variations in the dependent variable that is the completion of CDF projects in primary schools. This results further means that the model applied to link the relationship of the variables was satisfactory.

**Table 5: Analysis of Variance**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.111	4	1.278	38.26	<b>0.000</b>
Residual	3.573	107	0.033		
Total	8.684	111			

Table 5 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of completion of CDF projects in primary schools. This was

supported by an F calculated statistic of 38.26 which is greater than f critical of 3.84 and the reported p=0.000 which was less than the conventional probability of 0.05 significance level.

**Table 6: Regression of Coefficients**

Variables	$\beta$	Std. Error	t	Sig
(Constant)	0.575	0.264	2.181	0.031
M & E	0.123	0.035	3.509	0.001
Capacity Building	0.129	0.043	2.986	0.004

Regression of coefficients results in Table 6 shows that M & E is positively and significantly related to project Completion ( $r=0.123$ ,  $p=0.001$ ). Further the results showed that Capacity Building is positively and significantly related to project completion ( $r=0.129$ ,  $p=0.004$ ).

The specific model is;

$$\text{Project Completion} = 0.575 + 0.123X_1 + 0.129X_2 + e$$

Where  $X_1$  is Monitoring and evaluation

$X_2$  is Capacity building

## 5.0 Conclusions

The first objective was to establish the influence of community participation in projects Monitoring and Evaluation on completion of CDF projects in Matapato South Ward, Kajiado Central Constituency. Regression results reveal that community participation in projects Monitoring and Evaluation has a positive and significant relationship on completion of CDF projects in Matapato South Ward, Kajiado Central Constituency. This means that an improvement in community participation in projects Monitoring and Evaluation leads to a positive variation on completion of CDF projects in Kenya. Further, the finding was supported by results on statements about community participation in projects Monitoring and Evaluation. Majority of the respondents agreed with most of the statements on community participation in projects Monitoring and Evaluation. The study also concludes that community participation in monitoring and evaluation had positive and significant effect on completion of CDF projects in Kenya. Participation in community monitoring and evaluation are extremely important for learning about the achievement or deviation from original plans and problems faced by local development interventions under

implementation, so that remedial measures can be taken in time. Participation in M&E give an opportunity to the project agency to appraise shortage in the project design and ascertain whether; objectives and work plans were practical and see whether project is actually owned by community members.

The second objective of the study was to investigate the influence of community capacity building on completion of CDF projects in Matapato South Ward, Kajiado Central Constituency. Regression results reveal that community capacity building has a positive and significant relationship on completion of CDF projects in Matapato South Ward, Kajiado Central Constituency. This means that an improvement in community capacity building leads to a positive variation on completion of CDF projects in Kenya. Further, the finding was supported by results on statements about community capacity building. Majority of the respondents agreed with most of the statements on community capacity building section. The study lastly concludes that community capacity building had a positive and significant effect on completion of CDF projects in Kenya. Community capacity involves human and social capacity. Human capacity is the skills, knowledge and abilities of individuals. Social capacity is the nature and strength of relationships and level of trust that exists between individuals. The community empowerment through capacity building is essential for the success project completion.

## **6.0 Recommendation**

The study recommends that before the project is started, community members should be sensitized about the importance of participating in CDF projects to encourage diverse opinions on project completion successes. They should also be made aware that CDF project activities have the potential if done well to transform the lives of the community. The study recommends that the CDF Board through their representative at the ground should enhance motivation of the community members to willingly volunteer and actively participate in CDF projects. The Board can do this through initiating competition and prize awards on best managed CDF projects.

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