

**INFLUENCE OF STAKEHOLDERS ROLE ON THE PERFORMANCE OF
NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUND
PROJECTS IN WAJIR WEST CONSTITUENCY, KENYA**

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**A Research Project Submitted in Partial Fulfilment of the Requirements for the Award
of a Master of Arts Degree in Project Planning and Management of the University of
Nairobi**

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DECLARATION

I declare that this research project is my original work and has not been submitted for a degree in any other university or college for examination or academic purposes.

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L50/9908/2018

This research project has been submitted for examination with my approval as the University Supervisor.

Signed..... Date

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SCHOOL OF OPEN AND DISTANCE LEARNING

UNIVERSITY OF NAIROBI

DEDICATION

This project is dedicated to my Mum Zeinab, my beloved Wife Fatu and my Sons Abdulmalik, Shureim and Abdullahi

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I wish to thank my supervisor Dr. Gitonga for the scholarly guidance he offered to enable me carryout my research project. I would also like to thank my lecturers for the lessons they taught me. I also extend my word of thanks to Kiyana who tirelessly helped me in typing and editing the work. Lastly, I wish to thank my family members for financial and moral support during my long absence as I undertook this research project.

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ABBREVIATIONS AND ACRONYMS

DFID: Department for International Development

FAO: Food and Agriculture Organization

GOK: Government of Kenya

MCA: Member of County Assembly

M&E: Monitoring and Evaluation

OVC: Orphans and Vulnerable Children

UNAIDS: United Nations Aids Agency

UNCRC United Nations Convention on the Rights of the Child

UNDP: United Nations Development Programme

USAID: United States International Development

WHO: World Health Organization

ABSTRACT

The NG-CDF Projects so far carried out in Wajir West Constituency are performing poorly. It is evident that NG-CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete, low quality and irrelevant project across the constituencies in the country. The study investigated the influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya. The study was guided by the following objectives to assess the role of stakeholder's participation in project initiation/identification, project planning, project implementation, project monitoring and evaluation on the performance of NG-CDF projects in Wajir West Constituency. The study was grounded on general system theory, stakeholder theory and resource-based theory. The study adopted a descriptive research design. The target population for this study was 261 comprising of Community leaders, Constituency Development Fund Committee, Project Management Committee and County officials. The study used a sample of 78 selected using stratified random sampling techniques. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables. Inferential data analysis was done using multiple regression analysis. Information was presented in form of tables. The study found that project initiation/identification influence performance of NG-CDF projects in Kenya to a great extent. The study also found that financial planning and project time schedule influence performance of national government constituency development fund projects in Kenya very greatly. Further, the findings revealed that implementation has a positive and significant effect on the performance of NG-CDF Project in Kenya. The study found that direction provision and M&E schedule influence performance of national government constituency development fund projects in Kenya to a very great extent. The study concluded that project initiation/identification had the greatest influence on performance of national government Constituency Development Fund projects in Kenya, followed by project monitoring and evaluation, then project planning while project implementation had the least influence on the performance of national government Constituency Development Fund projects in Kenya. The study recommends that There is need to have skilled project managers to ensure that there is efficiency on the performance of CDF projects. The study also recommends that the constituents should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project performance has been defined by the criteria of time, budget and deliverables. Project performance can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety. Time, cost and quality are, however, the predominant performance evaluation dimensions. Another interesting way of evaluating project performance is through common sets of indicators. A project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended. In recent years, stakeholder's role has gained importance in projects. Participation is an instrument in the promotion of ideological or normative development goals such as social justice, equity and democracy (Rummler & Brache, 2012).

Stakeholders include target groups, direct beneficiaries, those responsible for ensuring that the results are produced as planned, and those accountable for the resources that they provide to the program or project. The project stakeholders are individuals or organizations that are actively involved in a project or whose interest may be affected as a result of project execution or project completion and may as well exert influence over the projects objective and outcome. Stakeholders benefit for having their expectations understood and managed through communication of appropriate messages on one hand and the other hand ensuring that the stakeholders understand what support the project needs from them. Stakeholders have a stake in the outcome of the project. It could be an interest, a right, ownership. Rights can either be legal or moral ownership in a circumstance. The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the community needs (Duer & Christensen, 2010).

Stakeholder role is critical to the success of every project in every organization. Stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. In a project environment, these stakeholders are usually numerous, and can vary significantly in the degree of influence in both directions. Power, legitimacy and urgency are key stakeholder characteristics. As such, a project manager is required to develop sufficient understanding of such characteristics, which are in fact changing variables within

the various stakeholders in a project environment. The number and nature of stakeholders will vary with the life of the project; it would therefore make sense to carry out the review of identification throughout the project (Freeman, 2010).

Development Fund schemes are decentralization initiatives which send funds from the central governments. According to International Budget Partnership (2010), the practice was first adopted in India, in 1993, as Members of Parliament Local Area Development Scheme. In addition, the activity or program being implemented is described in sufficient detail so that independent observers can detect its presence and strength. The Comprehensive Development Framework is an approach by which countries can achieve these objectives. It emphasizes the interdependence of all elements of development social, structural, human, governance, environmental, economic, and financial. The NG-CDF is the foundation for the new partnership between developed and developing countries to achieve improvements in sustainable growth and poverty reduction that will help countries achieve the MDGs. In other words' implementation simply means carrying out the activities described in a work plan, therefore making project execution the phase where visions and plans become reality (Young, 2013).

1.1.1 Global Perspective

Globally, the NG-CDF is the foundation for the new partnership between developed and developing countries to achieve improvements in sustainable growth and poverty reduction that will help countries achieve the MDGs. Project performance depends on time, budget and deliverables. One of the vital torrents is by association of project manager which defines project management as planning, organizing, monitoring and controlling of all involved to achieve project objective safely and within well-defined time, cost and performance. The governance process is defined, stake holders identified and reporting frequency and channels agreed. The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews (Plummer, 2011).

In US, the Community Development Financial Institutions Fund (CDFI Fund) promotes economic revitalization in distressed communities throughout the United States by providing financial assistance and information to community development financial institutions (CDFI). An agency of the United States Department of the Treasury, it was established through the Riegle Community Development and Regulatory Improvement Act of 1994. Financial institutions, which may include banks, credit unions, loan funds, and community

development venture capital funds, can apply to the CDFI Fund for formal certification as a CDFI. As of September 1, 2005, there were 747 certified CDFIs in the U.S. The CDFI Fund offers a variety of financial programs to provide capital to CDFIs, such as the Financial Assistance Program, Technical Assistance Program, Bank Enterprise Award Program, and the New Markets Tax Credit Program (Appleyard, 2011).

According to Mutua (2014), projects generally fail to bring sustainable benefits because they don't lead to stakeholder ownership and commitment. The client consultation as that first stage in a program to implement change. Client consultation expresses the necessity of considering the needs of the future clients or users of the project. It is therefore important to determine whether the stakeholders for the project have been identified this way, the project manager is able to accurately determine in their needs are met. For an organization to be truly effective, every single part of it, each department, each activity and each person and each level must work properly together, because every person and every activity affects and in turn is affected by others (La Rovere, Abdoulaye & Banziger, 2010). Government participation is identified as a cutting edge for enhancing the apathy levels of stakeholders in productivity. Participants argue that providing government as stakeholders will increase their knowledge level in projects financing practices and what role they need to play for farm productivity (Matanda, 2010). This government extension education on how to finance projects is very vital for "local stakeholders who do not normally understand their role in the implementation and projects practices(Ochieng, 2012).

1.1.2 Regional Perspective

Regionally, performance of projects depends on time, budget and deliverables. Definitions on project management are flooded with various scholarly contributions. One of the vital torrents is by association of project manager which defines project management as planning, organizing, monitoring and controlling of all involved to achieve project objective safely and within well-defined time, cost and performance. The governance process is defined, stakeholders identified and reporting frequency and channels agreed. The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews. Many development projects have impacted negatively on their intended beneficiaries and ended up being abandoned thereby making their benefits unsustainable. The abandonment of these projects is largely due to lack of ownership of the projects by the beneficiaries, which comes

as a result of failing to involve them in the project cycle (Abrahamsson, Salo, Ronkainen & Warsta, 2017).

Chikati (2009) asserts that effective community development most often happens when a challenge or opportunity presents itself, and the community responds to it because they are aware of their power to act together to benefit their community. Despite the popular acceptance of a more decentralized approach (participatory approach) to development projects. Most government authorities in Sub Saharan have not been able to fully practice the approach in terms of involving local people and their groups/representatives in planning, decision making, and monitoring of project implementation. Even when national laws in these countries provide for such involvement/participation. Seekings (2012) in his study of participatory budgeting reveals that different political culture and power structure in different parts of the world affects the way people participate, the extent to which they participate, and even the effects of participation to a very large extent which forms the intervening variables in this research.

Stakeholder role is a fundamental principle of the CRC and was ratified by the African Union through the African charter on the rights and welfare of the Child (ACRWC) in 1990 and by the government of Kenya through the Stakeholders' Act of 2001. The United Nations Children's Fund (UNICEF) asserts that meaningful participation is important for their growth and development and emphasizes that the involvement of stakeholders can make a difference in the communities and enhances democracy. However, according to Kofi Annan, the world is full of vulnerability and exclusivity for stakeholders and calls for the world to fight for the rights of stakeholders that are neglected. It is shown from previous research that there is little stakeholder participation in project implementation. Financiers participation in provision of the needed monitoring and evaluation equipment such as vehicles for efficient and effective monitoring of agricultural projects (UNDP, 2010). Okun (2009) concluded that the key factors that were found to affect the sustainability of projects were policies and the management system adopted by the implementing organization, existing financial systems, technology adopted, participation and involvement of stakeholders and the target beneficiaries.

1.1.3 Local Perspective

Kenya's successive development plans since independence in 1963 to present, emphasis the centrality of popular participation in the development activities. Constituency Development

Fund (NG-CDF) was introduced in 2003 during the Kibaki presidency. The fund was designed to support constituency-level, grass-root development projects. It was aimed to achieve equitable distribution of development resources across regions and to control imbalances in regional development brought about by partisan politics. It targeted all constituency-level development projects, particularly those aiming to combat poverty at the grassroots. Performance of Constituency Development Fund projects in have experienced disconnect between commitments made at different levels and actual implementation on the ground. These commitments are designed to achieve the projects' desired results and determine the success or failure of the projects. On the other hand, the failure of a project entails poor leadership, poor structure facilitation, wanting culture receptivity and lack of communication among other challenges. (Nyaguthii, & Oyugi, 2013).

The NG-CDF program has facilitated the putting up of new water, health and education facilities in all parts of the country, including remote areas that, until then, often received inadequate attention during funds allocation in national budgets (Ochanda, 2010). The Constituency Development Fund (NG-CDF) was an initiative to combat poverty and promote equitable growth and development around the country leading to achievement of Vision 2030. It targets all constituency-level development projects, particularly aimed at combating poverty at the grassroots. The fund comprises an annual budgetary allocation equivalent to 2.5% of the government's ordinary revenue. A motion seeking to increase this allocation to 7.5% of government's revenue was recently passed in parliament. 75% of the fund is allocated equally amongst all the current 210 constituencies. The remaining 25% is allocated as per constituency poverty level. A maximum per centum of each constituency's annual allocation may be used for other projects as follows: 5% emergency funds, 25% education bursaries, 2% monitoring and evaluation of projects, 3% recurrent expenses, 2% sports, 2% environment and 3% administration. The NG-CDF core values include: Transparency, Accountability, Equity in resource distribution and Participatory approaches by all stakeholders. According to the NG-CDF Act, expenses for running constituency project offices should not exceed 3% of annual constituency allocations.

The NG-CDF social audit project entitled, "Towards Improved Accountability and Transparency in Constituency Development Fund through Social audit" sought to entrench a democratic culture in the management of Kenya's Constituency Development Fund (NG-CDF) so as to improve its efficacy. It sought to enhance community participation in the

management of the fund and to build their capacity to play their watchdog role. Owuor (2013) argues that NG-CDF management faces varied challenges, some of which include: the organization structure in managing NG-CDF projects, project identification criteria, political interference and corruption. Mungai (2009) asserts that NG-CDF's origin can be traced back to the NG-CDF Bill drafted by opposition MPs in a bid to have equitable distribution of resources across the country. The NG-CDF is one of the devolved funds meant to achieve rapid socio-economic development at constituency level through financing of locally prioritized projects and enhanced community participation (Owuor et al., 2012).

Because the government did not have poverty estimates at the constituency level, the NG-CDF was allocated equally in the year 2003 (with each constituency receiving Ksh 6 million. Its development idea targeted the constituencies by entrusting resources to meet social-economic objectives, which was formerly managed by the central government. In Kenya, the NG-CDF scheme is regarded as the most efficient way of equitable distribution of national resources throughout the country from the consolidated finances based on the ministry of finance report. The NG-CDF substitutes the district center for rural development and the harambee projects. The outcome is that, NG-CDF funding is a division of wider approach enriching social- economy development in Kenya, by taking off from a holistic perception of what human development is all about and by signifying an inclusive, innovative, institutional and official framework for socially-inclusive, community development and local economic (Kimani, 2013).

1.1.4 Wajir West Constituency

Wajir West Constituency is an electoral constituency in Kenya. It is one of six constituencies in Wajir County. Kenya consists of 210 constituencies, geo-political areas of administration, each represented in the National Assembly by an elected member of parliament. Allocation of the NG-CDF among constituencies is governed by a formula specified in the NG-CDF Act. The constituency has four wards, all electing MCA's to the Wajir County Assembly. The constituency was established for the 1966 elections. The NG-CDF program has facilitated the putting up of new water, health and education facilities in all parts of the country, including remote areas that were usually overlooked during funds allocation in national budgets. The implementation of constituency development fund in the area has been rocked with controversies in recent times. Even though NG-CDF is helping provide services to

communities that for many years did not benefit substantially from government services (Mwagwabi, 2008).

In particular, basic services like health care, good roads and schooling are now being made available through NG-CDF. In this regard, if the NG-CDF initiative is properly implemented, it can play a significant role in the achievement of the Vision 2030 objectives, which are overly geared towards enhancing economic growth and poverty reduction. Given the importance of this Fund in local development, it is critical to strengthen its institutional, design and implementation aspects. This will be instrumental in enhancing the efficiency in the utilization of funds and reinforcing NG-CDF implementation by promoting citizens participation in NG-CDF processes and activities (Kimani, Nekesa & Ndungu, 2009).

There has been a lot of criticism, from various quarters, on the way the NG-CDF is managed and implemented. According to Transparency International (2014), doubts have been raised as to whether the constituency development fund has met its stated objectives. For instance there is reported lack of transparency in allocation of funds for development projects; it is not clear how decisions are arrived at on what development projects to be implemented and the formation of the Constituency development committees that are the centre of decision making are characterized by political patronage. On the other hand, project failure would entail lateness, cost ineffectiveness dissatisfied stakeholders and lack of accountabilities. The implementation of project effectively and within budget would be influenced by the execution of project activities, accuracy of project financial forecasts and the subsequent forces of demand and supply on the project inputs. Stakeholders' satisfaction entails meeting their expectations in the implementation of the projects. Financial accountabilities entail prudence and transparency in the utilization of projects for the purposes they are intended for.

1.2 Statement of the Problem

Since its introduction NG-CDF has made a great impact, with numerous NG-CDF projects coming up in the country. However, it is evident that NG-CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete, low quality and irrelevant project across the constituencies in the country (CEDGG, 2011). The fund in the constituency is bogged with numerous challenges including lack of stakeholders' involvement, lack of capacity of NG-CDFC, poor succession planning/ transition, and poor monitoring and evaluation. There has been a lot of criticism, from various quarters, on the way the NG-CDF is managed and

implemented. According to Transparency International (2014), doubts have been raised as to whether the constituency development fund has met its stated objectives. For instance there is reported lack of transparency in allocation of funds for development projects; it is not clear how decisions are arrived at on what development projects to be implemented and the formation of the Constituency development committees that are the centre of decision making are characterized by political patronage. A report by the Kenya Tax Payers Association for 2013/14 indicated that 40% of the NG-CDF could not be accounted for, 20% of the projects had not been successfully completed and only 5% had been completed successfully.

The NG-CDF Projects so far carried out in Wajir West Constituency are performing poorly. It is evident that NG-CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete, low quality and irrelevant project across the constituencies in the country (CEDGG, 2011). This is attributed to lack of stakeholders participation, poor procurement, poor governance and low capacity of implementers. Many projects have been initiated but never completed. Other projects have been stopped due to various challenges such as repeated accusation of abuse of funds, political interference by MPs, incomplete projects, a lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of NG-CDF projects. Even though each constituency under the umbrella of constituency development fund committee (NG-CDFC) is responsible for the management of NG-CDF and is the vehicle of disbursing funds to the grass root level, the management faces varied implementation challenges that influence performance of the projects.

Studies have been done in respect to agricultural projects which include; Mandala (2018) influence of stakeholder's involvement in project management on the performance of road construction projects in Kenya: A Case of Bondo Sub County, Siaya County, Kana (2014) factors influencing implementation of constituency Development Fund projects in Kenya: a case of Moyale Constituency Hassan (2018) implementation practices of constituency development fund projects in Kenya: A Case of Wajir East Constituency, Kemei (2014) Influence of Community Participation on Sustainability of Constituency Development Fund projects in Tinderet Constituency, Nandi County, Kenya, Wairi (2017) factors influencing stakeholders' participation in ward development fund projects: a case of Ndaragwa Sub-County, Nyandarua County, Kenya. The studies found out that level of participation of the

stakeholders was not adequate in the most important stages of project formulation, design and implementation, aware of resistance to implementation of the project by the surrounding community and the best approach from addressing complaints that may have been raised as incorporation of the local community and other stakeholders into the project implementation. The studies did focus on influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya. Therefore, this study sought to fill this research gap.

1.3 Purpose of the Study

The study investigated the influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To assess the role of stakeholder's participation in project initiation/identification on the performance of NG-CDF projects in Wajir West Constituency.
- ii. To establish role of stakeholder's participation in project planning on the performance of NG-CDF projects in Wajir West Constituency.
- iii. To determine the role of stakeholder's participation in project implementation on the performance of NG-CDF projects in Wajir West Constituency.
- iv. To explore role of stakeholder's participation in project monitoring and evaluation on the performance of NG-CDF projects in Wajir West Constituency.

1.5 Research Questions

The study sought answers to the following research questions:

- i. What is the influence of role of stakeholder's participation in project initiation/Identification on the performance of NG-CDF projects in Wajir West Constituency?
- ii. How does role of stakeholder's participation in project planning influence the performance of NG-CDF projects in Wajir West Constituency?
- iii. To what level does role of stakeholder's participation in project implementation influence the performance of NG-CDF projects in Wajir West Constituency?
- iv. To what extent does role of stakeholder's participation in project monitoring and evaluation influence the performance of NG-CDF projects in Wajir West Constituency?

1.6 Significance of the Study

This findings on influence of stakeholders role on the performance of national government Constituency Development Fund projects would guide the Government to formulate policies that may realize positive impacts to the Constituency Development Fund projects and guide especially in coming up with the best way to communicate and disseminate information to the stakeholders in their quest to improve performance of national government Constituency Development Fund projects and spur development in general.

This study was of great importance to Constituency Development Fund managers as it clearly outlined the factors influencing performance of NG-CDF projects. This would enable NG-CDF management to work on coming up with key success factors to ensure that the projects they fund next would be successful. The study was also significant for constituencies in formulating programmes. With a devolved county government system, the study was significant in similar stimulus programmes that were initiated at that level.

The information acquired was used by donors, project implementers, program practitioners, researchers as well as consultants to fine tune development dynamics especially in rural development projects. It was also hoped that this study would help in opening up collaboration among key stakeholders in project implementation in Kenya and ensure that future project interventions are based on desired outcomes and impacts as outlined in the research report.

The research findings laid some foundations for further research on influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya. It also contributed to the available literature in performance of national government Constituency Development Fund projects. The research findings laid some foundations for further research.

1.7 Delimitation of the Study

The study established the influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya. The study specifically assessed the role of stakeholder's participation in project initiation/identification, stakeholder's participation in project planning, stakeholder's participation in project implementation and stakeholder's participation in project monitoring and evaluation on the performance of NG-CDF projects in Wajir West Constituency. The respondents composed of Community leaders, Constituency Development Fund Committee,

Project Management Committee and County officials. The study was carried out in a period of three months.

1.8 Limitations of the Study

The respondents targeted in this study were reluctant in giving information fearing that the information being sought may be used to intimidate them or print a negative image about them. The researcher hoped to handle this by carrying an introduction letter from the University to assure them that the information they give was treated with confidentiality and was used purely for academic purposes. In addition, the findings of this study were limited to the extent to which the respondents were willing to provide accurate and reliable information. The researcher checked for consistency and tested the reliability of the data they collected.

1.9 Basic Assumptions of the Study

The researcher assumed that sampling was not bias and the chosen sample population would participate voluntarily. This was possible due to positive perspective of the project by the NG-CDF staff. There was also an assumption that there was availability of current information/current data. In addition, the study assumed that the stakeholders were ready to give true and correct information willingly during collection of data. All factors facilitating the accomplishment of the study would not change and hence the researcher finished the study within stipulated time frame.

Moreover, the data collection instrument was reliable, valid and would measure the desired constructs. Also, the respondents were expected to be sincere in their response to questions posed to them during data collection. The study assumed that there would be no serious changes in the composition of the target population that influenced the effectiveness of the study sample. Finally, the study assumed that the authorities would grant the required permission to collect data from various stakeholders.

1.10 Definition of Significant Terms used in the Study

Monitoring and Evaluation (M&E) is the systematic process of collecting, analyzing and using information to track a project's progress toward reaching its objectives and to guide management decisions. Is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact.

Project identification: This was used in this study to refer to the effective development of a preliminary proposal through stakeholders. analysis, scanning the external environment and preliminary project approval.

Project Implementation: This is a stage in project management that involves the execution of various activities through team development, allocation of resources, update project schedule and execution of task assignments.

Project initiation: This is a phase in project management life cycle and involves development of a feasibility plan, terms of reference, documenting a project case and problem analysis.

Project performance: The degree of project goal achievement within the stipulated project Period and budget.

Project planning: This is a project management phase that elaborates on the usage of schedules financial planning, resource specification, schedule planning and resource planning and subsequently reporting on the progress of the project.

Stakeholders: The term stakeholders in this study refers to the community members whose interests relate to the project objectives at hand and outcomes affect them.

1.11 Organization of the Study

This study is organized in five chapters. Chapter one discusses the background to the study in which contextual and conceptual issues are highlighted. The chapter also highlights on conceptual analysis by presenting key statistics that offers direction to the study. It covers the statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study and definitions of significant terms. Chapter two covers empirical and theoretical literature organized according to study themes. This chapter also contains theoretical and conceptual frameworks and a matrix showing the knowledge gap identified from the literature reviewed. Chapter three covers research methodology that encompasses the research design, target population, sample size and sampling procedure, research instruments, data collection procedures, data analysis techniques, operationalization of variables and ethical consideration. Chapter four presents analysis and findings of the study as set out in the research methodology. The study closes

with chapter five which presents the discussion, conclusion, and recommendations for action and further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, analysts and authors. This chapter reviews literature with respect to the influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya. The chapter covers literature review for all the variables, theoretical framework, conceptual framework, summary of reviewed literature and research gaps.

2.2 Performance of Constituency Development Fund Projects

There has been no consensus among various authors on the correct definition and the standard measures of project performance. Otim and Alinaitwe (2011) Project success is a subject in management of project that has been discussed among authors without reaching to an agreement and as a result the definition of project performance remains vague and differs from one author to another. In addition, the variation in the definition of project performance also leads to variations in the measures of project performance among different authors. The users' perception of project performance may differ from that of the contractors and donors. Nevertheless, there is a general agreement among others that the performance of a project involves both effectiveness and efficiency.

Performance of Constituency Development Fund Project scan be measured in terms of schedule, safety, quality, cost and user satisfaction. The performance of a project is considered good when it meets technical specifications and if satisfaction is achieved among stakeholders such as end users, project team members, parent organization managers and donors or financiers. According to Otim and Alinaitwe (2011), the performance of a project is considered good if its completion is within schedule, within budget, achieves the set goals and ensures user satisfaction. Therefore, even if the traditional performance measures such as quality, cost and budget are important in measuring performance; other measures have also to be used. These measures include user satisfaction, client satisfaction and environmental impact. Mbaabu (2012) argues that the measures of project performance should include completion time, completion within budget, efficiency, effectiveness, meeting stakeholder's expectations, minimum conflicts and disputes and safety.

Chinyio and Olomolaiye (2010) stated that stakeholders can affect Constituency Development Fund Projects functioning, goals, development and even survival and sustainability. They also mentioned that stakeholders are beneficial when they help to achieve the organizations goals while they are antagonistic when they oppose to the mission and objectives of an organization. Stakeholders are vital to the successful completion of a project because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail. Successful engagement of stakeholders involves actively giving and getting their support and working together to devise, plan and develop new development initiatives in their respective areas of interest (Persson, Olander, 2004). Ayuso, Rodríguez, Castro and Ariño, 2011) combined stakeholder engagement and knowledge management (KM) which are elements of organizational capacity that deals with stakeholder-related innovation, in the context of sustainable community development. They found that knowledge sourced from engagement with stakeholders affects firm's sustainable innovation orientation positively.

2.3 Stakeholder's Participation in Project Initiation/Identification and Performance of NG-CDF Project

Kobusingye (2017) defined project identification definition stage of ideology, and possible worthiness of further study. Also, project identification is a process of evaluating individual project or group of projects, and then choosing them so that the objectives of the organization will be achieved. Projects should be linked to the right goals and impact at least one of the major stakeholders issues, e.g. growth acceleration, cost reduction, social impact or cash flow improvement. A good project identification is a process itself, if properly carried out, potential benefits to beneficiaries can improve substantially. Project identification may also be related to the project implementation; by contributing to project success and not only to efficiency of the project processes, and supports development of the project culture in the organization. Studies from researchers have proposed project selection process models, tools, and key elements in six sigma project selection producing a variety of models. Because of dynamics of business environment directing us to manage business activities as projects, it often occurs that many of projects are managed parallel at the same time.

The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the community needs. The key project controls needed here are an understanding of the project environment

and making sure that all necessary controls are incorporated into the project. Any deficiencies should be reported and a recommendation should be made to fix them. The initiation stage should include a plan that encompasses the following areas: Analyzing the needs/requirements in measurable goals, Reviewing of the current operations, Financial analysis of the costs and benefits including a budget, Stakeholder analysis, including users, and support personnel for the project, Project charter including costs, tasks, deliverables, and schedule. The initial stage in order to ensure that there is successful engagement by the stakeholders is to figure out the different individuals and groups who are most likely to be indirectly or directly affected by the project, or those that could be having an interest in the project (Njogu, 2016).

Public consultation and information resources ought to concentrate on parties who are in the first instance affected. The client is also required to identify groups or individuals that are disproportionately or differentially influenced by the project due to their vulnerable or disadvantaged status. It is a repetitive process of documentation, validation; ranking and approval of candidate projects within an organization and it begins by understanding the mandate and objectives of the organization and identification of problems, needs and stakeholders' interests. According to Ruwa (2016) it is important to identify, analyze, and screen realistic project ideas. Feasibility study is conducted to determine the formulation of project and preparation process. It provides the basis of choosing the best options on whether or not to proceed with the project (Nyandika & Ngugi, 2014).

The typical identification and selection process entailed certifying and ranking the various competing projects, evaluating and determining resource needs and approving and funding the most viable project. Thus, the business problem or opportunity is identified, a project is formulated and appointment of project team is conducted so as to build and deliver the most effective solutions to the end user or customer (Ondieki, 2016). Different methods of project selection are used to arrive at an ideal choice. Social analysis is one method or instrument that enables the institution to examine sustainability of the project and to incorporate projects sustainability measures by examination of socio-cultural, institutional, historical and political factors and stakeholders' views and priorities.

Beneficiary assessment is a systematic consultation process between the beneficiaries of the project and other stakeholders so as to obtain their views pertaining to ongoing or planned project. According to Davis, MacDonald and White (2010) beneficiary assessment is useful

when identifying the inputs of the project, potential constraints which might be experienced during their participation and retrieval of feedbacks during the implementation of the project. Mahmoud-Jouini, Midler and Silberzahn (2016) saw that beneficiary analysis is useful for identification of challenges which might be encountered during project implementation process.

2.4 Stakeholder's Participation in Project Planning and Performance of NG-CDF

Project

Project planning generally consists of: determining how to plan, developing the scope statement; selecting the planning team; identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities; developing the schedule; developing the budget; risk planning; gaining formal approval to begin work. The objectives of planning include analyzing, anticipating, scheduling, coordinating and controlling and information management. The benefits of systematic planning as being breaking down complex activities into manageable chunks, determining logical sequences of activities, providing a logical basis for making decisions, showing effects on other systems, providing framework for the assessment of programmes, allowing lessons to be learned from practice and facilitating communication of ideas in a logical form to its use (Pahl & Beitz, 2013).

The NG-CDFC should undertake participatory strategic planning and establish close collaboration with civil society/public. MRF/PIP example. A well prepared strategic plan and close collaboration between council and resident groups resulted in increased council revenues of 100%. This include weekly income and revenue meetings, liaison office, improvement of accounting and reporting process. Strategic planning should identify comparative advantages and resource potential s of the constituency. The stakeholders are involved in the project planning by identification of the objective of the project, requirement specification of resources, allocation and determination of project product methodology and evaluation of critical outcome of project activities (Ondieki, 2016). The benefits which are associated with participation of stakeholders in planning process include: distrust reduction in project outcomes, improve commitment on project objectives and improvement on credibility performance, logical networking of activities, estimation of the project budget and formalization of the approval process (Wamugu & Ogollah, 2017).

Additionally, processes such as planning of communication, and project scope management, roles and responsibilities identification, determination of the project purchase and frequent conduction of meeting is very important at this stage. The methodologies or the most common tools that are used in the stakeholder involvement in the stage planning are Project Plan and Milestones Reviews. Stakeholders official are engaged fully in the planning stage. At this level, the project officials prepare the project budget, work plan and open a bank account for the project funds to be channeled through (Ondieki, 2016).

Heravia *et al.* (2015) evaluated the involvement of stakeholders level in the planning process of building construction and found that project managers have the highest level of engagement of stakeholders in the planning process unlike the contractors. There is also a need for improvement of effective stakeholders. Participation during the planning phase of a particular project. In Saudi Arabia, Fageha and Aibinu (2016) established that poor definition of scope occur when stakeholder inputs are deliberately or accidentally omitted while some inputs are dominating. During pre-planning process of the project, scope evaluation completeness definition should assist the project manager to determine whether the project implementation process should proceed. The scope developed by the project managers should be able to satisfy the expectation of the stakeholder and clearly define the project scope. However, input solicitation from all stakeholders is normally a costly, inefficient and tiresome. This is because of the variation in stakeholders' interest and requirements.

Njogu (2016) found that stakeholders Involvement in project planning influence stakeholder involvement in budgeting for the project, identifying roles and responsibilities of personnel, availing of resources, and intervene in securing Project Initiation/Identification influence project performance to a very great extent. The study also established that stakeholder Involvement in Automobile emission control project implementation influence project performance. Ruwa (2016) Stakeholder involvement in planning also influences project performance. However, it has a negative influence implying that increasing participation in this phase lead to poor project performance; notably delay, overspending and project sustainability may not be assured.

2.5 Stakeholder's Participation in Project Implementation and Performance of NG-CDF Project

Implementation of Projects, especially huge ones with various stakeholders have faced several challenges over the recent years. Some of the challenges include lack of process

owner buy-in, lack of champion support, stringent demands or conditions from project sponsors, lack of support from surrounding community, resistance to change, cultural barriers and at times language barrier among others. The importance of Stakeholder management is to support an organization in achieving its strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with stakeholders. Management of stakeholder expectations and agreed objectives is crucial to overall project success (Abiero, 2010).

Implementation stage is where all the planned activities are put into action. Before the implementation stage of a project, the implementers, spearheaded by the project committee or executive, should identify their strength and weaknesses, which are internal forces, as well as opportunities and threats, which are the external forces. The strength and opportunities are positive forces that should be exploited to implement a project efficiently. The weaknesses and threats are hindrances that can hamper project management and implementation. Monitoring is important at this stage to ensure that the project is implemented as per schedule. This continuous process should be put in place before project starts. As such, the monitoring activities should appear on the work plan and should involve all stakeholders. If activities are not going well, arrangements should be made to identify the problem so that they can be corrected (Kerzner & Kerzner, 2017).

This is the stage at which the institutions are established and facilities constructed. It is the stage which involves the disbursement of the largest portion of the project funds. For example, the procurement of materials and equipment for constructing a water project and the actual construction works. This phase ensures projects' activities are properly executed and controlled. The planned solution is implemented to solve the problem specified in the project's requirements. The most common tools or methodologies used in the implementation phase are an update of Risk Analysis and Score Cards, in addition to project Plan and Milestones Reviews. Implementation phase consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. Implementation process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The deliverables are produced as outputs from the processes performed as defined in the project management plan.

Good project implementation is essential. An individual or group of people should be given responsibility to drive success in project implementation. The scope must be clearly defined and be limited. This includes the amount of the systems implemented and amount of projects process reengineering needed. Any proposed changes should be evaluated against projects benefits and, as far as possible, implemented at a later phase. Additionally, scope expansion requests need to be assessed in terms of the additional time and cost of proposed changes. The project must be formally defined in terms of its milestones. The critical paths of the project should be determined. Timeliness of project and the forcing of timely decisions should be also be managed. Deadlines should be met to help stay within the schedule and budget and to maintain credibility. Project implementation should be disciplined with coordinated and active human resource involvement. Additionally, there should be planning of well defined tasks and accurate estimation of required effort.

Delivering early measures of success focus on results and constant tracking of schedules and budgets against targets are important. Project sponsor commitment is critical to drive consensus and to oversee the entire life cycle of management. Someone should be placed in charge and the project leader should champion the project throughout the organization. Project implementation often constitutes the most important stage in project development. Depending on how it is managed, the project thus contributes to the economic development. Project implementation is the principal means through which government and private sector meeting order to focus on developmental needs such as the provision of physical infrastructure and the supply of essential health facilities.

2.6 Stakeholder's Participation in Project Monitoring and Evaluation and Performance of NG-CDF Project

Monitoring is the continuous assessment of project implementation in relation to agreed schedules, and of the use of inputs, infrastructure, and services by project beneficiaries. Monitoring provides managers and other stakeholders with continuous feedback on implementation, identifies actual or potential successes and problems as early as possible to facilitate timely adjustments to project operation. Project monitoring is an ongoing process by which information is gathered concerning the implementation a project or a programme. It aims at providing regular oversight of the implementation of an activity in terms of input delivery, work schedule, targeted output among others (Xue, Turner, Lecoeuvre, and Anbari, 2013).

Monitoring is also important to ensure that activities are implemented as planned. This helps the project managers to measure how well they are achieving their targets. This is based on the understanding that the process through which a project is managed has a lot of effect on its use, operation and maintenance. Based on the reports, the Monitoring and Evaluation team will be able to come up with an evaluation check list which would guide its assessment of each project visited. Evaluation tools include a standard pre-set questionnaire. The methodologies used include direct observation, project files document perusal (where available), photographic recordings, and interviews with people on site.

Regardless of whether the project audit is conducted mid-term on a project or at its conclusion, the process is similar. It is generally recommended that an outside facilitator conduct the project audit. This ensures confidentiality, but also allows the team members and other stakeholders such as the NG-CDFC, PMC and government officials to be candid. They know that their input will be valued and the final report will not identify individual names, only facts. Often, individuals involved in a poorly managed project will find that speaking with an outside facilitator during a project audit allows them to openly express their emotions and feelings about their involvement in the project and/or the impact the project has had on them. Monitoring and Evaluation consists of those processes performed to observe project Implementation so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the implementation of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan.

Effective monitoring requires adequate planning, baseline data, indicators of performance, and result and practical implementation mechanisms that include actions such as field visits, stakeholders' meetings, documentation of project activities, regular reporting. Swallow and Goddard (2013) asserts that monitoring in general sense is used to describe a systematic framework to collect and analyses information on events associated with implementation policy with the view to improving their management. Evaluation is the periodic assessment of a project's relevance, performance, efficiency, and impact both expected and expected in relation to stated objectives. Project managers undertake interim evaluations during implementation as a first review of progress, a prognosis of a project's likely effects, and as a way to identify necessary adjustments in project design. Both formative evaluation and summative evaluation are critical (Webber & Labaste, 2010).

Monitoring and evaluation are integral components of the program/ project management cycle. Used at all stages of the cycle, monitoring and evaluation can help to strengthen the project design, enrich quality of project interventions, improve decision making, and enhance learning. Likewise, the strength of a project design can improve the quality of monitoring and evaluation (Boserup, 2017). Monitoring and evaluation is geared towards learning how a project/ programme is doing in terms of efficiency, effectiveness and impact regular data has to be gathered on project performance, comparing actual performance to planned performance and taking corrective action if actual performance is behind planned performance (Hogan, 2012). This ensures that project objectives are achieved and that planned activities are executed according to plan.

Regardless of how experienced individual members are, once a team to implement a project has been identified, training and capacity building for M & E reporting is important. This, it has been observed, enhances understanding of the project deliverables, reporting requirements and builds the team together (Pole & Wasilwa, 2011). Generally, everybody involved in project implementation is also involved in the implementation of M&E, including partners, and should receive training. Training of implementers in M&E is deliberately participatory to ensure that those responsible for implementing and using the system are familiar with its design, intent, focus, and how to use the M&E tools (Masole & Howie, 2013).

2.7 Theoretical Framework

This section discusses the theoretical foundation on which the study was anchored. The study was grounded on General system theory, stakeholder theory and Resource based theory.

2.7.1 Stakeholder Theory

The study was based on the stakeholder theory. The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It identifies and models the groups which are stakeholders of a project, and both describes and recommends methods by which management can give due regard to the interests of those groups. In short, it attempts to address the "Principle of Who or What Really Counts (Freeman, 1984). The stakeholder view of strategy is an instrumental theory of the NG-CDF projects, integrating both the resource-based view as well as the market-based view, and adding a sociopolitical level. This view of the firm is used to define the specific

stakeholders of NG-CDF project of stakeholder identification as well as examine the conditions under which these parties should be treated as stakeholders.

The importance of stakeholders from a strategy development and service planning perspective is well acknowledged. Still, the role of stakeholders and performance measurement has been little discussed. The issue of who is seen as the end user of the performance measurement information generated has received little attention and yet, particularly in the public sector especially in NG-CDF projects, is of critical importance. Applying a stakeholder conception of projects as opposed to the more traditional input-output perspective implies adhering to a belief where all actors are involved with NG-CDF projects in order to obtain benefits. This differs from the input-output model that illustrates how certain actors contribute input which the black box of an organization converts to benefits for its customers.

Stakeholder theory is primarily a management instrument. The attributes power, urgency and legitimacy of claims define NG-CDF projects stakeholders. Power and urgency must be attended to if managers are to serve the legal and moral interests of legitimate stakeholders. Stakeholder theory thus contains methods for identifying and managing stakeholders. In addition, a substantial amount of work has been done on identifying the relative influence of different stakeholders.

2.7.2 Resource Based Theory

This theory was put forward by Feurer and Chaharbaghi in the year 1997 who argued that it is not the environment but the resources of the organization, which form the foundation of implementing projects. The origins of the resource-based view can be traced back to several authors, Wernerfelt (1984) defined its fundamental principle by stating that, the basis of a competitive advantage of an organization lies in the application of the bundle of valuable resources at the organization's disposal. The resources also have to fulfill the VRIN criteria of being valuable, rare, in-imitable and non-substitutable in order to achieve a sustainable advantage (Barney, 2001).

The resource-based view (RBV) aspires to explain the internal sources of a firm's sustained competitive advantage. Tabo (2013), describe resources in terms of three categories: physical, human and organizational capital which includes capital equipment, the skills of individual employees, patents, finances and talented managers. According to Hogan (2012) an organization's unique resources and capabilities provide the basis for an implementation of a

project. The RBV explicitly looks for the internal sources of SCA and aims to explain why firms in the same industry might differ in performance. For a project to be successful it requires funds and resources. This theory was thus relevant to the study in relation to resources needed for the performance of agricultural projects such as new farming technology and enriching the farmer's education level.

2.7.3 General System Theory

This theory was originally developed by Hungarian biologist Ludwig von Bertalanffy in 1972 (Von Bertalanffy, 1972). From a biological viewpoint, it considers a creature as an integrated system of functions and interdependent structures. From a sociological perspective, system theory is the trans-disciplinary approach of an organization. A sociological system contains four main components including attributes, objects, interrelationships among various objects and the environment (Kast & Rosenzweig, 2011).

Zenko et al (2013) refers objects as being parts, variables, or elements that exist in a system. Attributes refer to features or qualities of a system and its objects. Every organization has internal relations that exist among its various objects. Further, a system occurs in an environment (Zenko et al., 2013). A system, therefore, is something that influences another variable in a particular environment thus forming a better pattern that is different from any of the parts (Puche et al., 2016). Boundary separates a system from its environment and further separates what is in the system and that which is not. It can either be closed or open. An exchange of matter and information with the external environment characterizes the open systems. In other terms, road projects are open systems and they regularly interact with external forces which include customers, suppliers and other government agencies (Hongwei, Huixin & Jian-bo, 2009).

In this study, the important role of this theory was to provide a theoretical model that was used to explain, predict and control phenomenon. Road construction projects require a system that is functional and was used to manage projects appropriately. Kariuki (2014) argues that there is need to control systems failure in one component leads to failure of another and, ultimately, the failure of the entire system. Involvement of all stakeholders including community members ensured effective and efficient management of other resources and their projects their projects and other resources for maximum outputs.

2.7 Conceptual Framework

A conceptual framework considers the theoretical and conceptual issues surrounding research work and form a coherent and consistent foundation that underpinned the development and identification of existing variables. The independent variables in this study were stakeholder's participation in project initiation/identification, of stakeholder's participation in project planning, stakeholder's participation in project implementation and stakeholder's participation in project monitoring and evaluation while the dependent variable which was performance of NG-CDF projects in Wajir West Constituency.

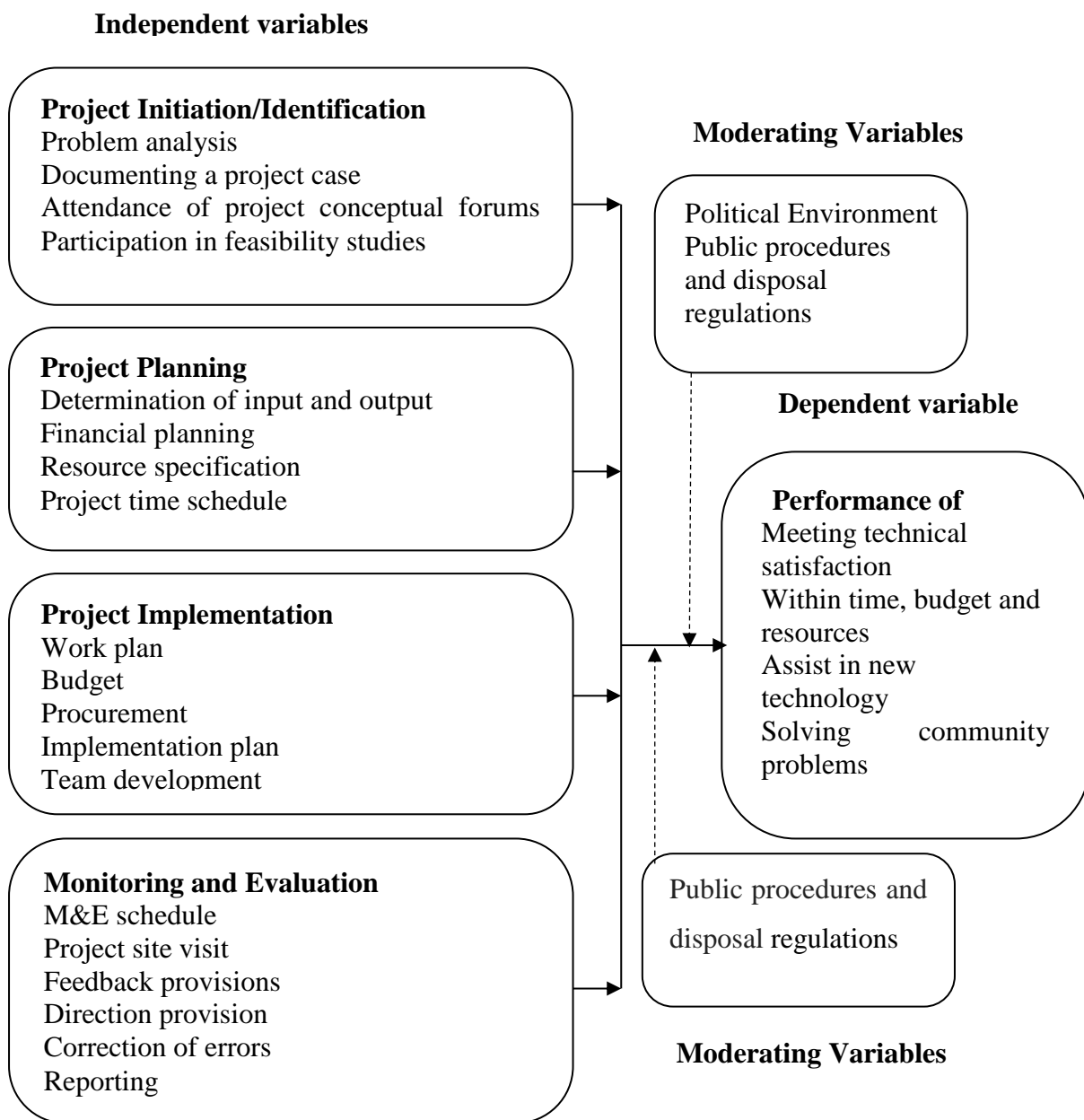


Figure 2. 1: Conceptual Framework

2.8 Summary of Literature and Research Gaps

From the literature reviewed, stakeholder's involvement in evaluation and monitoring has a positive impact on performance of NG-CDF project. Stakeholders are able to hold implementers accountable thereby contributing to efficiency in terms of time, cost and assuring project sustainability the few training workshop, seminar and stakeholder attendance worsen the situation and poor capacity building coordination strategies limited increase in stakeholder involvement in project identification would significantly lead to an increase NG-CDF project performance. Stakeholder role ought to commence at the earliest stage of project initiation.

The involvement of stakeholders in the implementation phase of the NG-CDF project is a fundamental aspect in project management. Project implementation enhances coordination of the available resources and employees so as to execute the project plan. Stakeholder involvement results to transformation of project objectives and policies hence leading to logical arrangement of project activities of a successful NG-CDF project.

Although the funds are decentralized by the Central Government to Wajir West Constituency, the performance of NG-CDF projects is still below average as several projects have stalled and others not to the required standard. Several studies have been done previously such as: A Case of Bondo Sub County, Siaya County, Kana (2014) factors influencing implementation of constituency Development Fund projects in Kenya: a case of Moyale Constituency Hassan (2018) implementation practices of constituency development fund projects in Kenya: A Case of Wajir East Constituency, Kemei (2014) Influence of Community Participation on Sustainability of Constituency Development Fund projects. None of these have looked at the influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedures and techniques that were used in the collection, processing and analysis of data. Specifically, the following subsections are included; research design, target population and sampling, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

The study adopted a descriptive research design. According to Shuttle worth (2008), descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. A descriptive design is concerned with determining the frequency with which something occurs or the relationship between variables (Lewis, 2015). Thus, this approach was suitable for this study, since the study intended to collect comprehensive information through descriptions which were helpful for identifying variables. Creswell and Creswell (2017) assert that a descriptive design seeks to get information that describes existing phenomena by asking questions relating to individual perceptions and attitudes.

3.3 Target population

A population is an entire group of individuals, events or objects having common characteristics that conform to a given specification. Also, a population is the total collection of elements about which we wish to make inferences (Lewis, 2015). Therefore, the target population for this study composed of Community leaders, Constituency Development Fund Committee, Project Management Committee and County officials as shown in Table 3.1.

Table 3. 1: Target Population

Categories	Population	Percentage
Community leaders	134	51.3
Constituency Development Fund Committee	13	5.0
Project Management Committee	78	29.9
County officials	36	13.8
Total	261	100

3.4 Sample Size and Sampling Procedure

3.4.1 Sample Size

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Gorard, 2013). Kratochwill (2015) observes that sampling involves selecting a given number of subjects from a defined population so as to represent the entire population. Stratified and simple random sampling technique were used in this study. From each category, representative samples were drawn through simple random methods. In this case the researcher selected randomly the respondents keeping in mind that every item in the strata had an equal chance of being selected into the sample. This method ensured that all the individuals in the target population had an equal chance of being included in the sample. This helped to eliminate the biasness.

To obtain the desired sample size for the study with the population of 261, Nassiuma (2000) formula was used since it's more precise than other formulas. The computation was as shown;

$$n = \frac{N (cv^2)}{Cv^2 + (N-1) e^2}$$

Where n = sample size

N = population (261)

Cv = coefficient of variation (take 0.6)

e = tolerance of desired level of confidence (take 0.05) at 95% confidence level)

$$n = \frac{261 (0.6^2)}{0.6^2 + (261-1) 0.05^2} = 77.78(\text{rounded to } 78)$$

The ration therefore was $78/261 = 0.298$. This was used across all the strata to get the sample for each stratum.

Table 3. 2: The Sampling Matrix

Categories	Population	Ratio	Sample
Community leaders	134	0.298	40
Constituency Development Fund Committee	13	0.298	4
Project Management Committee	78	0.298	23
County officials	36	0.298	11
Total	261		78

3.4.2 Sampling Procedures

Sampling is the process of selecting a number of individuals for a study in such a way that the individual selected represents the large group from which they are selected. A sample size of between 10% and 40% is considered adequate for detailed or in-depth studies. The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. The goal of stratified random sampling was to achieve the desired representation from various sub-groups in the population. In stratified random sampling, subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Creswell and Creswell, 2017). The study used simple random sampling to pick the respondents in each stratum.

3.5 Research Instruments

Data can be categorized into two groups: secondary data and primary data. Instruments of research are tools which are used in primary data collection that they include questionnaires, interview guides, observation, checklists and focused group discussions guides. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allowed respondent to respond from limited options that had been stated. Lewis (2015) indicated that the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form.

3.6 Pilot Testing

For a questionnaire to produce useful results, it must have validity and reliability. If the questionnaire can actually test what it is intended for, it refers to validity, whereas, reliability measures the relevance. Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied (Kumar, 2005). 18 questionnaires were administered to the pilot survey respondents who were chosen at random. After one day the same participants were requested to respond to the same questionnaires but without prior notification in order to ascertain any variation in responses of the first and the second test. This was very important in the research process because it assists in identification and correction of vague questions and unclear instructions. It was also a great opportunity to capture the important comments and suggestions from the participants. This helped to improve on the efficiency of the instrument. This process was repeated until the researcher was satisfied that the instrument did not have variations or vagueness.

3.7 Validity of Research Instruments

According to Gorard (2013), validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. The study used content validity which draws an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. Meyers, Gamst and Guarino (2016) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills. Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. This helped to improve the content validity of the data that was collected. Content validity was obtained by asking for the opinion of the supervisor, lecturers and other professionals on whether the questionnaire was adequate.

3.8 Reliability of Research Instruments

Bowling (2009) views reliability in quantitative research as synonymous to dependability, consistency, reproducibility or replicability over time, over instruments and over groups of respondents. Indeed, for a research to be reliable, it must demonstrate that if it were to be carried out on a similar group of respondents in a similar context, similar results would be obtained. Trochim, (2005) also affirms that, reliability has to do with the quality of

measurement and in its everyday sense; reliability is the consistency or repeatability of your measures. This study adopted the split-half method to test reliability which assumes that a number of items are available to measure behaviour. In this approach, half of the items are combined to form one new measure and the other half is combined to form the second new measure. In contrast to the test-retest and alternative form methods, the split-half approach is usually measured in the same time period.

The Split-Half method is important because it requires only one testing session (single administration) – thus carry-over effects, reactivity effects, and change over time in true scores are minimized and also it eliminates the possibility that the variable being measured change between measurements

3.9 Data Collection Procedures

Data collection is the precise, systematic gathering of information relevant to the research problems, using methods such as interviews, participant observation, focus group discussion, narratives and case histories (Burns & Grove 2003). The researcher obtained an introduction letter from the university and research permit from NACCOSTI which was presented to each respondent so as to be allowed to collect the necessary data from the respondents. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointments with respondent organizations at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents. This enabled the researcher to establish rapport, explain the purpose of the study and the meaning of items that were not clear.

3.10 Data Analysis Techniques

The study expected to produce quantitative and qualitative data since investigative types of questions to be used to collect data. Quantitative data analysis was done first by entering the data into the computer and using SPSS, the frequencies were generated. Descriptive statistics (measures of central tendency) was used to give the expected summary statistics of variables being studied. The study generated responses at both nominal and ordinal scale levels which entailed use of non-parametric tools of analysis that was Pearson Correlation which was the most appropriate inferential analysis tool for the level of measurement.

The data was analyzed using inferential statistics (Pearson Correlation) because was a better statistical tool for analyzing the data. On the other hand, qualitative analysis was

operationalized by arranging the data according to the emerging themes or patterns which were assigned numbers to make them measurable. The data was presented in tables. Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression was used because it is the procedure that uses two or more independent variables to predict a dependent variable. The multiple regression models generally assumed the following equation;

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

Where: -

Y= Performance of NG-CDF projects

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = Regression coefficients

X₁= Stakeholder's participation in project initiation/identification

X₂= Stakeholder's participation in project planning

X₃= Stakeholder's participation in project implementation

X₄= Stakeholder's participation in project monitoring and evaluation

ε =Error Term

3.11 Ethical Considerations

The researcher observed the following standards of behaviour in relation to the rights of those who became subject of the study or were affected by it: First, in dealing with the participants, they were informed of the objective of the study and the confidentiality of obtained information, through a letter to enable them give informed consent. Once consent was granted, the participants maintained their right, which entailed but was not limited to withdraw or decline to take part in some aspect of the research including rights not to answer any question or set of questions and/or not to provide any data requested; and possibly to withdraw data they had provided. Caution was observed to ensure that no participant was coerced into taking part in the study and, the researcher sought to use minimum time and resources in acquiring the information required. Secondly, the study adopted quantitative research methods for reliability, objectivity and independence of the researcher. While conducting the study, the researcher ensured that research ethics were observed. Participation

in the study was voluntary. Privacy and confidentiality were also observed. The objectives of the study were explained to the respondents with an assurance that the data provided was used for academic purpose only.

3.12 Operationalization of Variables

The operationalization of variables is shown in Table 3.3.

Table 3. 3: Operationalization of Variables

Objectives	Type of Variable	Indicator	Measuring of Indicators	Tools of analysis	Type of analysis
To assess the role of stakeholder's participation in project initiation/identification on the performance of NG-CDF projects in Wajir West Constituency.	Independent	stakeholder's participation in project initiation/identification	Problem analysis Documenting a project case Attendance of project conceptual forums Participation in feasibility studies	Percentages Mean score	Descriptive statistics Regression analysis
To establish role of stakeholder's participation in project planning on the performance of NG-CDF projects in Wajir West Constituency.	Independent	stakeholder's participation in project planning	Determination of input and output Financial planning Resource specification Project time schedule	Percentages Mean score	Descriptive statistics Regression analysis
To determine the role of stakeholder's participation in project implementation on the performance of NG-CDF projects in Wajir West Constituency.	Independent	stakeholder's participation in project implementation	Work plan Budget Procurement Implementation plan Team development	Percentages Mean score	Descriptive statistics Regression analysis

<p>To explore role of stakeholder's participation in project monitoring and evaluation on the performance of NG-CDF projects in Wajir West Constituency.</p>	<p>Independent</p>	<p>stakeholder's participation in project monitoring</p>	<p>M&E schedule Project site visit Feedback provisions Direction provision Correction of errors Reporting</p>	<p>Percentage s Mean score</p>	<p>Descriptive statistics Regression analysis</p>
	<p>Dependent</p>	<p>performance of NG-CDF projects</p>	<p>Meeting technical satisfaction Within time, budget and resources Assist in new technology Solving community problems</p>	<p>Mean score</p>	<p>Descriptive statistics Regression analysis</p>

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter discusses the findings obtained from the primary instrument used in the study. It discusses the characteristics of the respondents and their opinions on the influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya. The researcher provided tables that summarized the collective reactions of the respondents.

4.2 Response Rate

The researcher administered 78 questionnaires to the community leaders, constituency development fund committee, project management committee and county officials as shown in Table 4.1.

Table 4. 1: Response Rate

	Number of informants	Percent
Response	73	93.6
Non- Response	5	6.4
Total	78	100.0

From the results, out of the 78 administered questionnaires, only 73 were returned back. This gave a response rate of 93.6%. This implies that the response rate obtained was good and enabled generalization of the findings as it is in line with Sproul (2011) who holds that a response rate above 50% is good.

4.3 Reliability Analysis

Reliability of the questionnaire was evaluated through administration of the said instrument to the pilot group. The acceptable reliability coefficient is 0.7 and above (Song et al., 2014). A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, is considered to be adequate for this study. The results were as shown in Table 4.2.

Table 4. 2: Reliability Analysis

	Reliability Cronbach's Alpha
Project initiation/identification	.923
Project planning	.717
Project implementation	.831

Project monitoring and evaluation	.745
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From the results, project initiation/identification was more reliable with an alpha value of 0.923, followed by project implementation with an alpha value of 0.831, project monitoring and evaluation had an alpha value of 0.745 while project planning with an alpha value of 0.717 had the least reliability. This, therefore, depicts that the research instrument was reliable and no amendments were required.

4.4 Background Information

This section enabled the researcher to have a clue of who is filling in the questionnaires so as to determine whether the respondents are actually the targeted ones and whether or not the researcher is gathering the information they are effectively seeking. It also determines how close the sample replicates the population. This section required the respondents to indicate their background information including gender, age group and highest level of education. This general information is presented in form tables.

4.4.1 Gender of the Respondents

The researcher was interested in determining the composition of the respondents in terms of gender so as to avoid biasedness during data collection. Therefore, the respondents were requested to indicate their gender. Their responses were as shown in Table 4.3.

Table 4. 3: Gender of the Respondents

	Frequency	Percent
Male	33	45.2
Female	40	54.8
Total	73	100.0

From the findings, majority of the respondents were female as shown by 54.8% while male respondents were 45.2%. This shows that the researcher was not gender biased in collection of data since all the respondents were considered irrespective of their gender.

4.4.2 Age bracket of the Respondent

The researcher asked the respondents to indicate the age bracket to which they belong. Their responses were as shown in Table 4.4.

Table 4. 4: Age Bracket

	Frequency	Percent
20-30 yrs	10	13.7
31-40 yrs	24	32.9

41-50 yrs	27	37.0
51 – 60yrs	12	16.4
Total	73	100.0

The study results show that majority of the respondents as shown by 37.0% were aged between 41-50 yrs, 32.9% were aged between 31-40 yrs, 16.4% were aged between 51 – 60yrs while 13.7% were aged between 20-30 yrs. This shows that majority of the respondents were mature enough which made them to have diverse information on the subject under study and also cooperative in giving it.

4.4.3 Highest Level of Education

The respondents' highest level of education was required to be established so as to gauge the reliability of the information that they will give. Therefore, the researcher asked the respondents to indicate their highest level of education. Their responses were presented in Table 4.5.

Table 4. 5: Highest Level of Education

	Frequency	Percent
Post Graduate	13	17.8
Undergraduate	24	32.9
Diploma	20	27.4
Certificate	16	21.9
Total	73	100.0

From the findings the study found that 32.9% of the respondents had reached the undergraduate level, 27.4% had reached the diploma level, 21.9% had reached the certificate level while 17.8% had reached the post graduate level. This shows that all the respondents had basic education to understand the questions in the questionnaires.

4.5 Project Initiation/Identification

The study sought to assess the role of stakeholder's participation in project initiation/identification on the performance of NG-CDF projects in Wajir West Constituency.

4.5.1 Extent of Project Initiation/Identification Influence on Performance of NG-CDF projects in Kenya

The researcher asked the respondents to indicate the extent to which project initiation/identification influence performance of NG-CDF projects in Kenya. Their responses were presented in Table 4.6.

Table 4. 6: Extent of Project Initiation/Identification Influence on Performance of NG-CDF projects

	Frequency	Percent
Not at all	7	9.6
Little extent	9	12.3
Moderate extent	10	13.7
Great extent	27	37.0
Very great extent	20	27.4
Total	73	100.0

From the table, 37.0% of the respondents indicated that project initiation/identification influences performance of NG-CDF projects in Kenya to a great extent, 27.4% indicated to a very great extent, 13.7% indicated to a moderate extent, 12.3% indicated to a little extent while 9.6% indicated not at all. These findings are in line with Njogu (2016) who notes that if project initiation is not performed well, it is unlikely that the project will be successful in meeting the community needs.

The study further sought the respondents' opinion on how the aspects of project initiation/identification influence performance of national government constituency development fund projects in Kenya. The respondents indicated that project initiation/identification is conducted; to determine the formulation of project and preparation process, it provides the basis of choosing the best options on whether or not to proceed with the project and to identify, analyze, and screen realistic project ideas. In relation to the findings, Ondieki (2016) posits that the typical identification and selection process entails certifying and ranking the various competing projects, evaluating and determining resource needs and approving and funding the most viable project.

4.5.2 Influence of Project Initiation/Identification Aspects on Performance of NG-CDF Projects in Kenya

The researcher requested to know the extent to which aspects of project initiation/identification influence performance of national government constituency development fund projects in Kenya. Table 4.7 illustrates the findings.

Table 4. 7: Aspects of Project Initiation/Identification

	Mean	Std. Dev.
Problem analysis	3.70	1.40
Documenting a project case	3.85	1.00
Attendance of project conceptual forums	4.58	0.89
Participation in feasibility studies	3.93	0.68

As per the findings, the respondents indicated that attendance of project conceptual forums influenced performance of national government constituency development fund projects in Kenya to a very great extent as shown by a mean of 4.58. The respondents indicated that; participation in feasibility studies as shown by 3.93, documenting a project case as shown by a mean of 3.85 and problem analysis as shown by a mean of 3.70, influenced performance of national government constituency development fund projects in Kenya to a great extent. This conforms to Njogu (2016) who argues that the initial stage is done to figure out the different individuals and groups who are most likely to be indirectly or directly affected by the project, or those that could be having an interest in the project.

4.6 Project Planning

The research also sought to establish role of stakeholder’s participation in project planning on the performance of NG-CDF projects in Wajir West Constituency.

4.6.1 Extent the Project Planning Influences Performance of NG-CDF Projects In Kenya

The respondents were asked to stipulate the extent to which the project planning influences performance of NG-CDF projects in Kenya. Table 4.8 presents the results.

Table 4. 8: Extent Project Planning Influences Performance of NG-CDF Projects In Kenya

	Frequency	Percent
No Extent	3	4.1
Little extent	11	15.1
Moderate extent	5	6.8
Great extent	24	32.9
Very great extent	30	41.1
Total	73	100.0

The findings show that majority of the respondents indicated that project planning greatly influences performance of NG-CDF projects in Kenya. This is clear as 41.1% indicated to a very great extent, 32.9% indicated to a great extent, 15.1% indicated to a little extent, 6.8% indicated to a moderate extent and 4.1% indicated to no extent. This concurs with Ondieki (2016) who states that the stakeholders are involved in the project planning by identification of the objective of the project, requirement specification of resources, allocation and determination of project product methodology and evaluation of critical outcome of project activities

The respondents further indicated their opinions on how the aspects of project planning influence performance of national government constituency development fund projects in Kenya. The responses included that project planning assists in: developing the scope statement; selecting the planning team; identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities; developing the schedule; developing the budget; risk planning and gaining formal approval to begin work. This was in consonance with Ondieki (2016) who asserts that strategic planning should identify comparative advantages and resource potentials of the constituency.

4.6.2 Influence of Project Planning Aspects on Performance of NG-CDF Projects in Kenya

The respondents indicated the extent of influence that the aspects of project planning influence performance of national government constituency development fund projects in Kenya. Table 4.9 illustrates the findings.

Table 4. 9: Aspects of Project Planning

	Mean	Std. Dev.
Determination of input and output	3.98	0.81
Financial planning	4.33	0.69
Resource specification	3.31	1.05
Project time schedule	4.02	0.81

As per the findings, the respondents indicated that financial planning as shown by a mean of 4.33 and project time schedule as shown by a mean of 4.02 influence performance of national government constituency development fund projects in Kenya very greatly. The respondents also indicated that determination of input and output as shown by a mean of 3.98 influence performance of national government constituency development fund projects in Kenya greatly while resource specification as shown by a mean of 3.31 was found to have a moderate influence on the performance of national government constituency development fund projects in Kenya. In relation to these findings, Pahl and Beitz (2013) note that the objectives of planning include analyzing, anticipating, scheduling, coordinating and controlling and information management.

4.7 Project Implementation

The study sought to determine the role of stakeholder's participation in project implementation on the performance of NG-CDF projects in Wajir West Constituency.

4.7.1 Extent of Project Implementation Influence on performance of National Government Constituency Development Fund Projects in Kenya

The respondents were required to indicate the extent to which project implementation influences performance of NG-CDF projects in Kenya. Table 4.10 illustrates the findings.

Table 4. 10: Extent of Project Implementation Influence on Performance of NG-CDF Projects In Kenya

	Frequency	Percent
No Extent	2	2.7
Little extent	7	9.6
Moderate	8	11.0
Great extent	35	47.9
Very great extent	21	28.8
Total	73	100.0

The findings reveal that 47.9% of the respondents indicated that project implementation influences performance of NG-CDF projects in Kenya to a great extent, 28.8% indicated to a very great extent, 11.0% indicated to a moderate extent, 9.6% to a little extent while 2.7% indicated to no extent. This is in line with Kerzner and Kerzner (2017) who assert that implementation stage is where all the planned activities are put into action.

On the opinions on how the aspects of project implementation affect performance of national government constituency development fund projects in Kenya. The respondents indicated that it identifies their strength and weaknesses, to include monitoring systems, determines if the funds are enough and to know if the resources are enough. This concurs with Kerzner and Kerzner (2017) who agree that implementation process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan.

4.7.2 Influence of The Aspects of Project Implementation on Performance of National Government Constituency Development Fund Projects in Kenya

The study further sought the respondents' opinions on the extent to which aspects of Project Implementation affect performance of national government Constituency Development Fund projects in Kenya. The results are as shown in Table 4.11.

Table 4. 11: Aspects of Project Implementation

	Mean	Std. Dev.
Work plan	3.62	0.96
Budget	3.83	1.03
Procurement	4.17	0.79
Implementation plan	3.88	0.71
Team development	3.94	0.74

From the findings in the table, the respondents indicated that procurement as shown by a mean of 4.17 influenced performance of NG-CDF projects in Kenya to a very great extent. The respondents also indicated that team development as shown by a mean of 3.94, implementation plan as shown by a mean of 3.88, budget as shown by a mean of 3.83 and work plan as shown by a mean of 3.62 influenced performance of NG-CDF projects in Kenya to a great extent. This is in line with Abiero (2010) who stated that if implementation is not done well a project may face challenges like lack of process owner buy-in, lack of champion support, stringent demands or conditions from project sponsors, lack of support from surrounding community, resistance to change, cultural barriers and at times language barrier.

4.8 Monitoring and Evaluation

The study sought to explore role of stakeholder’s participation in project monitoring and evaluation on the performance of NG-CDF projects in Wajir West Constituency.

4.8.1 Extent the Monitoring and Evaluation Influences Performance of NG-CDF Projects in Kenya

The study sought the extent to which monitoring and evaluation influences performance of NG-CDF projects in Kenya. The findings are as shown in Table 4.12.

Table 4. 12: Extent the Monitoring and Evaluation Influences Performance of NG-CDF Projects in Kenya

	Frequency	Percent
No Extent	0	0.0
Little extent	7	9.6
Moderate extent	5	6.8
Great extent	48	65.8
Very great extent	13	17.8
Total	73	100.0

From the table, majority of the respondents indicated that monitoring and evaluation influences performance of NG-CDF projects in Kenya greatly. From this, 65.8% indicated to

a great extent, 17.8% indicated to a very great extent, 9.6% indicated to a little extent, 6.8% indicated to a moderate extent while 0.0% indicated to no extent. This is in line with Xue, Turner, Lecoeuvre and Anbari (2013) who argue that project monitoring is an ongoing process by which information is gathered concerning the implementation a project or a programme.

Regarding how the aspects of monitoring and evaluation influence performance of national government constituency development fund projects in Kenya, the respondents gave their own opinions where they indicated that it ensures that activities are implemented as planned, potential problems can be identified in a timely manner and corrective action can be taken and help to strengthen the project design. This is in line with Boserup (2017) who asserts that monitoring and evaluation is geared towards learning how a project/ programme is doing in terms of efficiency, effectiveness and impact regular data has to be gathered on project performance.

4.8.2 Influence of Aspects of Monitoring and Evaluation on Performance of NG-CDF Projects In Kenya

The respondents indicated the extent of influence that the aspects monitoring and evaluation have on performance of national government constituency development fund projects in Kenya. The findings are shown in Table 4.13 below.

Table 4. 13: Aspects of Monitoring and Evaluation

	Mean	Std. Dev.
M&E schedule	4.18	0.69
Project site visit	3.88	0.71
Feedback provisions	3.96	0.54
Direction provision	4.26	0.60
Correction of errors	3.78	0.41
Reporting	3.59	0.92

The respondents indicated that direction provision as shown by a mean of 4.26 and M&E schedule as shown by a mean of 4.18 influence performance of national government constituency development fund projects in Kenya to a very great extent. Further, the respondents indicated that feedback provisions as shown by a mean of 3.96, project site visit as shown by a mean of 3.88, correction of errors as shown by a mean of 3.78 and reporting as shown by a mean of 3.59 influenced the performance of national government constituency development fund projects in Kenya greatly. This is consonance with Xue, Turner, Lecoeuvre

and Anbari (2013) who state that project monitoring aims at providing regular oversight of the implementation of an activity in terms of input delivery, work schedule, targeted output among others.

4.9 Performance of NG-CDF Projects

The study sought to find the trend of the aspects of performance of national government constituency development fund projects in Kenya for the last five years. The responses were as shown in Table 4.14.

Table 4. 14: Aspects of Performance of NG-CDF Projects

	Mean	Std. Dev.
Meeting technical satisfaction	3.94	0.65
Within time, budget and resources	4.21	0.79
Assist in new technology	4.36	0.64
Solving community problems	3.63	0.58

As per the findings, the respondents indicated that assist in new technology and projects being completed within time, budget and resources had greatly improved as shown by a mean of 4.36 and 4.21 respectively. Meeting technical satisfaction and solving community problems had also improved as shown by a mean of 3.94 and 3.63. The findings are in line with

4.10 Regression Analysis

Regression analysis was applied to determine the relative importance of project initiation/identification, project planning, project implementation and project monitoring and evaluation with respect to the performance of national government Constituency Development Fund projects in Kenya. The findings were presented in Table 4.15, 4.16 and 4.17.

Table 4. 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.891	0.793	0.781	1.048

From the findings, the independent variables were statistically significant predicting the dependent variable since adjusted R square was 0.781. This implied that 78.1% variations in performance of national government Constituency Development Fund projects in Kenya are explained by project initiation/identification, project planning, project implementation and

project monitoring and evaluation. Other factors influencing performance of national government Constituency Development Fund projects in Kenya that were not covered in this study accounted for 21.9% which form the basis for further studies.

Table 4. 16: ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	299.121	4	74.780	65.179	.000
Residual	78.017	68	1.147		
Total	377.138	72			

From the ANOVA Table, p-value was 0.000 and F-calculated was 65.179. Since p-value was less than 0.05 and the F-calculated was greater than F-critical (2.4472), then the regression relationship was significant in determining how project initiation/identification, project planning, project implementation and project monitoring and evaluation influenced performance of national government Constituency Development Fund projects in Kenya.

Table 4. 17: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.267	0.182		6.962	.000
Project initiation/identification	0.812	0.196	0.714	4.143	.000
Project Planning	0.712	0.208	0.611	3.423	.001
Project Implementation	0.568	0.208	0.462	2.731	.007
Project Monitoring and Evaluation	0.771	0.312	0.672	2.471	.015

The established model for the study was:

$$Y = 1.267 + 0.812X_1 + 0.712X_2 + 0.568X_3 + 0.771X_4$$

Where: -

Y= Performance of NG-CDF projects in Kenya.

X₁= Project initiation/identification

X₂= project planning

X₃=project implementation

X₄=project monitoring and evaluation

The regression equation above has established that taking (project initiation/identification, project planning, project implementation and project monitoring and evaluation) at constant, performance of national government Constituency Development Fund projects in Kenya will be 1.267. The findings presented also show that increase in the project initiation/identification leads to 0.812 increase in the score of performance of national government Constituency

Development Fund projects in Kenya if all other variables are held constant. This variable was significant since the p-value $0.000 < 0.05$. This conforms to Nyandika and Ngugi (2014) who agree that project initiation/identification provides the basis of choosing the best options on whether or not to proceed with the project

Further, it was found that if project planning increases, there is a 0.712 increase in performance of national government Constituency Development Fund projects in Kenya. This variable was significant since its p-value 0.001 was less than 0.05. This is in line with Wamugu and Ogollah (2017) who note that a well-prepared strategic plan involves budgeting for the project, identifying roles and responsibilities of personnel, availing of resources and intervene in securing.

Further, the findings show that a unit increases in the scores of project implementation would leads to 0.568 increase in the scores of performance of national government Constituency Development Fund projects in Kenya. The variable was also significant as its p-value $0.007 < 0.05$. This concurs with Kerzner and Kerzner (2017) who state that project implementation should be disciplined with coordinated and active human resource involvement.

The study also found that a unit increases in the scores of project monitoring and evaluation would lead to a 0.771 increase in the scores of performances of national government Constituency Development Fund projects in Kenya. The variable was significant as its p-value $0.015 < 0.05$. This is in line with Hogan (2012) who affirms that monitoring and evaluation ensures that project objectives are achieved and that planned activities are executed according to plan.

Overall, project initiation/identification had the greatest influence on performance of national government Constituency Development Fund projects in Kenya, followed by project monitoring and evaluation, then project planning while project implementation had the least influence on the performance of national government Constituency Development Fund projects in Kenya. All the variables were significant since their p-values were less than 0.05.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the data findings, discussion of the data findings, conclusion drawn from the findings highlighted and recommendation made. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of the Findings

The study sought to assess the role of stakeholder's participation in project initiation/identification on the performance of NG-CDF projects in Wajir West Constituency. The study found that project initiation/identification influence performance of NG-CDF projects in Kenya to a great extent. This was clear as it was established that attendance of project conceptual forums influenced performance of national government constituency development fund projects in Kenya to a very great extent. The findings also revealed that; participation in feasibility studies, documenting a project case and problem analysis influenced performance of national government constituency development fund projects in Kenya to a great extent.

The research also sought to establish role of stakeholder's participation in project planning on the performance of NG-CDF projects in Wajir West Constituency. The findings show that project planning greatly influences performance of NG-CDF projects in Kenya. The study found that financial planning and project time schedule influence performance of national government constituency development fund projects in Kenya very greatly. Further, determination of input and output influenced performance of national government constituency development fund projects in Kenya greatly while resource specification was found to have a moderate influence on the performance of national government constituency development fund projects in Kenya.

The study sought to determine the role of stakeholder's participation in project implementation on the performance of NG-CDF projects in Wajir West Constituency. It was established that project implementation influenced the performance of NG-CDF projects in Kenya greatly. This was seen in the findings as procurement was found to have influenced performance of NG-CDF projects in Kenya to a very great extent. Also, team development, implementation plan, budget and work plan influenced performance of NG-CDF projects in Kenya to a great extent.

The study sought to explore role of stakeholder's participation in project monitoring and evaluation on the performance of NG-CDF projects in Wajir West Constituency. The study found that monitoring and evaluation influences performance of NG-CDF projects in Kenya greatly. The study found that direction provision and M&E schedule influence performance of national government constituency development fund projects in Kenya to a very great extent. Further, feedback provisions, project site visit, correction of errors and reporting influenced the performance of national government constituency development fund projects in Kenya greatly.

On the trend of performance of national government constituency development fund projects in Kenya, the study found that; assist in new technology and the projects being completed within time, budget and resources had greatly improved for the last five years. Also, meeting technical satisfaction and solving community problems had also improved.

5.3 Discussion of the Findings

This section entails further literature discussions on the findings of each variable.

5.3.1 Project Initiation/Identification

From the findings, it is clear that the initiation stage should include a plan that encompasses the following areas: analyzing the needs/requirements in measurable goals, reviewing of the current operations, financial analysis of the costs and benefits including a budget, stakeholder analysis, including users, and support personnel for the project, project charter including costs, tasks, deliverables, and schedule. According to Njogu (2016), the initiation processes determines the nature and scope of the project.

The study found that project initiation/identification is statistically significant and hence conforms with Kobusingye (2017) who posits that project implementation is linked to contributing to project success and not only to efficiency of the project processes, it also supports development of the project culture in the organization. From the findings, participation in feasibility studies affected the performance of the projects greatly. According to Ruwa (2016), feasibility study is conducted to determine the formulation of project and preparation process.

5.3.2 Project Planning

Pahl and Beitz (2013) identified that planning includes analyzing, anticipating, scheduling, coordinating and controlling and information management. Project planning assists in the

breaking down of complex activities into manageable chunks, determining logical sequences of activities, providing a logical basis for making decisions, showing effects on other systems, providing framework for the assessment of programmes, allowing lessons to be learned from practice and facilitating communication of ideas in a logical form to its use. The study shows that project planning influences performance of NG-CDF Projects greatly and hence the stakeholders should be involved in the process.

Wamugu and Ogollah (2017) state that participation of stakeholders is beneficial in planning process it causes; distrust reduction in project outcomes, improves commitment on project objectives and improvement on credibility performance, logical networking of activities, estimation of the project budget and formalization of the approval process.

5.3.3 Project Implementation

Project implementation was found to influence Performance of NG-CDF Project greatly. Abiero (2010) concluded that implementation of projects faces several challenges over the recent years which include lack of process owner buy-in, lack of champion support, stringent demands or conditions from project sponsors, lack of support from surrounding community, resistance to change and cultural barriers. Therefore, management of stakeholder expectations and agreed objectives is crucial to overall project success.

During this stage, institutions are established and facilities constructed. This is because, the stage involves disbursement of the largest portion of the project funds, ensures projects' activities are properly executed and controlled, coordinating people and resources and integrating and performing the activities of the project in accordance with the project management plan

5.3.4 Project Monitoring and Evaluation

From the findings, monitoring and evaluation influence performance of NG-CDF Project greatly. Effective monitoring requires adequate planning, baseline data, indicators of performance, and result and practical implementation mechanisms that include actions such as field visits, stakeholders' meetings, documentation of project activities, regular reporting. Regardless of how experienced individual members are, once a team to implement a project has been identified, training and capacity building for M & E reporting is important.

Masole and Howie (2013) state that training of implementers in M&E is deliberately participatory to ensure that those responsible for implementing and using the system are familiar with its design, intent, focus, and how to use the M&E tools.

5.3.5 Performance of National Government Constituency Development Fund Projects in Kenya

Otim and Alinaitwe (2011) note that performance of a project involves both effectiveness and efficiency and it is measured in terms of schedule, safety, quality, cost and user satisfaction. Further, according to Otim and Alinaitwe (2011), the performance of a project is considered good if its completion is within schedule, within budget, achieves the set goals and ensures user satisfaction. Therefore, in consonance with the study findings, Mbaabu (2012) argues that the measures of project performance should include completion time, completion within budget, efficiency, effectiveness, meeting stakeholder's expectations, minimum conflicts and disputes and safety. Stakeholders are vital to the successful completion of a project because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail. Therefore, stakeholders should be involved in all the stages of the projects

5.4 Conclusion

The study concludes that project initiation/identification has a positive and significant effect on the performance of NG-CDF Projects in Kenya. The study concludes that project initiation/identification is essential in the achievement of the objectives of a project. The study further concludes that a good project identification is a process itself and if properly carried out, potential benefits to beneficiaries can improve substantially.

Based on the regression analysis, the study concluded that project planning has a positive and significant effect on the performance of NG-CDF Projects in Kenya. The study concludes from the findings that its benefits include; breaking down complex activities into manageable chunks, determining logical sequences of activities, providing a logical basis for making decisions, showing effects on other systems, providing framework for the assessment of programmes, allowing lessons to be learned from practice and facilitating communication of ideas in a logical form to its use.

The study concludes that project implementation has a positive and significant effect on the performance of NG-CDF Project in Kenya. The study concludes that project implementation identifies a project's strength and weaknesses, determines if the funds are enough and assists in knowing if the resources are enough.

The study further concludes that monitoring and evaluation has a positive and significant effect on the performance of NG-CDF Project in Kenya. The study concludes that monitoring and evaluation ensures that activities are implemented as planned, potential problems can be identified in a timely manner and corrective action can be taken and help to strengthen the project design.

5.5 Recommendations

The study recommends that enough funds and skills should be allocated to projects. There is need for CDF committee to ensure that projects are fully funded to completion rather than starting multiple projects that end up being incomplete.

The study found that stakeholder involvement influence performance of CDF projects. The study therefore recommends that the constituents should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them. The study recommends that there is need for officials from CDF office to provide information to constituents on what is happening and guiding them towards full participation in CDF projects meant for their livelihood's improvement.

Transparency during awarding of tenders (avoidance of long bureaucratic tendering process) is key to the success of the CDF projects. The committee should encourage community participation, cooperation among committee members and auditing of complete project to access their worth.

Based on the results obtained in this study the participation of stakeholders impacts on timely completion of NG-CDF projects. However, the effectiveness of community participation in project implementation should be enhanced through mechanisms such as training. The study therefore recommends that improvement on skills will facilitate performance of CDF funded project. There is need to have skilled project managers to ensure that there is efficiency on the performance of CDF projects. The project managers should be engaged on planning and implementation of CDF projects. There employee training should be frequent to enable project managers to acquire additional knowledge.

The study recommended that the department of social development should strengthen regulatory measures to ensure that group elections were being conducted yearly. This would enable project members to replace ineffective leaders so that when elected in office, officials would strive to perform well in order to be re - elected.

5.6 Recommendations for Further Studies

From the regression analysis, the study found that other factors influencing performance of national government Constituency Development Fund projects in Kenya that were not covered in this study accounted for 21.9%, hence there is need for further studies. The study also recommends that a similar study should be done in a different county so as to compare the findings. A study should also be done on the factors influencing performance of other projects funded by IHOs, CBOs and NGOs. Further, since the study was done within a limited period of time, a study should be conducted over a longer period.

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APPENDICES

Appendix I: Letter of Transmittal

P.O.BOX, 928
WAJIR
20th DEC, 2018

THE FUND ACCOUNT MANAGER,
NG-CDF WAJIR WEST CONSTITUENCY,
P.O.BOX, 136 – 60700,
WAJIR.

Dear Sir/ Madam,

RE: ACADEMIC RESEARCH PROJECT

I am a student pursuing a Master of Arts in Project Planning and Management student at University of Nairobi. I am required to undertake a research thesis as partial fulfillment for the award of this higher degree. My research topic is entitled **INFLUENCE OF STAKEHOLDERS ROLE ON THE PERFORMANCE OF NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUND PROJECTS IN WAJIR WEST CONSTITUENCY, KENYA**. A questionnaire has been designed and will be used to gather relevant information to address the research objective of the study.

This purpose of this letter is therefore to request you to grant permission to collect relevant data from on this important subject. Please note that the study will be conducted as an academic research and the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours faithfully,

YUSSUF ABDULLAHI ALI

Appendix II: Research Questionnaire

Kindly answer the following questions by writing a brief answer or ticking in the boxes provided.

PART A: BACKGROUND INFORMATION

1. Please indicate your gender: Female [] Male []
2. Please Indicate your age bracket
 20-30 yrs [] 31-40 yrs []
 41-50 yrs [] 51 – 60 yrs []
3. Which is your highest level of education?
 Post Graduate [] Undergraduate []
 Diploma [] Certificate []
 Any other (specify).....

PART B: Project Initiation/Identification

7) To what extent does Project Initiation/Identification influence performance of national government Constituency Development Fund projects in Kenya?

- Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

8) In your own opinion, how do the above aspects of Project Initiation/Identification influence performance of national government Constituency Development Fund projects in Kenya?

.....

9) To what extent do the following aspects of Project Initiation/Identification influence performance of national government Constituency Development Fund projects in Kenya?

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Problem analysis					
Documenting a project case					
Attendance of project conceptual					

forums					
Participation in feasibility studies					

PART C: Project Planning

5) To what extent do you think Project Planning influence performance of national government Constituency Development Fund projects in Kenya?

- Very great extent [5] Great extent [4]
- Moderate extent [3] Low extent [2]
- Very low extent [1]

4. In your opinion, how do the above aspects of Project Planning influence performance of national government Constituency Development Fund projects in Kenya?

.....

5. To what extent do the following aspects of Project Planning influence performance of national government Constituency Development Fund projects in Kenya?

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Determination of input and output					
Financial planning					
Resource specification					
Project time schedule					

PART D: Project Implementation

10) To what extent do Project Implementation influence performance of national government Constituency Development Fund projects in Kenya?

- Very great extent [5] Moderate extent [3] Very low extent [1]
- Great extent [4] Low extent [2]

11) In your own opinion, how do the above aspects of Project Implementation affect performance of national government Constituency Development Fund projects in Kenya?

.....

12) To what extent do the following aspects of Project Implementation affect performance of national government Constituency Development Fund projects in Kenya?

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Work plan					
Budget					
Procurement					
Implementation plan					
Team development					

PART E: Project Monitoring and Evaluation

13) To what extent does project monitoring and evaluation influence performance of national government Constituency Development Fund projects in Kenya?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

14) In your own opinion, how do the above aspects of project monitoring and evaluation influence performance of national government Constituency Development Fund projects in Kenya?

.....

15) To what extent do the following aspects of project monitoring and evaluation influence performance of national government Constituency Development Fund projects in Kenya?

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
M&E schedule					
Project site visit					
Feedback provisions					

Direction provision					
Correction of errors					
Reporting					

PART F: Performance of national government Constituency Development Fund Projects

16) What is the trend of the following aspects of performance of national government Constituency Development Fund projects in Kenya for the last five years?

Where: 5- Greatly Improved 4-Improved 3-Constant
2-Decreased 1- Greatly Decreased

	1	2	3	4	5
Meeting technical satisfaction					
Within time, budget and					
Resources					
Assist in new technology					

Thank You for Your Participation

Appendix III: Work Plan

WORK DESCRIPTION	Nov 2018		Dec 2018				Jan 2019				Feb 2019	
	1	2	3	4	5	6	7	8	9	10	11	12
Proposal development												
Proposal defense at the Department												
Seminar defense at the Faculty level												
Proposal corrections and consultation												
Data collection												
Data editing, entry and analysis												
Project write up and consultation with supervisors												
Project presentation												
Correction and submission of final project report												

Appendix IV: Research Budget

NO	ITEM	TOTAL (KSH)
A) TOOLS AND MATERIALS		
1	Biro Pens	300.00
2	Pencils	450.00
3	Foolscaps	1,500.00
4	Photocopy papers	2,000.00
5	Box File	1,500.00
6	Clip board	400.00
7	Paper Punch	300.00
8	Stapler	400.00
B) RESEARCH SERVICES		
10	Internet Services	6,000.00
11	Telephone airtime	3,000.00
12	Photocopying cost	7,500.00
13	Printing cost	9,000.00
C) MEALS AND ACCOMMODATION		
14	Meals and transport	7,500.00
D) COPY OF FINAL RESEARCH		
16	Printing	4,500.00
17	Binding	1,500.00
SUB-TOTAL		
18	Contingencies and emergencies	5,000.00
GRAND TOTAL COST		48,950.00