FACTORS INFLUENCING STAKEHOLDERS INVOLVEMENT IN CONSTITUENCY DEVELOPMENT FUND (CDF) PROJECTS: A CASE OF IJARA CONSTITUENCY IN GARISSA COUNTY, KENYA

MOHAMUD IDRIS MOHAMMED

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DECLARATION

I hereby declare that the work contained in this research project is my original work and has not been presented in any other university for a degree.

Signature: _____Date: _____

MOHAMUD IDRIS MOHAMED

L50/79826/2015

This research project report is presented for examination with my approval as university supervisor.

Signature: _____Date: _____

DR. EVANS VIDIJA SAGWA, PhD

SENIOR LECTURER

TECHNICAL UNIVERSITY OF KENYA

DEDICATION

This research is dedicated to my loving Parents, Mr. Idris Mohamed Farah and Mrs. Amina Sheikh Aden for their effortless support and encouragement right from my early childhood education, up to now.

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LIST OF ABBREVIATIONS

CDF : Community Development Fund

CDFC: Constituency Development Fund Committee

CEO : Chief Executive Officer

EU : European Union

GOK : Government of Kenya

HQ : Head Quarter

NGO : Non-Governmental Organization

PMC : Project Management Committee

SPSS : Statistical Package for the Social Sciences

ABSTRACT

The performance of a project towards meeting its intended objectives is dictated by diverse factors. The aim of the study will be to investigate the challenges of stakeholder's involvement in CDF projects in Ijara Constituency, Garissa County. The specific objectives will be to establish the influence of lack of funds on stakeholder's involvement in CDF projects, to determine the extent of influence of poor governance on stakeholder's involvement in CDF projects, to assess the influence of organizational culture on stakeholder's involvement in CDF projects, and to establish the influence of community participation on stakeholders involvement in CDF projects. The study will use a descriptive survey design using both qualitative and quantitative approaches. This study will target all the stakeholders involved in CDF projects in Ijara Constituency, Garissa County making a total target population of 1251 respondents. The sample size will be 278 respondents. The study will utilize both primary and secondary data. The primary data will be collected using questionnaires. Secondary data such as desktop reviews will be derived from publications, journals, and records on stakeholders. Descriptive statistics data analysis method will be applied to analyze both quantitative and qualitative data. Information obtained from the questionnaires will be edited and coded, and then entered into a computer for analysis using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) version 20. The Quantitative Data generated will be subjected to the Descriptive Statistics feature in SPSS to generate mean, and standard deviation which will be presented using tables, frequencies and percentages, while Qualitative data consist of words and observations, not numbers. The study found that lack of funds is often the most critical challenge that a successful stakeholder faces. Without very diligent cash flow management raising of more funds the performance of a stakeholder is affected greatly. The study found that the various stakeholders are involved in decision making in CDF projects in Ijara Constituency in Garissa County. In addition the study established that the respondents disagreed that Ijara Constituency CDF projects are run by people from other areas. The study found that organization culture influence stakeholder involvement in CDF. The study further established that community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions. The study concluded that most of the respondents indicated that lack of funding influence performance of stakeholders in CDF projects. The funds are the major drive towards stakeholder involvement and without them their operations will be hindered. The study further concluded that community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions. The study recommended that Community should be involved in planning and evaluation of any development of locality project and also in CDF committee election process. The community should also be invited to give opinions concerning the running of the programme and in the development of tools. The community should be sensitized on project involvement in the locality.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The increasing turbulence in the modern business environment has made it necessary for many organizations to adopt project approach as the means to achieving organizational goals. Each project strives for excellence and success yet it is by definition a unique task normally subjected to severe restrictions on budget and time (Andersen, 2006). A project has therefore to perform well in terms of the planned budget, time, and the quality of the project processes and outputs (Munns & Bjeirmi, 1996), so as to fulfill the intended objectives of satisfying the stakeholder's needs (Baccarini, 1999). Stakeholder's involvement has gained importance in community based projects such as the CDF Projects. Kenya's successive development plans since independence in 1963 to present, emphasis the centrality of popular involvement in the development activities. The principle of stakeholder's involvement emphasis that, any development agency should not simply impose its authority upon the people in a given region but should give them a voice in the management of the projects that affects them. Involvement entails empowerment; that is, everybody's right to have a say in decisions concerning their own lives. Involvement is an instrument in the promotion of ideological or normative development goals such as social justice, equity and democracy.

Community projects fail because they are badly conceptualized, planned, designed, implemented and managed (Cleland, 1999). At the center of project success or failure is the stakeholder involvement. If the stakeholders are involved in the project cycle and

decision-making then there will be value for money spent on the projects (Frese & Sauter, 2003). Stakeholder involvement is arguably more important than ever because of the 'interconnected nature of the world' (Bryson, 2003). Any societal issue be it economic development, poor education performance, environmental concerns, ethnicity, terrorism affects numerous people, groups and organizations and in shared power world, no one is fully in charge (Kettl 2002). Thus it requires participatory approach by all stakeholders in identifying and solving the problem afflicting the society (Mulwa, 2008). Attention should be given to stakeholders' interests and needs in order to achieve common good and realization of project objectives (Campbell &Marshall, 2002). People engage in what they feel part of and value what they help to build. Engaging citizens and local communities is indispensable when it comes to developing a sense of ownership in decision making.' (www.guardian.co.uk) Thus, in order to create a sense of ownership, stakeholders should be involved fully in the project meant to solve their needs.

Stakeholders have power to influence the project outcome either positively or negatively (Chinyio & Olomolaiye 2010). In a constructive project, stakeholders' perception is crucial. If negative and dissatisfied, can severely obstruct its implementation resulting in cost overruns and exceeding time schedules due to conflicts and controversies. Stakeholders bring a wide range of skills, knowledge and experiences to the project and if they are well managed they can help to make the project more successful. The success or failure of many conventional development projects and programmes has been attributed to stakeholder's inclusion or lack of involvement in the project Cycle management (Baker & Sherrif, 2009). However, critique against the participation-paradigm has

increased. Brody (2003) discusses the risk that the participation of conflicting interests slows down decision-making and results in unfortunate compromises between biodiversity conservation and economic development. Galaz (2005) shows how decision-making in Swedish water common-pool resource institution was blocked by strategic behavior among participating resource users that wanted to avoid costly measures. Such outcomes might erode social capital rather than building it (Conley & Moote 2003).

The Constituency Development Fund (CDF) was established in 2003 through the CDF Act in The Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January 2004. CDF Projects target all constituency-level development projects, particularly those aiming to fight poverty and promoting equitable growth and development at the constituencies. CDF projects in Kenya and particularly Garissa County are the backbone of local development. The various activities of stakeholders in the constituencies have been limited due to various obstacles which have seen limited participation in CDF projects. This has made many CDF projects to lag behind for long period of time.

The importance of Stakeholder involvement is to support the CDF projects 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. The importance of effective stakeholder involvement in the planning and implementation of projects necessitates an understanding of dealing with host communities and key stakeholders, particularly those who represent a perceived threat to your project. This is

often a dilemma for project managers and failure to get it right can be costly in terms of public controversy, delayed or abandoned projects as well as running the risk of damaged careers, reputations and relationships. This study will seek to investigate the challenges of stakeholder's involvement in CDF projects: a case of Ijara Constituency, Garissa County.

1.2. Statement of the Problem

Project managers are always looking forward to seeing public projects perform well. This involves finishing the project on time, within budget, meeting end product specifications, meeting customer needs and requirements and meeting management objectives (Cooke-Davies, 2002). Despite the quest for project success, many poverty eradication projects in Kenya have continuously experienced time overrun, budget overrun, unmet end product specifications, unmet customer needs and requirements and unmet management objectives (Auditor general's report, 2008). The high failure rate in these projects could be due to failure to involve key stakeholders in project activities. Despite wide range of knowledge on project planning and management, project failure is still reported (Standish, 2001). Stakeholders expect to be involved in decision making process within the project cycle. 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.

Various studies have been conducted to assess the involvement of stakeholders in community projects. Adan (2012) on CDF projects in Isiolo North Constituency and Golicha (2011) on NGO'S supporting education projects in Garissa District have been conducted in evaluating stakeholders' involvement in relation to project and established that the projects faced many challenges related to timelines. There were also cost based challenges as the 30 million allocated was fully exhausted and most of the targeted infrastructure was either inadequate or totally missing. In another study by Hulme (2008) on why projects indicated that projects take place in an environment characterized by the following: Lack of management continuity and an incentive system that encourages overly optimistic estimates of the benefits that can be attained from doing the project. For example it is assumed that if a projects completion time exceeded its due date, or expenses overran the budget, or outcomes did not satisfy a company's predetermined performance criteria, the project was assumed to be a failure. Most of these studies concentrated on challenges of projects leading to their failure and none of the study investigated the challenges of stakeholder's involvement in CDF projects. This creates a knowledge gap that needs to be filled. Thus the current study aims at filling the gap by investigating the factors influencing stakeholder's involvement in CDF projects: a case of Ijara Constituency in Garissa County, Kenya.

1.3. Purpose of the study

The purpose of the study was to investigate the factors influencing stakeholder's involvement in CDF projects: a case of Ijara Constituency in Garissa County, Kenya.

1.4. Objectives of the Study

The study was guided by the following specific objectives:

i. To establish the influence of lack of funds on stakeholders involvement in CDF projects in Ijara Constituency, Garissa County.
ii. To determine the extent of influence of poor governance on stakeholders involvement in CDF projects in Ijara Constituency, Garissa County.
iii. To assess the influence of organizational culture on stakeholders involvement in CDF projects in Ijara Constituency, Garissa County.
iv. To establish the influence of community participation on stakeholders involvement in CDF projects in Ijara Constituency, Garissa County.

1.5. Research Questions

The following research questions guided the study:

i. Does lack of funds influence stakeholder's involvement in CDF projects in Ijara Constituency, Garissa County?
ii. Does poor governance have an influence on stakeholder's involvement in projects in Ijara Constituency, Garissa County?
iii. Does organizational culture influence stakeholder's involvement in CDF projects in Ijara Constituency, Garissa County?
iv. Does community participation have an influence on stakeholder's involvement in CDF projects in Ijara Constituency, Garissa County?

1.6. Significance of the study

The study will help other researchers in identifying the challenges affecting on stakeholder's involvement in CDF projects. It will act as a reference material to other researchers who wished to carry out further research in this area and other related areas. It

will also be important, as a guide to CDF board members to enable them understand what they should expect while running projects in their respective constituencies, because internal and external environment are ever changing. The study will be important to the government agencies such The National Government CDF Board, The Kenya National Audit Office and The National Treasury on policy issues relating to managing and enhancing on stakeholder's involvement in CDF projects.

1.7. Delimitation of the study

The researcher got an introduction letter from the university stating that he was a student doing research to enable him complete a requirement for an award of a Master's Degree in Project Planning and Management. This study only focused on people of Ijara Constituency Garissa County. The researcher restricted him to responses given by people of Ijara Constituency.

1.8. Limitations of the Study

The main limitation that was encountered in this study was the ignorance by some respondents on the information being studied. Some respondents were illiterate and even with assistance from research assistants they were not knowledgeable on such aspects. Other stakeholders were not involved during project implementation but were passive recipients of CDF funds. This was however very minimal and was overcome by selecting various categories of stakeholders as respondents. Such respondents understood the concepts of the study clearly and were ready to participate in the study. Other limitations were shortage of time and funding, as the researcher required moving from one region to the other to collect data in only a few months before graduation. Inaccessibility of some areas due to the nature of rural roads also posed a challenge to the researcher. The

researcher therefore worked very hard within the limited time and resources to distribute the questionnaires to the target group. On the accessibility the researcher used whatever means of transport that were available.

1.9. Assumptions of the Study

In undertaking this study it was assumed that the respondents would be willing to participate. The response rate was therefore expected to be high. Also it was assumed that the responses obtained were voluntarily submitted and therefore truthful. Additionally it was assumed that the researcher took the proposed time to complete the collection of data and that the findings were accurate so as to help make informed conclusions and recommendations. Another assumption was that the area selected for this study was a case reflecting other areas in Kenya and therefore the findings from this research could objectively be generalized to other areas in Kenya.

1.10. Definitions of Significant Terms

This section presents the definition of terms that were used in the study. They include:

Community Project: This refers to a group of activities that respond to the needs of a certain community.

Constituency Development Fund: A government fund designed to support constituency-level, grass-root development projects

Organization: An organized body of people with the particular purpose of managing or implementing CDF funded activities at the constituency level.

Project Outcome: Refers to the ultimate classification of a project as successful, challenged or failed.

Project: A project is a temporary endeavor, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables) undertaken to meet unique goals and objectives, usually to bring about beneficial change or added value.

Resources: Human, material or financial requirements of the project, necessary for the project activities to take off

Risks: This refers to the deterrent factors that may hinder the smooth implementation of the project activities as reach a conclusive and satisfactory end.

Stakeholder Involvement: This is the degree to which stakeholders of the project are willing to participate in the project work/ activities. It is the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present project activities.

Stakeholders: These are key individuals and institutions who may affect, be affected by, or perceive themselves to be affected by an activity, decision or outcome of a project.

1.11. Organization of the Study

This study was divided into five chapters. Each chapter had sections which provided details as required for a standard academic research. Chapter one is introduction which covered the background to the study, statement of the problem, purpose of the study, research objectives and research questions, significance of the study the delimitation and limitation of the study, assumptions of the study and definition of significant terms. Chapter two provided the literature review of the study. It accounts for the previous research and what has been found out in the area of study. This chapter mainly focused on the factors affecting stakeholder's involvement in CDF projects. The other items under this chapter were the theoretical and conceptual frameworks, knowledge gaps and

summary of literature. Chapter three focused on research methodology giving details on the research design, used; target population, sample size and sampling procedures methods of data collection, Pilot study, validity and reliability of data collection instruments, methods of data analysis and ethical considerations. Chapter four provided details of data analysis, presentation and interpretation of the findings. Chapter five covered the summary of findings, discussions, conclusions and recommendations. Further, it provided suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter examines the theories of stakeholder involvement and looks at previous studies on stakeholder involvement in project implementation. The chapter also presents literature and previous studies that have been conducted on the factors influencing stakeholder's involvement in CDF projects: a case of Ijara Constituency in Garissa County, Kenya.

2.2. Stakeholder Involvement

Stakeholder engagement is a key part of corporate social responsibility and achieving the triple bottom line. Organization engage their stakeholders in dialogue to find out what social and environmental issues matter most to them about their performance in order to improve decision-making and accountability. Engaging stakeholders is a requirement of the Global Reporting Initiative, a network-based organization with sustainability reporting framework that is widely used around the world. The International Organization for Standardization requires stakeholder engagement for all their new standards. Involving stakeholders in decision-making processes is not confined to corporate social responsibility processes.

It's a tool used by mature private and public sector organizations, especially when they want to develop understanding and agree to solutions on complex issues or issues of concern. An underlying principle of stakeholder engagement is that stakeholders have the chance to influence the decision-making process. This differentiates stakeholder

engagement from communications processes that seek to issue a message or influence groups to agree with a decision that is already made. Key project stakeholders on CDF project include; Government, project manager, constituents, contractors, NGOs, CDF board, government departmental heads from the relevant departments. 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 (Flaman and Gallagher, 2001).

Those projects should be projects that are beneficial to them hence community based. Thus the constituents should be involved at all stages of the project from initiation through planning, implementation and monitoring and evaluation be done at every of this stages. Feedback should be on the use of the project. The Constituencies Development Fund Act, 2003 and Constituencies Development Fund (Amendment) Act, 2007 have created several official bodies to carry out specific functions to ensure the smooth running of the CDF.

2.3. Lack of Funds on Stakeholders Involvement

Providing financial resources to finance a need, program, or project is termed as funding. Cater et al (2003) affirms in general that funding is used when a firm fills the need for cash from its own internal reserves, and the term 'financing' is used when the need is filled from external or borrowed money. For stakeholders in a project, the monetary resources provided for by external sources are termed as funds. Lack of funds is often the most critical challenge that a successful stakeholder faces. Often times these challenges becomes quickly a vicious circle. Without very diligent cash flow management raising of more funds the performance of a stakeholder is affected greatly (Copper, 2007), this

trickles down to the running of the projects. CDF projects may have annual budgets in the hundreds of millions or billions of dollars. Funding such large budget demands full involvement of stakeholders and significant fundraising efforts on the part of most programs, and many organizations have problems with fund raising for their own funds (Juan, 2008).

Major sources of funding for stakeholder involvement in community projects in marginalized areas include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations (Juan, 2008). Most EU grants provide funds for various stakeholder involvement but the criteria in accessing them is difficult hence making the realization of stakeholder objective blink, affecting the success of a project (Kent 2004). Even though at times stakeholders are meant to be independent some of them depend heavily on government for their funding. Lack of reliable and stable sources of funds negatively affects smooth operations of various stakeholders in community projects whether private or public and this greatly affects sustainable development in particular areas. Most of the community-based programs heavily rely on stakeholder involvement as the only source of expertise and if they are absent due to lack of funds the projects will eventually collapse.

2.4. Poor Governance on Stakeholders Involvement

Few projects ever start without stakeholder involvement. This is the person who has identified the need for change in an area of the business/organization, and who is committed to making that change happen. He or she plays a vital role in ensuring the

project's success. A good stakeholder can make a mediocre project fantastic, and a poor stakeholder can delay and frustrate a fantastic project team. The project's governance bodies, usually in the form of a steering group, support the project stakeholder. These governance roles are essential: they provide direction, guidance, and critical review of the project and its progress. As project stakeholder is involved in the day-to-day running of the project, governance groups can take a step back and look at the project from a different perspective. They can ask difficult questions about progress and performance. They may see things that a projects stakeholder overlooked. However, the steering board can help by providing contacts and insights that help a stakeholder get things done, and by providing "political cover" when he needs it, in terms of security and other related service provided by the central government (Bunnet, 2009). Hence governance determines the success or performance of a project stakeholder.

Project stakeholders don't usually have any influence over who their project governors will be. Stakeholders either self-select, or they're chosen because of their position in the organization. However, you often have more influence over who is in your steering group. As such, if you know that your project stakeholder lacks passion for the project, or if the stakeholder doesn't like to say no to people who keep trying to expand the project scope, then the stakeholder makes sure he balances this with tougher or more engaged steering group members to ensure the project objective is met (Bunnet, 2009). Governance refers to the leadership and direction of the group. Leadership involves articulation and maintaining the group's vision and mission which is shared by all the group members in all aspect of the organization activities. This is achieved when the

group members work together with the management to articulate for the success of the project.

Management systems refer to the mechanism used to co-ordinate activities and facilitate process within the organization. These systems include organization structure and culture, planning, personnel, administrative procedures, risk management, conflict management and reporting. Management is a process of achieving an organizational goal through coordinated performance of specific function planning, organization, staffing, directing and controlling; this meets the governance threshold which influences the outcome of a project (Schwartz, 2002). Lack of management skills is a problem that is very difficult to deal with in most organizations as the size of the senior management team is necessarily limited. These areas of weakness could be in finance, human resources, marketing etc. Any area where the current management does not have the expertise or the time to deal with the issues will always bring a problem. The solution is to determine what those areas of weakness are and then to develop a plan for dealing with those challenges hence affirming good governance. Good governance transits to high chances of stakeholder involvement and bad high chances of it failing (Schwartz, 2002).

Accountability is the responsibility for the use of resources, decision and or the results of the discharge of authority and official duties, including delegated to a subordinate unit or individual. In regards to projects that are managed by various stakeholders, the role of the stakeholders is to provide evidence to project sponsors that a project is effective and in conformity with planned results, legal and fiscal requirements. In organizations that

promote learning, accountability may also be measured by the extent to which managers use monitoring and evaluation tools and findings. Accountability will therefore send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively.

2.5. Organizational Culture on Stakeholders Involvement

Organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense the particular culture of an organization. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. For example, the culture of a large, for-profit corporation is quite different than that of a hospital which in turn is quite different from that of a university. You can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, what members wear, etc. similar to what you can use to get a feeling about someone's personality (MaCathy 2007).

According to Alpha (2005) the manifestation and effects of organizational culture on stakeholder's involvement are many and varied. Obviously the effects of organizational culture on stakeholder's involvement vary depending on whether the organization involved in the CDF project has a strong culture or a weak culture, but there are some generalities that apply. Many stakeholders are spending more and more time at work. Depending on the job or company, many stakeholders would put in 50, 60, or even more hours a week. The old axiom goes that a happy stakeholder is a productive worker, and

this is one of the effects of organizational culture which also affect stakeholder involvement in CDF projects. According to Chapman (2005), stakeholders want to enjoy their involvement; they want to be interested in whatever is going on that day or long term goals of a project. Being part of something meaningful that the stakeholders enjoys makes the whole experience of involvement better, which will make them more productive.

The effects of organizational culture on stakeholders involvement should help provide this setting and most organizations fail in providing such culture and leads output that is not envisaged by the organization and thereby affecting the CDF project negatively eventually. However most organizations try to ensure they have a conducive culture for all stakeholders to work but they forget the motivation wing of the stakeholder. If an organization has the culture of paying its stakeholders badly, this will affect the output' and even sabotaging of the organization programs such as community projects. A strong organization will focus on the environment it creates for its stakeholders because that will help encourage a more efficient and productive organization projects. Focusing on building and sustaining organizational culture shows stakeholders that they are considered an important part of the organization. This type of company generally has among the best response from its stakeholders and thus will also have a much better chance of achieving its goals.

2.6. Community Participation on Stakeholders Involvement

Community participation or involvement is a field of practice directed towards the creation and enhancement of community between individuals within a region area such as neighbourhood or within a common interest. It is sometimes encompassed under the field of community development (Meyer 2006). For any organization to achieve a stated goal the organization must bring all stakeholders including the community so as to achieve the best results for the project, failure to this, the project may flop badly. Through stakeholder involvement, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities. These skills are often concentrated around building political power through the formation of large social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions. Community development empowers members of the community to support development of community based programs e.g. hospitals and youth group projects (Davies 2007) in doing so the chances of a project to fail are minimal.

Stakeholders engaged in community building efforts in industrialized nations see the apparent loss of community in these societies as a key cause of social disintegration and hence the emergence of many harmful behaviors. They may see building community as a means to increase social justice, individual wellbeing and reduce negative impacts of otherwise disconnected individuals (Carrie 2006). When one helps in creating something, one is likely to feel some sense of pride and ownership; what's more that feeling of

ownership will increase as your participation in the task increases. Perhaps this motivation to be involved in decision making rather than simply to carry out the decisions is a mingling of self-interest with a genuine desire to apply all of our skills to a task and create the best possible outcome. Whatever the reasons, this phenomenon is evident in the workplaces and community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions too (Carrie 2006). Thus this is significantly important when it comes to organization project performance. Juan (2003) affirmed that lack of community participation influences the performance rate of projects in many geographical areas.

Not all decisions must be made by management; in fact there are advantages to having the workers or the beneficiaries who will be part of the decision making. The individuals know their weaknesses, and often each other's and what their community needs the most. They certainly know their preference regarding the kind of work they like to do and the people with whom they will work with. Finally, they know as well as anyone else the process by which the work will get done. All of this knowledge makes them ideal decision makers in some situations. And making these decisions provides the community a sense of participation in the program's direction and success (Lacombe, 2006).

2.7. Theoretical Foundation

This section discusses theories challenges of stakeholder's involvement in CDF projects: a case of Ijara Constituency, Garissa County. The study will be based on the stakeholder theory proposed by Freeman (1984) and the stakeholder engagement theory proposed by Andriof & Waddock (2002).

2.7.1 Stakeholder Theory

Stakeholder theory asserts that organizations should consider the concerns of individuals and groups that can affect or are affected by their activities (Gibson 2000) while making decisions and achieving organizational goals. Organizations are expected to do so because they are responsible and accountable to a broad range of stakeholders for their activities, rather than just shareholders. Stakeholder theory recognizes the existence of a dynamic and complex relationship between organizations and their stakeholders (Gray, Owen & Adams 1996) and, emphasizes the management of these relationships (Friedman & Miles 2001). Therefore, stakeholder theory plays a significant role in understanding the stakeholder's influences on organizations actions and how organizations respond to these influences.

Modern stakeholder theory is an expansion of Freeman's seminal work Strategic Management: A Stakeholder Approach (Freeman 1984). Before this, theorists were struggling to establish the duties and responsibilities that an organization has towards other groups and individuals besides shareholders, suppliers, customers and employees (Shankman 1999). Stakeholders can be defined as any group or individual who can affect or are affected by the achievement of the organization's objectives (Freeman 1984). According to this definition stakeholders have the potential to both benefit and harm organizations (Gibson 2000). Therefore stakeholders "concerns should be recognized and addressed by organizations to ensure their survival and successful goal accomplishment. In order to recognize and address stakeholder's needs and expectations Clarkson (1995) categorizes stakeholders into primary and secondary stakeholders. The primary

stakeholders are those individuals and groups whose support is essential for the survival of an organization, whereas secondary stakeholders are those individuals and groups who affect or are affected by the activities of an organization.

On the basis of the above categorization, organizations can have a wide range of current and potential stakeholders such as: fund providers, employees, suppliers, investors, shareholders, regulatory authorities, Non-Governmental Organizations, media, labour unions, society and local community. Organizations can have a broad range of stakeholders with different interests and it is not possible for organizations to address the issues and concerns of all their stakeholders. Therefore identification of stakeholders which can impact or are impacted by organization's actions becomes essential. In the absence of stakeholder identification, the effectiveness of stakeholder engagement becomes questionable or doubtful (Belal 2002). The key criteria for identifying and prioritizing stakeholders include: attributes of power, legitimacy and urgency; and the stakeholders' ability to affect or be affected by the organization's actions (Mitchell, Agle & Wood 1997).

This theory is applicable to the current study in that it will enable the researcher to identify stakeholders which can impact or are impacted by organization's actions. This is important as it will help the researcher to get a glimpse of what challenges they face in their engagement and how such challenges can be addressed for their active participation.

2.7.2 Stakeholder Engagement Theory

In recent years the focus of stakeholder theory has been entirely shifted from an approach of stakeholder management towards more of a network-based, relational and process-oriented approach of stakeholder engagement (Andriof & Waddock 2002). The main reason why organizations are moving towards stakeholder engagement is to increase trust, transparency and accountability and to provide better communication on their activities and impacts. Stakeholder engagement aims at enhancing mutual understanding and alignment between organizations and their stakeholders (Gable & Shireman 2005).

According to Andriof & Waddock (2002) stakeholder engagement can be defined as a trust-based collaboration between individuals and/or social institutions with different objectives that can only be achieved together. Advancing sustainable development is one such goal that needs the trust-based collaborative effort of both the organizations and their stakeholders to ensure its success. Moreover, while pursuing sustainable development objectives, organizations realize that they cannot act alone to develop a sustainability report (Isenmann & Kim 2006), as organizations require the cooperation of their stakeholders to identify social and environmental issues perceived by stakeholders. Study of stakeholder engagement theory identified different levels of engagement (Katsoulakos & Katsoulakos, 2006).

Informative approaches to stakeholder engagement include identifying and mapping the roles of key stakeholders to inform 15 about the project. The next level is the instrumental approach which is about understanding local concerns in order to foster

social acceptance. This involves increasing transparency, tailor make information to different stakeholder groups and integration of roles and interests of stakeholders into the project and process. Success arises from the next level of stakeholder engagement, the democratic approach; true participation involves feedback loops from the interaction in the process.

The first feedback loop is the integration of stakeholders‟ concerns, priorities, satisfaction and suggestions into the process. This could involve consulting experts and instigating extra research to the impacts of project activities. The second is improving communication and transparency as a result of interaction. The third and final feedback loop is the willingness to make adaptations to the project implementation, in other words, the design. In the context of CDF projects, establishing an expert team in the process, in-depth analysis of expectations and perspectives and aligning these expectations within internal and external stakeholders are the final lessons learned in effective stakeholder engagement (Ashworth et al., 2011).

This theory is applicable to the current study in that it will enable the researcher to on how to engage with various stakeholders to help identify how they operate in certain projects. In the process of engagement the researcher will be able to identify the challenges they encounter. Stakeholder engagement aims at enhancing mutual understanding and alignment between organizations and their stakeholders.

2.8. Conceptual Framework

In this study, the conceptual framework looks at the challenges of stakeholder's involvement in CDF projects in Ijara Constituency, Garissa County. As argued in the earlier discussions, challenges are the independent variable that influences Stakeholders Involvement in Community Projects which is the dependent variable in this study. The challenges include lack of funds, poor governance, organization culture, and community participation. This is diagrammatically illustrated in Figure below:

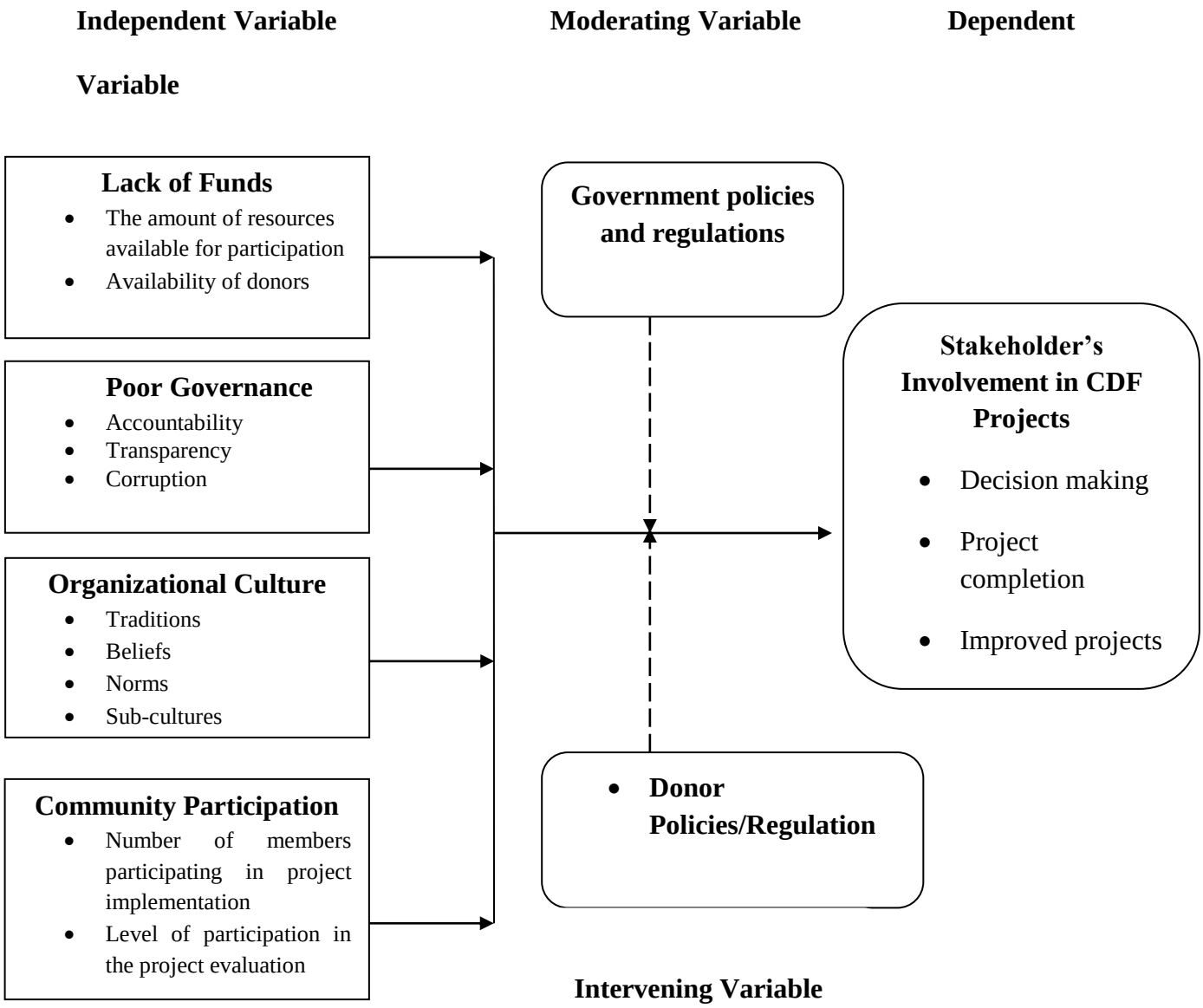

Figure 1: Conceptual Framework Showing the Relationship among the Variables

2.9.1. Lack of Funds

For stakeholders in a project, the monetary resources provided for by external sources are termed as funds. Lack of funds is often the most critical challenge that a successful stakeholder faces. Often times these challenges becomes quickly a vicious circle. Without very diligent cash flow management raising of more funds the performance of a stakeholder is affected greatly.

2.9.2. Poor Governance

The project stakeholder is supported by the project's governance bodies, usually in the form of a steering group. These governance roles are essential: they provide direction, guidance, and critical review of the project and its progress. As project stakeholder is involved in the day-to-day running of the project, governance groups can take a step back and look at the project from a different perspective. Good governance transits to high chances of stakeholder involvement and bad high chances of it failing (Schwartz, 2002).

2.9.3. Organization Culture

According to Alpha (2005) the manifestation and effects of organizational culture on stakeholder's involvement are many and varied. Obviously the effects of organizational culture on stakeholder's involvement vary depending on whether the organization involved in community project has a strong culture or a weak culture, but there are some generalities that apply.

2.9.4. Community Participation

Community participation or involvement is a field of practice directed towards the creation and enhancement of community between individuals within a region area such as neighborhood or within a common interest. It is sometimes encompassed under the field

of community development (Meyer 2006). For any organization to achieve a stated goal the organization must bring all stakeholders including the community so as to achieve the best results for the project, failure to this, the project may flop badly. Through stakeholder involvement, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities.

2.10. Knowledge Gap

Cater et al (2003) in his study affirmed that in general that funding is used when a firm fills the need for cash from its own internal reserves, and the term 'financing' is used when the need is filled from external or borrowed money. For stakeholders in a project, the monetary resources provided for by external sources are termed as funds. Lack of funds is often the most critical challenge that a successful stakeholder faces. The study however did not give a detailed explanation of how lack of funds influences stakeholder involvement in projects which will be addressed in this study.

Schwartz, (2002) in his study on the effect of management on stakeholder involvement established that lack of management skills is a problem that is very difficult to deal with in most organizations as the size of the senior management team is necessarily limited. These areas of weakness could be in finance, human resources, marketing etc. Any area where the current management does not have the expertise or the time to deal with the issues will always bring a problem. The study however did not mention specifically on

poor governance and how it influences stakeholder involvement in project which the current study will address.

According to Alpha (2005) the manifestation and effects of organizational culture on stakeholder's involvement are many and varied. Obviously the effects of organizational culture on stakeholder's involvement vary depending on whether the organization involved in the CDF project has a strong culture or a weak culture, but there are some generalities that apply. Many stakeholders are spending more and more time at work. The study however did not address how the change in organization culture influences stakeholder involvement in projects. The current study will elaborate more on this.

Meyer (2006) in his study stated that for any organization to achieve a stated goal the organization must bring all stakeholders including the community so as to achieve the best results for the project, failure to this, the project may flop badly. Through stakeholder involvement, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities. The study however had a gap between stakeholder involvement and community participation in that it was not specific on particular projects which will be addressed in this study.

The literature review confirms that a lot has been done on stakeholder involvement in community project. Studies such as Bunnet, (2009), Alpha (2005), Chapman (2005), and Carrie (2006) have found gaps between stakeholder involvement and perceived challenges. Whereas stakeholder challenges may cut across various organizations, it may

not be the case with the stakeholder involvement which focuses on the internal metrics of the organization. It is therefore clear that there is need to examine the challenges of stakeholder's involvement in CDF projects: a case of Ijara Constituency, Garissa County.

2.11. Summary

The literature has reviewed Stakeholder Theory and Stakeholder Engagement Theory. Stakeholder theory asserts that organizations should consider the concerns of individuals and groups that can affect or are affected by their activities (Gibson 2000) while making decisions and achieving organizational goals. Organizations are expected to do so because they are responsible and accountable to a broad range of stakeholders for their activities, rather than just shareholders. Stakeholder Engagement Theory states that organizations are moving towards stakeholder engagement is to increase trust, transparency and accountability and to provide better communication on their activities and impacts. Stakeholder engagement aims at enhancing mutual understanding and alignment between organizations and their stakeholders (Gable & Shireman 2005).

The chapter has gone further to provide the empirical literature on challenges of stakeholder's involvement in community projects. The empirical literature has been divided into the various objectives of the study. The analyzed objectives in this chapter are; to establish the influence of lack of funds on stakeholder's involvement in community projects, to determine the extent of influence of poor governance on stakeholder's involvement in CDF projects, to assess the influence of organizational culture on stakeholder's involvement in CDF projects and to establish the influence of community participation on stakeholders involvement in the CDF projects.. However the

literature reviewed obtain justification on the stated research questions that past efforts on trying to find out the challenges of stakeholder involvement are not effective in assessing their involvement in CDF projects and in general community projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedures that were used in conducting the study, focusing on research design, target population, sample and sampling procedures, research instruments, and data collection and analysis procedures.

3.2 Research Design

The study used the descriptive survey design using both qualitative and quantitative approaches. The survey design enabled the researcher to explore a wide range of factors influencing stakeholder's involvement in community projects. The reason for this choice was based on the knowledge that descriptive design are the most appropriate for examining the effects of an independent variable on a dependent variable without any manipulation . According to Orodho (2003), descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. This method was appropriate for the study in that it helped in portraying the accuracy of peoples profile events and situations. A descriptive research design also allowed for in-depth analysis of variables and elements of the population to be studied and as well as collection of large amounts of data in a highly economical way. It enabled generation of factual information about the study. This is so because the descriptive design relied much on secondary data which helps in developing the case basing on facts, sustained by statistics and descriptive interpretations from archival materials and data.

3.3 Target Population

A target population is that population to which a researcher wants to generalize the results of a study. This study targeted all the stakeholders involved in CDF Project in Ijara Constituency Garissa County. The stakeholders included the government agencies, local NGOs, business community, and community members making a total target population of 1251 respondents.

3.4. Sample and Sampling Technique

Sampling is the process of selecting the people who participated in a study. This process should be representative of the whole population. Sampling is hence the procedure, process or technique of choosing a sub-group from a population to participate in the study (Ogula, 2005). A sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 1999). This study adopted the stratified sampling technique. In addition, the study used the following formula proposed by Using Yamane (1973) to determine the sample size;

Using Yamane (1973) formulae

$$n = N/ (1+N^*) (e)^2$$

Where

n = sample size

N = the population size

e = the acceptable sampling error (6%) at 94% confidence level

Thus;

$n = 1251/ (1+1251) (0.06)^2$

n = 278

Therefore the sample population size (n) will be 278 respondents

Table 3.1. Sample size

Population	Frequency	Percentage	Sample size
Government agencies	9	0.7	2
Local NGO's	20	1.6	5
Business Community	151	12.1	34
Community Members	1071	85.6	237
Total	**1251**	**100**	**278**

Source: Garissa County (2017)

3.5. Data collection instrument

The study utilized both primary and secondary data collection methods. The primary data was collected using questionnaires. Secondary data was derived from publications, journals, and records on stakeholders. Questionnaires were prepared for respondents to fill and availed data for the purpose of study as a qualitative approach to obtain data. All the data collected through the questionnaire was analyzed to identify any inconsistencies and institute the necessary corrective measures. Both open and closed ended questions were used in the design of questionnaire. Unstructured questions allowed greater depths of response and stimulated the respondent to think about their feelings and motives while considering the best assessment of the situation. Contingency questions were easier to analyze thus helped in arriving at proper presentation of data.

3.6. Pilot Study

Before the main research, the study instruments were pre-tested to enhance their validity and reliability. The pilot study was done in Fafi ward in Fafi constituency. A small

sample was chosen from the population. In this research, 27 (10% of the population) respondents was chosen to contribute and were not included in the sample chosen for the study. This aimed at enhancing the validity and reliability of the instruments where a necessary correction of the instrument was made before the actual research.

3.6.1 Validity

Validity is the quality attributed to proposition or measures to the degree to which they conform to established knowledge or truth. Content validity of the research instruments was established in order to make sure that they reflect the content of the concepts in question. First, the researcher went through the instruments and compared them with the set objectives and ensured that they contain all the information that answered the set questions and addressed the objectives. Second, experts (supervisor) were consulted to scrutinize the relevance of the questionnaire items against the set objectives of the study.

3.6.2 Reliability

Orodho (2005) states that reliability of a measurement concerns the degree to which a particular measuring procedure gives similar results over a number of repeated trials. To test the reliability of the instruments the study used a test-retest technique. Test-retest reliability is measured by administering a test twice at two different points in time. According to Orodho (2003) the number in the pre-test should be 10 percent of the entire sample. The study tested the internal consistency of the instruments by computing the reliability value to determine the reliability of the instrument. Results were compared and correlated with the initial test to give a measure of stability. Responses obtained during the piloting were used to calculate the reliability coefficient from a correlation matrix. A

reliability of at least 0.70 at a=0.05 significance level of confidence was acceptable (Gable and Wolf, 2003).

3.7. Data Collection Procedure

The procedure for data collection started when the researcher was given a letter of approval by the university to go to the field. Using the letter of approval, a permit to conduct the study was acquired. Afterwards, the County Commissioner was informed of the study and hence all the relevant stakeholders were informed as well. Data collection took two weeks, and then the data was analyzed, conclusion and recommendations made.

3.8. Data Analysis and Presentation

The study generated both qualitative and quantitative data. Descriptive statistics data analysis method was applied to analyze both quantitative and qualitative data. Information obtained from the questionnaires was processed through editing and coding and then entered into a computer for analysis using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) version 20. The software offers extensive data handling capabilities and numerous statistical analysis procedures that analysis small to very large data statistics (Bell, 2007). Descriptive statistics helped to compute measures of central tendencies and measures of variability (Bell, 2007). Descriptive analyses are important since they provide the foundation upon which correlational and experimental studies emerge; they also provide clues regarding the issues that should be focused on leading to further studies (Mugenda & Mugenda, 2009).

The study also employed a multivariate regression model to study the influence of lack of funds, poor governance, organization culture, and community participation on stakeholder's involvement in community projects. The regression method was useful for

its ability to test the nature of influence of independent variables on a dependent variable. Regression was able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. The regression model was as follows:

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

Where: Y = stakeholder's involvement in community projects; β_0 = Constant Term; β_1, β_2, and β_3 = Beta coefficients; X_1= lack of funds; X_2= poor governance; X_3= organization culture; X_4 = community participation and ε = Error term

The analyzed findings were presented inform of frequency tables, pie charts and bar charts since they are user friendly and gives a graphical representation of the different responses given by the respondents.

3.9. Ethical Issues

To guarantee that the study meets ethical standards, the researcher obtained informed consent from participants and ensured that all participated voluntarily. The participants were allowed to pull out of the study at any time without prior notice to the researcher. The respondents were not required to indicate their names on the questionnaire to ensure confidentiality.

3.10. Operational Definition of Variables

Table 3.2. Operational Definition of Variables

Objectives	Variables	Indicators	Measurement scale	Method of Analysis	Tool of Analysis	Respondent
Investigate the factors affecting stakeholder's involvement CDF projects in Ijara Constituency, Garissa County, Kenya	**Dependent** **Stakeholder's involvement in community projects**	-Project completion -Improved projects -Decision making	Nominal Ordinal	Descriptive statistics	SPSS	Stakeholders
To establish the influence of lack of funds on stakeholders involvement in CDF projects.	**Independent** Lack of funds	- The amount of resources available for participation Availability of donors	Nominal Ordinal	Descriptive statistics	SPSS	Stakeholders
To determine the extent of influence of poor governance on stakeholders involvement in CDF projects.	**Independent** Poor governance	Accountability Transparency corruption	Nominal Ordinal	Descriptive statistics	SPSS	Stakeholders

To assess the influence of organizational culture on stakeholders involvement in CDF projects.	**Independent** Organization culture	Norms Traditions Beliefs Sub-cultures	Nominal Ordinal	Descriptive statistics	SPSS	Stakeholders
To establish the influence of community participation on stakeholders involvement in CDF projects	**Independent** Community participation	- Number of members participating in project implementation Level of participation in the project evaluation	Nominal Ordinal	Descriptive statistics	SPSS	Stakeholders

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis and discussions. The study sought to investigate the factors influencing stakeholder's involvement in CDF projects: a case of Ijara Constituency in Garissa County, Kenya. Primary data was collected through administration of questionnaires to the targeted respondents. The chapter introduces with analysis of residents' personal information, and then looks into the analysis of themes: lack of funds, poor governance, organization culture, and community participation. Findings from open-ended questions were presented in prose.

4.2. Questionnaire Return Rate

A total of two hundred and seventy eight (278) questionnaires had been distributed to the respondents, out of which 250 were completed and returned. This gave a response rate of 89.9%. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent. Thus, a response rate of 89.9% was fit and reliable for the study as shown in Table 4.3.

Table 4.3. Questionnaire Return Rate

	Frequency	**Percent (%)**
Responded	250	89.9
Non-respondents	28	10.1
Total	**278**	**100**

4.3. General information

As part of the general information, the research requested the respondents to indicate the general information concerning the organization. This was important since it forms foundation under which the study would fairly adopt in coming up with conclusions.

4.3.1. Distribution of Respondents by Gender

The respondents were requested to indicate their gender. Accordingly, the findings are as presented in the Table 4.4.

Table 4.4. Distribution of Respondents by Gender

	Frequency	**Percentage (%)**
Male	157	62.8
Female	93	37.2
Total	**250**	**100**

From the findings, majority (157) of the respondents was males and 93 of the respondents were female. This implies that there was gender disparity with regard to female respondents. This further depicts that there is less involvement of the female gender in the management of the CDF projects in Garissa County.

4.3.2. Distribution of Respondents by Age

The study sought to establish the age of the respondents and the findings are as shown in Table 4.5

Table 4.5: Distribution of Respondents by Age

Age Bracket	Frequency	Percentage (%)
20-30 years	32	12.8
31-40 years	73	29.2
41-50 years	95	38
51-60 years	27	10.8
61 years and above	23	9.2
Total	**250**	100

According to the findings, 95 of the respondents were aged between 41-50 years, 73 were 31-40 years, 32 were 20-30 years, 27 were 51-60 years, and 23 respondents were 61 years and above. This depicts that most of the respondents were aged enough and thus could offer high quality information in relation to CDF projects since they had been involved for some time.

4.3.3. Distribution of participants by Level of Education

The respondents were requested to indicate their level of education. The findings on analysis of respondents level of education has been presented on Table 4.6

Table 4.6: Distribution of participants by Level of Education

Level of Education	Frequency	Percentage (%)
Certificate	56	22.4
Diploma	62	24.8
Degree	87	34.8
Post Graduate	45	18
Total	**250**	100

From the findings, majority (87) of the respondents had degree level of education, 62 had diploma, 56 had certificate while 45 were postgraduate. This implies that respondents had

adequate education with regard to involvement of stakeholders in CDF projects hence higher chances of getting reliable data.

4.3.5 Duration of working in Community Development Projects

The study also sought to establish how long respondents have worked in community development projects. The findings are as shown in Table 4.7.

Table 4.7. Duration of working in project work

Duration	Frequency	Percentage
Less than a year	15	6
between 1-2 years	72	28.8
between 2-3 years	110	44
Between 3-4 year	43	17.2
over 4 years	10	4
Total	**250**	**100**

Based on the findings, 110 of the respondents had worked in project work for 2-3 years, 72 of the respondents had worked for in project work for 1-2 years, 43 of the respondents had worked in project work for 3-4 years, 15 had worked for less than an year, while 10 of the respondents had worked in project work for over years. This illustrates that the most of the respondents had worked in the community project for duration of between 2-3 years which had made them gain experience with the inception of the CDF projects and the county governments.

4.4. Lack of Funds

Funds are important in any project and lack of it will derail the operations of the projects specifically the involvement of stakeholders who are the decision makers. This section presents findings on how lack of funds influence stakeholder participation in CDF projects. The findings are as shown in the subsequent headings.

4.4.1. Effect of Lack of Funds on Stakeholder Involvement

The respondents were requested to indicate how the lack of funds has affected stakeholder involvement in community development projects. The respondents stated that lack of funds is often the most critical challenge that a successful stakeholder faces. Without very diligent cash flow management raising of more funds the performance of a stakeholder is affected greatly. Lack of reliable and stable sources of funds negatively affects smooth operations of various stakeholders in community projects whether private or public and this greatly affects sustainable development in particular areas. Most of the community-based programs heavily rely on stakeholder involvement as the only source of expertise and if they are absent due to lack of funds the projects will eventually collapse.

4.4.2. Extent of Effect of Lack of Funds

The respondents were requested to indicate the extent to which lack of funding influence performance of stakeholders in CDF projects in Ijara Constituency in Garissa County. The findings are as shown in table 4.8 below

Table 4.8. Extent of Effect of Lack of Funds

Extent	Frequency	Percent
Very great	79	31.6
Great	123	49.2
Low	31	12.4
Very low	13	5.2
No extent	4	1.6
Total	**250**	**100**

The findings in Table 4.8 indicate that (most) 123 of the respondents indicated that to a great extent that lack of funding influence performance of stakeholders in CDF projects , 79 indicated very great extent, 31 indicated low extent, 13 indicated very low extent and while only 4 indicated no extent. This implies that most of the respondents indicated that lack of funding influence performance of stakeholders in CDF projects. This also indicated that funds are the major drive towards stakeholder involvement and without them their operations will be hindered.

4.4.3. Extent of Agreement with Statement on Lack of Funding

The respondents were requested to indicate the extent to which they agree with statements on lack of funding and performance of stakeholders in CDF projects in Ijara Constituency in Garissa County. The findings are as shown in the table 4.9 below:

Table 4.9. Extent of Agreement with Statement on Lack of Funding

	Extent of Agreement					Total			
Statements	**1**	**2**	**3**	**4**	**5**	**%**	**N**	**Mean**	**Std.Dev**
Lack of reliable and stable sources of funds negatively affects smooth operations of the stakeholders in development projects	10 25	7.6 19	12.4 31	50.8 127	19.2 48	100	250	3.69	0.52
Funding large budget demands significant fundraising efforts on the part of most programs, and many stakeholders have problems with fund raising for their own funds	3.2 8	6.8 17	35.6 89	47.6 119	6.8 17	100	250	3.72	0.54
Without very diligent cash flow management, raising of more funds for the operations of stakeholders is affected greatly which trickles down to the running of the projects	4.4 11	11.6 29	26 65	39.6 99	18.4 46	100	250	3.66	0.51
Most of the community based projects heavily relies on donor funding as the only source of funds and this leads to a sudden withdrawal of stakeholders when the donor support is withdrawn	5.2 13	10 25	28.4 71	47.6 119	8.8 22	100	250	3.62	0.50
Major sources of funding of community projects in marginalized areas include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations which may not be enough for involvement of many stakeholders	3.6 9	7.6 19	31.6 79	52.8 132	4.4 11	100	250	3.53	0.52

Key: N=Number of respondents, 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=strongly agree

From the findings the respondents indicated to a great extent that funding large budget demands significant fundraising efforts on the part of most programs, and many stakeholders have problems with fund raising for their own funds (mean=3.72), followed by lack of reliable and stable sources of funds negatively affects smooth operations of the stakeholders in development projects (mean=3.69), without very diligent cash flow management, raising of more funds for the operations of stakeholders is affected greatly which trickles down to the running of the projects (mean=3.66), most of the community based projects heavily relies on donor funding as the only source of funds and this leads to a sudden withdrawal of stakeholders when the donor support is withdrawn (mean=3.62) and that major sources of funding of community projects in marginalized areas include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations which may not be enough for involvement of many stakeholders. This depicts to a great extent that funding large budget demands significant fundraising efforts on the part of most programs, and many stakeholders have problems with fund raising for their own funds.

4.5. Poor Governance

Poor governance in project management may influence have various stakeholders are involved in the affairs of a project. This section presents findings on how poor governance as a factor influence stakeholder involvement. The findings are as shown in the subsequent headings:

4.5.1. Various Stakeholders Involved in Decision Making

The respondents were asked to indicate whether the various stakeholders are involved in decision making in CDF projects in Ijara Constituency in Garissa County. The findings are as tabulated.

Table 4.10. Various Stakeholders Involved in Decision Making

	Frequency	Percent
Yes	196	78.4
No	54	21.6
Total	**250**	**100**

From the findings, 195 of the respondents agreed that the various stakeholders are involved in decision making in CDF projects in Ijara Constituency in Garissa County while 54 of them were of the contrary opinion. This implies that the various stakeholders are involved in decision making in CDF projects in Ijara Constituency in Garissa County.

4.5.2. Operations of the Ijara Constituency CDF projects

The respondents were requested to indicate whether Ijara Constituency CDF projects are run by people from other areas. The findings are shown in table 4.11 belo

Table 4.11. Operations of the Ijara Constituency CDF projects

	Frequency	**Percent**
Strongly agree	6	2.4
Agree	9	3.6
undecided	22	8.8
Disagree	151	60.4
Strongly disagree	62	24.8
Total	**250**	**100**

The findings in Table 4.11 indicate that (most) 151 of the respondents indicated that they disagreed that Ijara Constituency CDF projects are run by people from other areas, 62 indicated they strongly disagree, 22 indicated they were undecided, 9 indicated they agree and while only 6 indicated they strongly agree. This implies that most of the respondents disagreed that Ijara Constituency CDF projects are run by people from other areas. This also indicated that the projects were run by the local residents in Ijara constituency in Garissa County.

4.5.3. Extent of Agreement with Statements on Poor Governance

The respondents were requested to indicate the extent of agreement with statements on poor governance and performance of stakeholders in CDF projects in Ijara Constituency. The findings are as shown in table 4.12 below

Table 4.12. Extent of Agreement with Statements on Poor Governance

	Extent of Agreement					Total			
Statements	**1**	**2**	**3**	**4**	**5**	**%**	**N**	**Mean**	**Std.Dev**
Good governance transits to high chances of project success and bad governance transits to high chances of project failing	4.4 11	3.6 9	38.8 97	40.8 102	12.4 31	100	250	3.69	0.19
Accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively	2 5	8.4 21	34.8 87	44.8 112	10 25	100	250	3.88	0.12
Lack of management skills is a problem that is very difficult to deal with among various stakeholders as the size of the senior management team is necessarily limited	4.4 11	6 15	35.2 88	38.8 97	15.6 39	100	250	3.70	0.21

Key: N=Number of respondents, 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=strongly agree

From the findings the respondents agreed that accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively (mean=3.88), followed by lack of management skills is a problem that is very difficult to deal with among various stakeholders as the size of the senior management team is necessarily limited (mean=3.70), and that good governance transits to high chances of project success and bad governance transits to high chances of project failing (mean=3.69). This shows that accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively.

4.6. Organization Culture

Organization culture determines how the organization carries out its operation in relation to others. This section presents findings on organization as discussed in the subsequent headings.

4.6.1. Influence of Organization Culture on Stakeholder Involvement

The respondents were requested to state whether organization culture influence stakeholder involvement in CDF. The findings are summarized in the Table 4.13.

Table 4.13. Influence of Organization Culture on Stakeholder Involvement

	Frequency	**percentage**
Yes	189	75.6
No	61	24.4
Total	**250**	**100**

As illustrated in Table 4.13, 189 of the respondents agreed that organization culture influence stakeholder involvement in CDF while 61 of them were of contrary opinion. This depicts that organization culture influence stakeholder involvement in CDF.

4.6.2. Extent of Effect of Organization Culture

The respondents were requested to indicate the extent to which organization culture influences stakeholder involvement in CDF Projects. The findings are as shown in table 4.14 below

Table 4.14. Extent of Effect of Organization Culture

	Frequency	**Percent**
Very great	51	20.4
Great	141	56.4
Low	32	12.8
Very low	18	7.2
No extent	8	3.2
Total	**250**	**100**

The findings in Table 4.14 indicate that (majority) 141 of the respondents indicated that to a great extent that organization culture influences stakeholder involvement in CDF Projects, 51 indicated very great extent, 32 indicated low extent, 18 indicated very low extent and while only 8 indicated no extent. This implies that most of the respondents indicated that organization culture influences stakeholder involvement in CDF Projects.

4.6.3. Extent of Agreement with Statements on Organization Culture

The respondents were requested to indicate the extent of agreement with statements on organization culture and performance of stakeholders in CDF projects in Ijara Constituency. The findings are as shown in table 4.15 below

Table 4.15. Extent of Agreement with Statements on Organization Culture

	Extent of Agreement					Total			
Statements	**1**	**2**	**3**	**4**	**5**	**%**	**N**	**Mean**	**Std.Dev**
The effects of organizational culture vary depending on whether the stakeholders have a strong culture or a weak culture	6.8 17	3.6 9	37.2 93	44.8 112	7.6 19	100	250	3.69	0.52
Most stakeholders tries to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees	4.8 12	8.8 22	26.8 67	54 135	5.6 14	100	250	3.72	0.54
Focusing on building and sustaining organizational culture shows stakeholders that they are considered an important part of the project implementation	4.4 11	11.6 29	28.4 71	39.6 99	16 40	100	250	3.66	0.51
The concept of organizational culture is a crucial variable, which, if gotten right, can contribute to improved stakeholders performance	2.8 7	4.4 11	17.2 43	55.6 139	20 50	100	250	3.62	0.50
Cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations among various stakeholders	8.4 21	4.4 11	29.2 73	43.6 109	14.4 36	100	250	3.53	0.52

Key: N=Number of respondents, 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=strongly agree

From the findings the respondents agreed that the effects of organizational culture vary depending on whether the stakeholders have a strong culture or a weak culture (mean=3.78), followed by the concept of organizational culture is a crucial variable, which, if gotten right, can contribute to improved stakeholders performance (mean=3.75), focusing on building and sustaining organizational culture shows stakeholders that they are considered an important part of the project implementation (mean=3.61), most stakeholders tries to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees (mean=3.60) and that cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations among various stakeholders. This depicts that the effects of organizational culture vary depending on whether the stakeholders have a strong culture or a weak culture.

4.7. Community Participation

Community participation is essential in the success of any project carried in a particular area in any county. Stakeholders are dependent on this participation for the success of the projects. The findings are as shown in the subsequent headings.

4.7.1. Community Participation Influence on Stakeholder Involvement

The respondents were requested to state whether community participation influence stakeholder involvement in CDF projects. The findings are summarized in the Table 4.16.

Table 4.16. Community Participation Influence on Stakeholder Involvement

	Frequency	**percentage**
Yes	201	804
No	49	19.6
Total	**250**	**100**

As illustrated in Table 4.16, 201 of the respondents agreed that community participation influence stakeholder involvement in CDF projects while 49 of them were of contrary opinion. This depicts that community participation influence stakeholder involvement in CDF projects.

4.7.2. Extent of Effect of Community Participation

The respondents were requested to indicate the extent to which community participation influence stakeholder involvement in CDF projects. The findings are as shown in table 4.17 below

Table 4.17. Extent of Effect of Community Participation

	Frequency	**Percent**
Very great	56	22.4
Great	180	72
Low	10	4
Very low	3	1.2
No extent	1	0.4
Total	**250**	**100**

The findings in Table 4.17 indicate that (majority) 180 of the respondents indicated that to a great extent that community participation influence stakeholder involvement in CDF projects, 56 indicated very great extent, 10 indicated low extent, 3 indicated very low extent and while only 1 indicated no extent. This implies that to a great extent the respondents indicated that community participation influence stakeholder involvement in CDF projects.

4.7.3. Extent of Agreement with Statements on Community Participation

The respondents were requested to indicate the extent of agreement with statements on community participation and performance of stakeholders in CDF projects in Ijara Constituency. The findings are as shown in table 4.18 below

Table 4.18. Extent of Agreement with Statements on Community Participation

	Extent of Agreement					Total			
Statements	**1**	**2**	**3**	**4**	**5**	**%**	**N**	**Mean**	**Std.Dev**
Lack of community participation influences the performance rate of various stakeholders in many geographical areas	4.8 12	2.8 7	38.4 96	41.2 103	12.8 32	100	250	3.56	0.12
For any project to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly	7.6 19	12.4 31	18.8 47	34.4 86	26.8 67	100	250	3.76	0.21
Through stakeholder participation, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities	2.4 6	5.6 14	26 65	54 135	12 30	100	250	3.97	0.10
Community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions	1.2 3	3.6 9	14 35	58.8 147	22.4 56	100	250	4.11	0.47
Community participation provides a sense of stakeholder participation in the program's direction and success be enough for involvement of many stakeholders	4.4 11	10.4 26	23.2 58	38 95	24 60	100	250	3.67	0.32

Key: N=Number of respondents, 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=strongly agree

From the findings the respondents agreed that community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions (mean=4.11), followed by through stakeholder participation, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities (mean=3.97), for any project to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly (mean=3.76), Community participation provides a sense of stakeholder participation in the program's direction and success (mean=3.67), and lack of community participation influences the performance rate of various stakeholders in many geographical areas (mean=3.56). This depicts that community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions.

4.8. Inferential Statistics

The researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on factors influencing stakeholder's involvement in CDF projects. The researcher applied the statistical package for social sciences (SPSS V 24.0) to code, enter and compute the measurements of the multiple regressions for the study. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (stakeholder involvement) that is explained by all the

four independent variables (lack of funds, poor governance, organization culture, and community participation**)**

4.8.1. Model Summary

Table 4.19. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.797	0.635	0.592	0.043

The four independent variables that were studied, explain only 63.5% of factors influencing stakeholder's involvement in CDF projects as represented by the R^2. This therefore means that other factors not studied in this research contribute 36.5% of the factors influencing stakeholder's involvement in CDF projects. Therefore, further research should be conducted to investigate the influence (36.5%) of various factors on stakeholder's involvement in CDF projects.

4.8.2. ANOVA Results

Table 4.20. ANOVA of the Regression

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	5.068	4	1.267	9.475	.0031
	Residual	572.442	246	2.327		
	Total	**577.51**	**250**			

The significance value is 0.031which is less than 0.05 thus the model is statistically significance in predicting how the factors (lack of funds, poor governance, organization culture, and community participation) influence stakeholder's involvement in CDF projects. The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 9.475), this shows that the overall model was significant.

4.8.3.Coefficient of Determination

Table 4.21 .Coefficient of Determination

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.132	0.2134		4.232	0.000
	Lack of funds	0.557	0.1123	0.1122	6.587	.000
	Poor governance	0.532	0.3320	0.1525	4.318	.000
	Organization culture	0.512	0.2209	0.1378	5.426	.000
	Community participation	0.498	0.2187	0.1145	5.246	.000

Multiple regression analysis was conducted as to determine stakeholder involvement and the four variables. As per the SPSS generated table below, regression equation

(**Y =** $\beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta5X5+\varepsilon$) becomes:

($Y= 1.132+ 0.557X_1+ 0.532X_2+ 0.512X_3+ 0.498X_4+ \varepsilon$)

According to the regression equation established, taking all factors into account (lack of funds, poor governance, organization culture, and community participation) constant at zero, stakeholder involvement in CDF projects will be 1.132. The data findings analyzed

also showed that taking all other independent variables at zero, a unit increase in lack of funds will lead to a 0.557 increase in stakeholder involvement; a unit increase in poor governance will lead to 0.532 increase in stakeholder involvement, a unit increase in organization culture will lead to a 0.512 increase in stakeholder involvement, a unit increase in grant budget approvals will lead to a 0.339 increase Project Implementation, while a unit increase in community participation will lead to a 0.498 increase stakeholder involvement. This infers that lack of funds contributes the most to the stakeholder participation followed by poor governance. At 5% level of significance and 95% level of confidence, lack of funds, poor governance, organization culture, and community participation were all significant on stakeholder's involvement in CDF projects.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1.Introduction

This chapter presents summary of findings, discussions, conclusions and recommendations on the factors influencing stakeholder's involvement in CDF projects: a case of Ijara Constituency in Garissa County, Kenya.

5.2.Summary of the findings

This section presents the summary of the findings and they are discussed in subsequent headings:

5.2.1. Lack of Funds on Stakeholder Involvement

The study found that lack of funds is often the most critical challenge that a successful stakeholder faces. Without very diligent cash flow management raising of more funds the performance of a stakeholder is affected greatly. The study found that (most) 123 of the respondents indicated that to a great extent that lack of funding influence performance of stakeholders in CDF projects , 79 indicated very great extent, 31 indicated low extent, 13 indicated very low extent and while only 4 indicated no extent. Lack of reliable and stable sources of funds negatively affects smooth operations of various stakeholders in community projects whether private or public and this greatly affects sustainable development in particular areas. Most of the community-based programs heavily rely on stakeholder involvement as the only source of expertise and if they are absent due to lack

of funds the projects will eventually collapse. The study further established that most of the respondents indicated that lack of funding influence performance of stakeholders in CDF projects. The funds are the major drive towards stakeholder involvement and without them their operations will be hindered. Further the study established that to a great extent that funding large budget demands significant fundraising efforts on the part of most programs, and many stakeholders have problems with fund raising for their own.

5.2.2. Poor Governance on Stakeholder Involvement

The study found that the various stakeholders are involved in decision making in CDF projects in Ijara Constituency in Garissa County. In addition the study established that the respondents disagreed that Ijara Constituency CDF projects are run by people from other areas. Also the study found that accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively. From the findings the respondents agreed that accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively (mean=3.88), followed by lack of management skills is a problem that is very difficult to deal with among various stakeholders as the size of the senior management team is necessarily limited (mean=3.70), and that good governance transits to high chances of project success and bad governance transits to high chances of project failing (mean=3.69).

5.2.3. Organization Culture on Stakeholder Involvement

The study found that organization culture influence stakeholder involvement in CDF. Further the study established that most of the respondents indicated that organization

culture influences stakeholder involvement in CDF Projects. The study further established that effects of organizational culture vary depending on whether the stakeholders have a strong culture or a weak culture. From the findings the respondents agreed that the effects of organizational culture vary depending on whether the stakeholders have a strong culture or a weak culture (mean=3.78), followed by the concept of organizational culture is a crucial variable, which, if gotten right, can contribute to improved stakeholders performance (mean=3.75), focusing on building and sustaining organizational culture shows stakeholders that they are considered an important part of the project implementation (mean=3.61), most stakeholders tries to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees (mean=3.60) and that cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations among various stakeholders.

5.2.4. Community Participation on Stakeholder Involvement

The study established that community participation influence stakeholder involvement in CDF projects. In addition the study found that (majority) 180 of the respondents indicated that to a great extent that community participation influence stakeholder involvement in CDF projects, 56 indicated very great extent, 10 indicated low extent, 3 indicated very low extent and while only 1 indicated no extent. This implies that to a great extent the respondents indicated that community participation influence stakeholder involvement in CDF projects. The study further established that community participation should not be

restricted only to implementation of the decisions made but also in the making of the decisions.

5.3. Discussion of Findings

This section presents the discussion of the findings and they are discussed in subsequent headings:

5.3.1. Lack of Funds on Stakeholder Involvement

The study found that lack of funds is often the most critical challenge that a successful stakeholder faces. Without very diligent cash flow management raising of more funds the performance of a stakeholder is affected greatly. Lack of reliable and stable sources of funds negatively affects smooth operations of various stakeholders in community projects whether private or public and this greatly affects sustainable development in particular areas. Most of the community-based programs heavily rely on stakeholder involvement as the only source of expertise and if they are absent due to lack of funds the projects will eventually collapse. This agrees with a study by Kent (2004) who stated that even though at times stakeholders are meant to be independent some of them depend heavily on government for their funding. The study further established that most of the respondents indicated that lack of funding influence performance of stakeholders in CDF projects. The funds are the major drive towards stakeholder involvement and without them their operations will be hindered. Further the study established that to a great extent that funding large budget demands significant fundraising efforts on the part of most programs, and many stakeholders have problems with fund raising for their own. This agrees with a study by Copper, (2007) who stated that without very diligent cash flow

management raising of more funds the performance of a stakeholder is affected greatly this trickles down to the running of the projects. CDF projects may have annual budgets in the hundreds of millions or billions of dollars. Funding such large budget demands full involvement of stakeholders.

5.3.2. Poor Governance on Stakeholder Involvement

The study found that the various stakeholders are involved in decision making in CDF projects in Ijara Constituency in Garissa County. In addition the study established that the respondents disagreed that Ijara Constituency CDF projects are run by people from other areas. Also the study found that accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively. This agrees with a study by Bunnet, (2009) who stated that accountability is the responsibility for the use of resources, decision and or the results of the discharge of authority and official duties, including delegated to a subordinate unit or individual. In regards to projects that are managed by various stakeholders, the role of the stakeholders is to provide evidence to project sponsors that a project is effective and in conformity with planned results, legal and fiscal requirements. In organizations that promote learning, accountability may also be measured by the extent to which managers use monitoring and evaluation tools and findings.

5.3.3. Organization Culture on Stakeholder Involvement

The study found that organization culture influence stakeholder involvement in CDF. Further the study established that most of the respondents indicated that organization culture influences stakeholder involvement in CDF Projects. The study further

established that effects of organizational culture vary depending on whether the stakeholders have a strong culture or a weak culture. This agrees with a study by Alpha (2005) who stated that the manifestation and effects of organizational culture on stakeholder's involvement are many and varied. Obviously the effects of organizational culture on stakeholder's involvement vary depending on whether the organization involved in the CDF project has a strong culture or a weak culture, but there are some generalities that apply. Many stakeholders are spending more and more time at work. Depending on the job or company, many stakeholders would put in 50, 60, or even more hours a week. The old axiom goes that a happy stakeholder is a productive worker, and this is one of the effects of organizational culture which also affect stakeholder involvement in CDF projects.

5.3.4. Community Participation on Stakeholder Involvement

The study established that community participation influence stakeholder involvement in CDF projects. In addition the study found that to a great extent the respondents indicated that community participation influence stakeholder involvement in CDF projects. The study further established that community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions. This agrees with a study by Davies (2007) who stated that through stakeholder involvement, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities. These skills are often concentrated around building political power through the formation of large social groups working for a common agenda. Community developers must

understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions. Community development empowers members of the community to support development of community based programs e.g. hospitals and youth group projects in doing so the chances of a project to fail are minimal.

5.4.Conclusions of the Study

This section presents the conclusions of the study and they are discussed in subsequent headings:

5.4.1. Lack of Funds on Stakeholder Involvement

The study concluded that lack of funds is often the most critical challenge that a successful stakeholder faces. Without very diligent cash flow management raising of more funds the performance of a stakeholder is affected greatly. The study concluded that most of the respondents indicated that lack of funding influence performance of stakeholders in CDF projects. The funds are the major drive towards stakeholder involvement and without them their operations will be hindered.

5.2.2. Poor Governance on Stakeholder Involvement

The study concluded that the various stakeholders are involved in decision making in CDF projects in Ijara Constituency in Garissa County. In addition the study concluded that the respondents disagreed that Ijara Constituency CDF projects are run by people from other areas.

5.2.3. Organization Culture on Stakeholder Involvement

The study concluded that organization culture influence stakeholder involvement in CDF. Further the study concluded that most of the respondents indicated that organization culture influences stakeholder involvement in CDF Projects. In addition the study concluded that the effects of organizational culture vary depending on whether the stakeholders have a strong culture or a weak culture.

5.2.4. Community Participation on Stakeholder Involvement

The study concluded that community participation influence stakeholder involvement in CDF projects. The study further concluded that community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions

5.5.Recommendations of the Study

Based on the findings of the study, the following are the recommendations for the study:

1. Community should be involved in planning and evaluation of any development of locality project and also in CDF committee election process. The community should also be invited to give opinions concerning the running of the programme and in the development of tools. The community should be sensitized on project involvement in the locality.
2. All stakeholders to be involved in identifying development projects that ought to be funded using the CDF kitty at the constituency level. More so there is need to involve

key stakeholders throughout the life cycle of the project who would give more option and proper assessment as the project progresses to completion.

3. To ensure that the CDF construction projects at constituency levels are completed within the recommended timeframe, CDF Committees should eliminate any vested political interests in CDF projects which may interfere with the smooth operation and governance of the project.
4. Project stakeholders should be trained on project management skills and financial accounting and auditing to boost their technical competence. Such training should be done more often so as to cope with the ever-changing project environment and changing challenges.

5.6. Suggestions for further study

Given the findings and conclusions drawn from the undertaken research project, it is apparent that there is a changing landscape as far as stakeholder involvement in CDF projects is concerned. What was considered critical in earlier years before the CDF may not necessarily be the same today and in future. Thus taking the limitations of the study, the researcher suggests that a further research on the factors influencing stakeholder's participation in the CDF projects should be conducted in other counties for comparison purposes.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

UNIVERSITY OF NAIROBI
OPEN DISTANCE AND e- LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

Your Ref:
Our Ref:
Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

29th May, 2017

REF: UON/ODeL/NLC/26/126

RE: MOHAMUD IDRIS MOHAMED - REG NO.L50/79826/2016

The above named is a student at the University of Nairobi Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled **"Factors Influencing Stakeholders Involvement in CDF Projects: A Case of Ijara Constituency in Garissa County, Kenya."**

Any assistance given to him will be appreciated.

UNIVERSITY OF NAIROBI O.E.D.L.
P.O. Box 30197
29 MAY 2017
NAIROBI
NAIROBI EXTRA MURAL CENTRE

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

APPENDIX II: QUESTIONNAIRE

This questionnaire aims at collecting information and data for academic use by the researcher. Your kind participation will go a long way in providing useful information required to complete this research. The information provided will be treated in confidence. You need not indicate your name. Please answer the questions precisely and objectively; the information will be treated confidentially. I understand that by completing and returning this questionnaire, I consent for the data I have provided to be included in the study.

SECTION A: GENERAL INFORMATION

1. Please indicate your gender

   Male [ ]

   Female [ ]

2. Please indicate your age from the categories below

   20-30 years [ ]

   31-40 years [ ]

   41-50 years [ ]

   51-60 years [ ]

   Above 61 years [ ]

3. Kindly indicate your highest academic qualification.

   Certificate [ ]

   Diploma [ ]

   Degree [ ]

   Postgraduate [ ]

Others (Specify)……

4. How long have you engaged in community development projects?

Less than 1 year	[ ]
1 year to 2 years	[ ]
2 years to 3 years	[ ]
3 years 4 years	[ ]
Over 4 years	[ ]

SECTION B: LACK OF FUNDS

5. Describe how the lack of funds has affected stakeholder involvement in community development projects?

……

……

……

……

6. What extent does lack of funding influence performance of stakeholders in CDF projects in Ijara Constituency in Garissa County?

Very Great [ ] Great [ ] Low [ ] Very Low [ ] No Extent [ ]

7. Please indicate the extent to which you agree with the following statements on lack of funding and performance of stakeholders in CDF projects in Ijara Constituency in Garissa County

Statements	1	2	3	4	5
Lack of reliable and stable sources of funds negatively affects smooth operations of the stakeholders in development projects					
Funding large budget demands significant fundraising efforts on the part of most programs, and many stakeholders have problems with fund raising for their own funds					
Without very diligent cash flow management, raising of more funds for the operations of stakeholders is affected greatly which trickles down to the running of the projects					
Most of the community based projects heavily relies on donor funding as the only source of funds and this leads to a sudden withdrawal of stakeholders when the donor support is withdrawn					
Major sources of funding of community projects in marginalized areas include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations which may not be enough for involvement of many stakeholders					

SECTION C: POOR GOVERNANCE

8. Are the various stakeholders involved in decision making in CDF projects in Ijara Constituency in Garissa County?

Yes [ ] No [ ]

9. Ijara Constituency CDF projects are run by people from other areas

Strongly Agree { } Agree { } Undecided { } Disagree { } Strongly disagree { }

10. Please indicate the extent to which you agree with the following statements on poor governance and performance of stakeholders in CDF projects in Ijara Constituency

Statements	**1**	**2**	**3**	**4**	**5**
Good governance transits to high chances of project success and bad governance transits to high chances of project failing					
Accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively					
Lack of management skills is a problem that is very difficult to deal with among various stakeholders as the size of the senior management team is necessarily limited					

SECTION D: ORGANIZATION CULTURE

11. Does organization culture influence stakeholder involvement in CDF?

Yes [ ] No [ ]

12. If yes, to what extent does organization culture influences stakeholder involvement in CDF Projects?

Very Great [ ] Great [ ] Low [ ] Very Low [ ] No Extent [ ]

13. Please indicate the extent to which you agree with the following statements on organization culture and performance of stakeholders in CDF projects in Ijara Constituency

Statements	1	2	3	4	5
The effects of organizational culture vary depending on whether the stakeholders have a strong culture or a weak culture					
Most stakeholders tries to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees					
Focusing on building and sustaining organizational culture shows stakeholders that they are considered an important part of the project implementation					
The concept of organizational culture is a crucial variable, which, if gotten right, can contribute to improved stakeholders performance					
Cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations among various stakeholders					

SECTION E: COMMUNITY PARTICIPATION

14. Does community participation influence stakeholder involvement in CDF projects?

Yes [ ] No [ ]

15. To what extent does community participation influence stakeholder involvement in CDF projects?

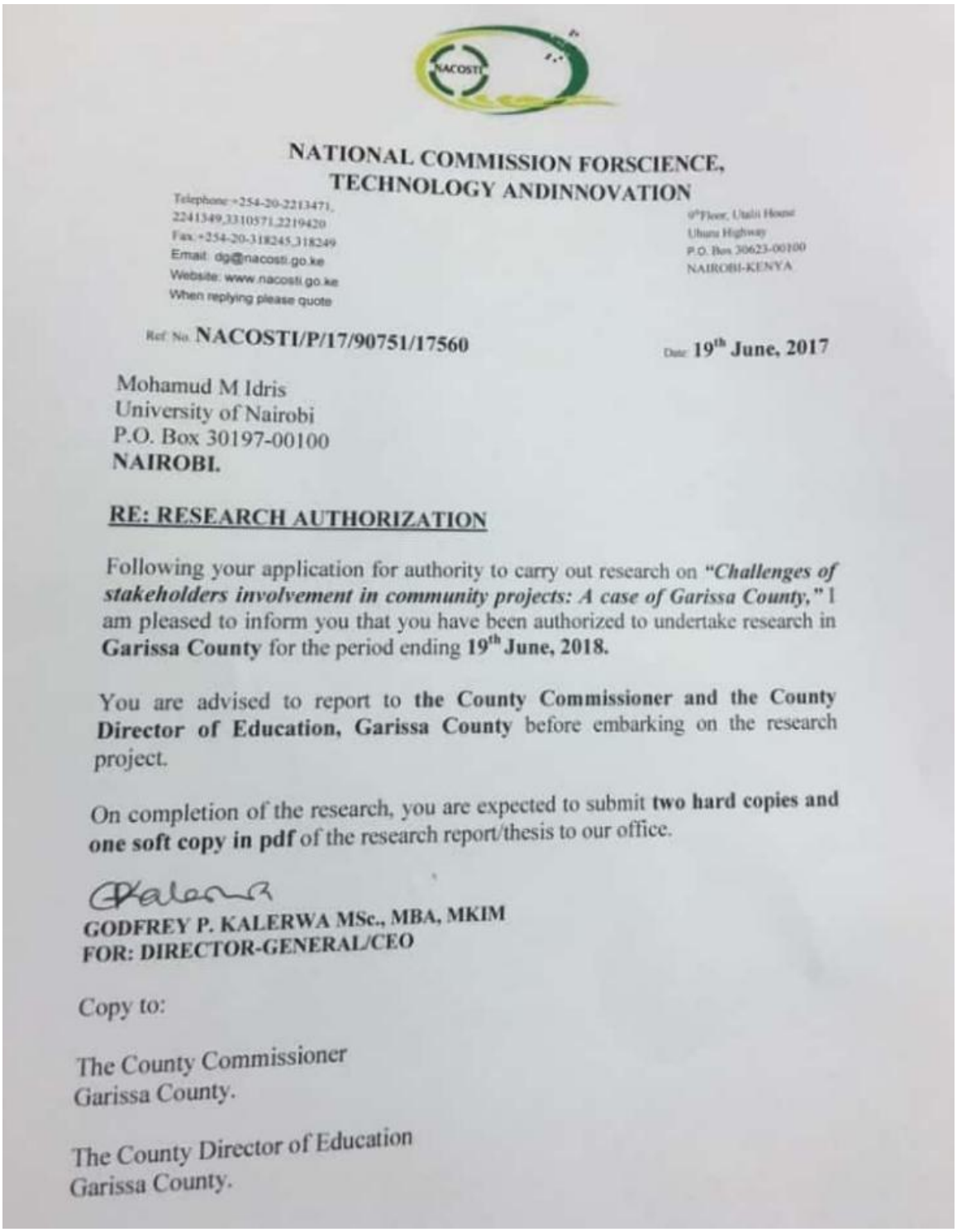
Very Great [ ] Great [ ] Low [ ] Very Low [ ] No Extent [ ]

16. Please indicate the extent to which you agree with the following statements on community participation and performance of stakeholders in CDF projects in Ijara Constituency

Statements	**1**	**2**	**3**	**4**	**5**
Lack of community participation influences the performance rate of various stakeholders in many geographical areas					
For any project to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly					
Through stakeholder participation, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities					
Community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions					
Community participation provides a sense of stakeholder participation in the program's direction and success					

THANK YOU FOR YOUR TIME

APPENDIX III: NACOSTI LETTER



NATIONAL COMMISSION FORSCIENCE,
TECHNOLOGY ANDINNOVATION

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/90751/17560**

Date: **19th June, 2017**

Mohamud M Idris
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Challenges of stakeholders involvement in community projects: A case of Garissa County,"*** I am pleased to inform you that you have been authorized to undertake research in **Garissa County** for the period ending **19th June, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Garissa County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Garissa County.

The County Director of Education
Garissa County.

APPENDIX IV: MINISTRY OF EDUCATION CLEARANCE

COUNTY GOVERNMENT OF GARISSA

MINISTRY OF EDUCATION, INFORMATION MANAGEMENT, PUBLIC SERVICE AND LABOUR RELATION

When replying please quote
Ref &date

P o Box 563
GARISSA

To Whom It May Concern

RE: RESEARCH AUTHORIZATION Mohamud Idris Mohamed

This is to authorize **Mohamud Idris Mohamed**, permit **NACOSTI/P/17/90751/17560** of the University of Nairobi, to carry out research on **''Factors Influencing Stakeholders Involvement in CDF Projects: A Case in Ijara Constituency in Garissa County''.**

Any assistance given to him will be highly appreciated.

For

COUNTY DIRECTOR EDUCATION

GARISSA COUNTY

APPENDIX V: GOVERNMENT RESEARCH AUTHORIZATION

THE PRESIDENCY

MINISTRY OF INTERIOR & CO-ORDINATION OF NATIONAL GOVERNMENT

Telegrams: "COUNTY" GARISSA.
Telephone: Garissa
ccgsacounty@gmail.com

OFFICE OF THE
COUNTY COMMISSIONER
P.O BOX 1-70100
GARISSA COUNTY

When replying please quote

REF.NO: CC/EDU/7/3/(80)

19th November, 2017

Mohamed M Idriss
University of Nairobi
P. O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Refer to your letter Ref. No. NACOSTI/P/17/90751/17560 dated 19th September, 2017 from National Commission for Science, Technology and Innovation on application for authority to carry out research on ***"Challenges of stakeholders involvement in community projects: A case of Garissa County"*** for the period ending 19th June, 2018.

I am pleased to inform you that you have been authorized to undertake your research in Garissa County.

Ruth N. Mbuli
For: County Commissioner
GARISSA COUNTY.