INFLUENCE OF STAKEHOLDERS' PARTICIPATION ON IMPLEMENTATION OF CONSTITUENCY DEVELOPMENT FUND PROJECTS: A CASE OF KIAMBU CONSTITUENCY, KIAMBU COUNTY, KENYA

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DECLARATION

This research project report is my own original work and has not been presented for a degree award in any other university.

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

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DEDICATION

This work is dedicated to my wife Ruth, my daughters Michelle, Faith and Juliet for their invaluable support, encouragement and desire to see me excel in my dreams.

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LIST OF ABBREVIATIONS AND ACRONYMS

BF	Bursary Fund
CDF	Constituencies development fund
CDFC	Constituency Development Fund Committee
CFC	Constituency Fund Committee
DAO	District Agricultural Officer
DDO	District Development Officer
DEO	District Education Officer
HIV/AIDs	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
KIPPRA	Kenya Institute of Public Policy Research and Analysis
LA	Local Authorities
LASDAP	Local Authorities Service Delivery Action Plan
LATF	Local Authorities Transfer Fund
NARC	National Rainbow Coalition
NGO	Non-Government Organization
PAYE	Pay As You Earn
PEF	Poverty Eradication Fund
PIP	Project Implementation Plan
PIR	Project implementation review
PMC's	Project Management Committees
SPSS	Statistical Package for Social Scientists
VAT	Value Added Tax

ABSTRACT

The research sought to investigate the influence of stakeholder participation on the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya made some key findings. The four key objectives guiding the study included the influence of stakeholder participation in project identification, planning, implementation and monitoring and evaluation on project implementation. The data was collected using quantitative questionnaires distributed to a total of 63 participants who were Kiambu Constituency representatives and analyses using SPSS. In relation to stakeholder participation in project identification that the community was involved in identifying the needy projects, identifying relevant project, MP and Leader guided in understanding priority projects, projects were extracted from constituency development plan, religious leaders and institutions were involved as well as government organization and civil society as agreed by 81%, 77.8%, 73%, 85.7%, 66.7% and 69.8% of the participants in that order. The study found that stakeholders were involved in project planning in terms of SWOT analyses, project needs assessment, baseline assessment, determining project input and output and sharing project objectives, goals and deliverables as agreed by 58.8%, 65%, 66.7%, 65.1% and 79.3% of the participants respectively. Stakeholders participated in project implementation in terms of generating project work plan, mobilization of project resource, Project budgeting, project procurement and supply chain management and formulation and execution of project plans as agreed by 68.2%, 57.1%, 69.8%, 68.2% and 69.8% of the participants in that order. Stakeholders were involved in project monitoring and control in terms of formulation and employment of project monitoring systems, monitoring of schedule adherence, formulation and execution of project evaluation plans, site visits and analysis and promoting collaboration and accountability as agreed by 69.8%, 80.8%, 61.9%, 79.3% and 62.1% of the participants respectively. There was statistically significant low relationship between Stakeholder involvement in project identification and delivery within budget and efficiently (0.182*), Stakeholder involvement in project planning and project implementation with project implementation within schedule (0.567**), within budget and efficiently (0.466**) and technical requirements (0.413).

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Poverty reduction and sustainable development are what most countries globally would desire as they implement development projects. Unfortunately, this desire is hardly realized because many projects are faced with numerous challenges (Androlly, 2009). Wood (2010), while focusing on implementation of projects in Southern Wales in England, reported in his study that projects whose aim was to improve the lives of the local people, became successful due to prudent management of the process through stakeholders' participation in all aspects of the project undertaking and effective control of the funds. Berlin (2011), a research consultant working with the World Food Programme (WFP), and targeting the poor populations in the rural communities of Russia, agrees with Wood by indicating that underdevelopment was a direct result of poor management of available resources and lack of people involved in their projects. Even with inadequate research to support these funding mechanisms, countries embracing Constituency Development Fund (CDF), have increased rapidly. Among the countries that have embraced CDF are Philippines, Papua New Guinea, India, Honduras, Pakistan, Jamaica, Solomon Islands, Nepal, Mongolia among many others. (NACCSC, 2008). Among Kenya's neighbours, South Sudan, Malawi and Tanzania have also embraced CDF (Tshangan, 2010).

Key stakeholder engagement in a study of environment conservation in Sri Lanka and India was found to be the key factor in determining project outcomes (Isham and Kahkonen, 2012). Ghana's Fadama group was not involved in the Korle Lagoon Ecological Restoration Project (KLERP) development. Therefore, as a response to alleged violation of their procedural right, they opposed the project (Armal et al, 2014). In Uganda, Mubatsi (2014), stated that in the Learning sector, efforts to involve local stakeholders have repeatedly comprised of irregular information collection gatherings held at schools or District headquarters. Even if commendable, such deeds are not enough. A plan is said to be successfully completed if it has achieved investors ' standards and aspirations. Even if it meets the time, budget and scope criteria, it will not be seen as good if the needs and desires of investors are not fulfilled (Cleland, 2017; Lynda and Derek, 2016). Participation of stakeholders is key to the success

of any project in any organization. There are many participants in a project and they vary in degree of influence.

In Kenya, the Constituency Development Act was established in 2003 with the main objective of reducing poverty at the grassroots level. The Government was to dedicate 2.5% of its revenue towards poverty reduction at the grassroots. It targeted Constituency level development projects especially those aimed at reducing poverty. CDF projects have become popular in the last few years because it has reduced government bureaucracy, weakened inadequacies and incompetence that are always associated with the Central government and most importantly have brought developments to the local people.

Kiambu constituency is in Kiambu County. It has an area of approximately 105.9 square kilometers. Agriculture is the main economic activity of Kiambu Constituency. The performance of Kiambu Constituency, Kenya has been mixed, some projects being successful while others have flopped. According to the National Taxpayers Association report (2017), the number of projects successfully completed were thirty-five. Sixteen projects were badly done, some complete and others incomplete. The study indicated there were three ghost projects. This is one of the challenges encountered by projects in all constituencies. This study, therefore, seeks to establish the influence of stakeholders' participation on the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya.

The 2003 Act that created CDF developed structures through which citizens could participate in the selection, management, monitoring and assessment of projects. It as well stipulates procedures for prioritization and selection of projects, funds disbursement and accounting. It also outlines the participation of government ministries and departments, various committees, as well as auditing and monitoring activities. Kimenyi (2005), studied the efficiency and efficacy of Kenya's CDF. He concluded that unlike other development moneys that go more layers of bureaucracies from the central government, this money goes directly the community. He outlined several features that measure the efficacy and performance of CDF. Among these were; citizen demand and constituency characteristics, size and population density, dispersion of a constituency and strategic choice of projects among others. The fund faces numerous challenges including lack of stakeholders' involvement, inadequate capacity of Constituency Development Fund Committee (CDFC), poor succession planning or transition as well as poor monitoring and evaluation.

1.2 Statement of the Problem

Since its inception, CDF has had a great impact with numerous CDF projects coming up in the country. However, CDF funds are not handled in an honest way, And in its management, societies are not sufficiently involved. This has culminated in funds being wasted, incomplete, insignificant and low-quality initiatives across the country's constituencies (CEDGG, 2011). Some constituencies performed well while others did not do well. This is due to lack of or insufficient involvement of investors, poor procurement, poor governance, and low implementers ability.

Ntuala (2010) conducted a study of factors affecting the implementation of CDF-funded projects in Tigania East and suggested the introduction of a law to limit the involvement of policymakers in CDF implementation activities. He said their job should be limited to the function of legislative and oversight. Kanua (2009) also conducted a study on the role of community involvement in the successful completion of CDF projects in the Imenti constituency and found that their contribution goes a long way towards achieving the project goals. He suggested that the public be active in project discovery to maximize ownership. Kinyonda (2009) conducted a study on the level of involvement in the identification and choice of project stakeholders, Makadara CDF event, Ondieki (2008) in Kitutu Masaba Constituency studied affected projects funded by constituency growth in selected indices of poverty reduction.

Despite many studies done on CDF, there seems to be little to show on the effect of CDFC, Project Management Committees (PMC) and government officials' involvement in project performance. The CDF projects carried out in Kiambu Constituency include Bursary Award projects, Security and Water Projects. Some of these projects have stalled due to lack of funds such as school infrastructure projects and during the rainy seasons, most roads are still impassable. It is by analyzing the role of stakeholder involvement in the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya, that the researcher aims to fill the knowledge gap in the light of the above discussion.

1.3 Purpose of the Study

To investigate influence of stakeholder participation on the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya.

1.4 Objectives

The study was guided by the following objectives.

(i) To establish the influence of stakeholders' participation in project identification on the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya.

(ii) To determine the influence of stakeholders' participation in project planning on the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya

(iii) To determine the influence of stakeholders' participation in project monitoring and evaluation on the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya.

1.5 Research Questions

The study sought to answer the following questions.

(i) To what extent has stakeholders' participation in project identification influenced implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya?

(ii) To what extent has stakeholders' participation in project planning influenced implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya?

(iii) To what extent has stakeholders' participation in monitoring and evaluation influenced implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya?

1.6 Significance of the Study

Findings of this research may enhance the capacity of Kiambu Constituency PMCs which will lead to enhancement in their outcome. Knowledge and information among PMCs can therefore lead to positive commitments and follow-up for resources with CDFCs as well as management improvements. At the national level, the study findings may be relevant to the CDF Board as it will provide an insight into how the involvement of investors could impact the fund's performance and also provide guidance on how to move forward. Researchers and academicians may benefit from practical and theoretical experience on role of stakeholders' participation on implementation of CDF projects and also reveal several areas in CDF that need to be looked at and studied further.

1.7 Delimitation of the Study

The research was undertaken within Kiambu Constituency, Kiambu County, Kenya. The stakeholders were many but for purposes of this study, it was restricted to the role of CDFC, PMC and government officials in the CDF project performance. The CDF projects carried out so far in the constituency include Bursary awards, Education Infrastructure projects, New Feeder Roads project, Security and Water projects. The respondents included CDFC/PMC members, Community representatives, Church representatives and government departmental heads within the constituency. The study relied on both primary and secondary data. It also assessed the implementation of CDF projects for the last five years (2013-2017) since it is the time limit of the PMC and the Patron.

1.8 Limitations of the Study

The study met its requirement by identifying that stakeholder participation had an influence on CDF project implementation in Kiambu Constituency. However, the study had several limitations. Firstly, the study used purely employees who are mainly representatives of the Kiambu Constituency and would have been biased due to lack of transparency by participants who would have liked to show that the stakeholders are involved. Use of wider participation by community members and other affected stakeholders would have provided more revealing information about the issues relating to their consultations and participation. Secondly, the use of quantitative design would have limited the participants from giving their views. Although to Dooley (2007) identified that use of quantitative design helps acquire information that can be analyzed statistically, the author still recommends use of mixed methods such as quantitative and qualitative methods together to factor in information by participants which the researcher may not have knowledge of and may impact the study direction. Indeed, the use of mixed methods was also recommended by Yin (2017) especially if the study is to be carried out for policy development.

1.9 Assumption of the Study

The researcher assumed that sample population participated voluntarily in the study. This was possible due to the positive attitude that the CDF staff have towards the Fund. Another assumption was the availability of current information/data. The researcher assumed that the interviewees understood what they were asked and were willing to answer them. Also all factors facilitating the accomplishment of the study did not change and hence the researcher

completed the study within the stipulated time frame. The study also presumed validity of the data collection method and assessed the desired constructs.

1.10 Definition of significant terms used in the study

Stakeholders' participation: It refers to the participation of participants of the public whose goals are in hand with the current project and are influenced by the outcome**.**

Project Implementation: Entails mobilizing, using and managing assets and running the project.

Monitoring: Supervising ongoing activities to ensure that they meet the goals and performance goals on-course and on-time.

Evaluation: Is the process of examining a project and rating is based on its important features. It is the systematic assessment of the worth or merit of the project.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This deals with the literature review on stakeholder engagement strategies used by organizations and how they influenced the successful implementation of the plan. The chapter incorporates knowledge from other scholars in the same field of study who have carried out work. This describes the theoretical framework, experimental analysis, research differences and the conceptual framework.

2.1 CDF Projects Implementation

The CDF was set up in Kenya through the 2003 Constituency Fund Act (Kenya Gazette Supplement No. 107 (Act No. 11) of 9 January 2004. It's Kenya's National Rainbow Coalition (NARC) government's major developments. The use of the fund is regulated by several laws (CDF Act, 2003). Decisions on the use of funds are primarily made by the voters to ensure transparency and accountability. While other central government funds (KIPPRA, 2006) go through several levels of administrative bodies and bureaucracies, CDF funds go to the local level directly. In fact, this means that CDF provides the opportunity for grassroots people to make choices that optimize their wellbeing according to their needs and preferences. Therefore, the CDF can be interpreted as a democratic system which provides the opportunity for communities to make choices that optimize their wellbeing. The CDF is not intended to finance political activities or projects for personal awards.

Key stakeholders in CDF projects are; Government, project managers, constituents, contractors, PMC, CDFC, NGOs, CDF Board and government departmental heads from the relevant departments. Since the constituents know very well the projects that are beneficial to them, they should be actively involved in the process (Flaman & Gallafer, 2001). The projects should, therefore, be community-based. The constituents should, therefore, be involved at all stages of the project. Crawford (2005) and Morris et al. (2016) postulate that the participation of stakeholders is main soft skill areas highlighted as necessary to build commitment to the project to achieve desired results. Cooper, (1998) and Loo, (2012) note in their study that senior management participation was found to be key in building their commitment to the project in order to prevent resource wastage or even project termination.

Bourne (2005) says that project participation is strongly influenced by its stakeholders ' preferences and perceptions as well as project managers ' ability and willingness to handle these factors. Palmer (2012) also found a link between involvement of stakeholders and commitment to the project. He argued that engaging stakeholders such as team members and end-users helps build interaction with the project.

Effective execution of the project is very critical. Responsibility for driving progress in project execution should be granted to an individual or group of people (Rosario, 2000). First, it is necessary to establish and monitor the context (Rosario, 2000; Holland et al., 2017). It is necessary to define the context clearly and be constrained. It includes the number of deployed systems and the number of reengineering projects needed. Any proposed changes should be measured against the benefits of the programs and introduced at a larger stage as far as possible (Summer, 2017; Wee, 2000). Additionally, scope expansion requests need to be assessed in terms of the additional time and cost of proposed changes (Summer, 2017).

The phase of implementation involves putting into practice all the planned activities. The implementers led by the project committee or executive must recognize their strengths and weaknesses, which are internal powers, as well as opportunities and challenges that are external forces, prior to the implementation stage of a project (Wee, 2000). The power and incentives are motivating factors that need to be used to effectively implement a plan. Weaknesses and risks are barriers that may impede the management and execution of the plan. At this point, monitoring is important to ensure that the project is carried out according to the schedule (Rosario, 2000). Before the project starts, this continuous process should be put in place. Therefore, reporting activities should appear on the work plan and all stakeholders should be involved. Incase operations do not go well; plans should be made to identify the problem in order to rectify them.

The most common tools or methodologies used in the implementation phase are an update of Risk Analysis and Score Cards, in addition to Project Milestones and Reviews. The implementation phase consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. The implementation process involves the organization of people and resources and the implementation and execution of activities in accordance with the project management strategy. The deliverables

are produced as outputs from the processes performed as defined in the project management plan. Project implementation should be disciplined with coordinated and active human resource involvement (Falkowski et al., 1998).

Therefore, well-defined activities should be prepared and the necessary effort should be accurately calculated. According to Wee, (2000), it is important to produce early success indicators that concentrate on results and continuously monitor schedules and budgets against targets. Engagement of the project sponsor is crucial for building consensus and overseeing the entire management life cycle (Rosario, 2000). There should be somebody in charge and the project leader should champion the project throughout the organization (Summer, 1999). Falkowski et al., 1998, states that there should be a high-level executive sponsor, who has the power to set goals and legitimize change. The leader should constantly strive for conflict resolution and resistance management. The most critical step of project development is often the execution of the plan (Wayne & Wittig, 2002). Project implementation is the principal means through which government and private sector meet in order to focus on development needs such as the provision of physical infrastructure and the supply of important health facilities (Rege, 1999). Project implementation is often an extremely controversial subject matter. This is especially the case where the ability to exercise discretion in the award of government contracts has been a source of valued political patronage. Procurement has also been a means for the illicit transfer of funds from governmental responsibility to private hands (Rege, 1999).

Another important feature of project implementation is the so-called development partners which fund a significant portion of either bilateral or multilateral development. But a good part of it remains tied to the shareholders ' other conditions. This causes some analysts to doubt whether the real recipients of development assistance are present (Graham, 1997). The CDF law provides that works will be executed by the Project Management Committees (PMCs) with CDFC support and the relevant government department technical advice. Democratic values and ideology should be enshrined at the local level for the successful implementation of the CDF programs. These can be achieved through the creation of efficient channels of participation and information. Members of the Community should be free to comment without fear of bullying or victimization. Likewise, officials at the grassroots CDF bodies must adopt a free and fair democratic process in order to require valid offices to perform CDF activities.

2.2 Stakeholder's Project Identification and CDF Projects implementation

The CDF Act stipulates that a Member of Parliament shall convene local meetings in each constituency within the first year of a new Parliament and at least every two years thereafter to deliberate on national and district development issues. The site will provide a list of project goals to be presented to the Committee for the Constituency Development Fund (CDFC), which will review project proposals from all sites in the constituency. Community-based projects shall ensure that prospective incentives are accessible to as many local people as possible. Funding shall be for a completed project or a defined phase, unit or element of a project. PMCs then initiate a request for funding based on the priorities presented. The PMC can be of several types. It may be an existing institution committee, a registered development group or can be formed solely for the purpose of the project. Relevant government departmental heads such as Sub-county Directors of Education, Sub-county Agriculture Officers and Sub-county Water Engineers are also involved in project identification in their areas. Project Charter, project plan, project structure, project rationale and project goal reviews (Lewis, 2000) are common tools used in the initiation process. The preparation of the project involves the planning of capital, different inputs or clearances, relocation and construction of infrastructure. Developing processes for project selection that ensure fairness and avoid conflict is very necessary

The mechanisms of implementation decide the project's purpose and context. If this phase is not done well, the plan is unlikely to succeed in meeting the needs of the community (Nijkamp et al, 2002). The main project controls required here are a project environment understanding and ensuring that all the appropriate controls are implemented into the project. Any defects should be identified and advised to repair them Albert (2004). The implementation phase should include a strategy addressing the following areas: analysis of needs and expectations intangible goals, evaluation of current operations, financial analysis of costs and benefits including a budget, overview of stakeholders, including users and project support staff, project charter including costs, tasks, deliverables and schedule. All these will ensure stakeholder participation in project identification.

2.3 Stakeholder's Project Planning and CDF Projects Implementation

In most of the Literatures, a descriptive definition of Project Planning would imply the involvement of a significant number of local people in situations or actions that promote their

well-being (Harvey and Reed 2007; Kakumba 2010). Community participation thus refers to an active development mechanism whereby beneficiaries influence the direction and execution of development projects rather than merely receiving a share of the benefits of the venture. Kumar (2012) argues that participation is a key tool in creating self-reliant and empowered communities, promoting collective action and processes of decision-making.

Participatory Rural Assessment is now the most common method for implementing village-level growth interventions. Kinyonda (2015), in a report on the level of participation in project recognition and choice in the electoral district of Makadara, Nairobi, found that there was little knowledge about the implementation of CDF projects. In that study, 74% of the respondents indicated not being aware of CDF projects and operations in that constituency. Such low awareness results in the peripheral role of the local community. Finally, decisions that are taken do not include all participants and as such it is difficult to achieve the project goals. Effective understanding promotes a participatory approach that is a paradigm shift from the top-down approach, where innovation is literally taken to the members. In this method, the scope of the project is defined along with the approach to be taken to deliver the desired outputs (Harold, 2013). The project manager is named and, according to their skills and experience, chooses the team members (Jorion, 2017). Project charter, project plan, project framework, project justification and project milestone reviews are the most common tools or methodologies used in the initiation phase (Lewis, 2000). The design of the project involves the allocation of capital, various inputs or clearances, relocation and development of infrastructure. Developing processes for project selection that ensure fairness and prevent conflicts of interest is critical.

The induction processes determine the project's life and meaning. If this plan is not performed properly, the project is extremely unlikely to be successful in meeting the needs of the community (Nijkamp et al, 2012). The main project controls required here are a project environment understanding and ensuring that all the appropriate controls are implemented into the project. According to Albert (2004), any defects should be reported and a suggestion should be made to fix them. The implementation process should include a strategyaddressing the following areas: Analyzing the needs in measurable goals, reviewing of the current operations, financial analysis of the costs and benefits including a budget, stakeholder analysis including users and support personnel for the project, project charter including costs,

tasks, deliverables and schedule. After the implementation stage, the project is planned to an appropriate level of detail. The main purpose is to plan time, cost, resources, estimate work needed, and effectively manage risks during project execution. As with the initiation process, a failure to adequately plan greatly reduces the project's chances of successfully accomplish its goals (Nijkamp et al., 2012). It defines the nature of project scope, develops the project scope, develops the project management plan and identifies and schedule the project activities that occur within the project.

Rao (2001), advances that project management is preparing, organizing and monitoring organizational assets for a relatively short-term project designed to fulfill a specific objective. Project management involves determining how to plan, developing the scope statement; selecting the planning team; identifying the deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities; developing the schedule; developing the budget; risk planning and gaining formal approval to begin the work (Rosario, 2000). Some typically recommended procedures include planning for coordination and range management, defining roles and responsibilities, deciding what to buy for the project, and having a kick-off meeting.

Project Plan and Milestone Reviews are the most common tools and methodologies used in the planning phase. The CDFC, PMC and government officials are involved fully in the planning stage. During this level, the PMC prepares the project budget, work plan and open a bank account through which the project funds will be channelled. The Sub-county Works Officer (SCWO) assists in the preparation of a bill of quantity for the project. The other relevant government departmental heads such as the Sub-county Director of Education (SCDE), Sub-county Agriculture Officer (SCAO) and Sub-county Water Engineer (SCWE) will approve the budget and work plan for the projects in the relevant fields. The objectives of planning include analyzing, anticipating, scheduling, coordinating, controlling and information management.

Rao (2001) explains the advantages of systematic planning in that it breaks down complex activities into manageable chunks, determines logical sequences of activities, provides a logical basis for decision making, shows effects on other systems, provides a framework for

program evaluation, allows lessons to be learned from practice and facilitates logical communication of ideas. In CDF projects, CDFC implements participatory and accountable framework similar to LATF/LASDAP. The CDFC also adopts a clear calendar of public meetings such as twice-annual constituency meetings and quarterly location/ward meetings. These meetings are the basis for planning, status updates and monitoring the progress of CDF projects at constituency and ward levels. The CDFC undertakes participatory strategic planning and establishes close collaboration with civil society and the public.

2.4 Stakeholder's Monitoring and Evaluation of CDF Projects implementation

The importance of monitoring is to ensure that activities are implemented as planned. It helps project managers to measure how well they are achieving their targets. This is based on the understanding that the process through which a project is managed has a lot of effect on its use, operation and maintenance, (Albert, 2004). Based on the reports, the Monitoring and Evaluation team will be able to come up with an evaluation checklist which will be used as a guide in assessing each project visited. Evaluation tools include a standard pre-set questionnaire. The methodologies used include direct observation, project files document perusal, photographic recordings and interviews of people on site. During monitoring and evaluation, the teams should scrutinize the following:- Project Work plans, Activity Progress Report, Project financials, Procurement and overall management. Monitoring and evaluation should focus on the following groups:- Project Management Committee, Constituency Development Fund Committee, relevant Government Departments and the community. There are some key prerequisites in community project monitoring:- monitoring must be community-friendly, must measure achievement against the work plan and cost estimates, all PMCs must be advised to keep records of materials, equipment, funds received and utilized, all PMCs must prepare progress reports on project implementation, and all PMCs must be advised to identify problems and bottlenecks. The advantages of participation in monitoring include: a common undertaking, enhances accountability, better decisions, performance improvement, improved design and more information.

It does not matter whether the project audit is conducted mid-term on a project or at its conclusion, the process is similar. It is preferred that an outside facilitator conducts the project audit. This ensures confidentiality, at the same time allows the team members and other stakeholders such as the CDFC, PMC and government officials to be candid. They are

aware that their input will be valued and the final report will not identify individual names but only facts (Arndt and Oman, 2006). In most cases, individuals involved in a poorly managed project will find that speaking with an outside facilitator during a project audit allows them to openly express their emotions and feelings about their involvement in the project and/or the impact the project has had on them. This "venting" is an important part of the overall audit. A successful project audit consists of three phases: Success Criteria, Questionnaire and Audit Interview Development; In-depth Research and Report Development. This stage consists of investigation and reviewing the effects of the completed or ongoing projects to ascertain whether the benefits which were planned to flow from the project have indeed been realized and whether these benefits have had their intended consequences. This phase ensures the sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved (Love et al., 2005)

Monitoring and Evaluation consist of those processes performed to observe project implementation so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the implementation of the project. The main aim is that project performance is observed and measured regularly to identify variances from the project management plan. Monitoring and Evaluation includes: Measuring the on-going activities ('where we are'); Monitoring the project variables (cost, effort, scope, etc) against the project management plan and the project performance baseline ('where we should be'); Identify corrective actions to address issues and risks properly ('how can we get on track again'); Influencing the factors that could circumvent integrated change control so only approved changes are implemented (Wayne and Wittig, 2002).

2.5 Theoretical Framework

A theoretical framework is a set of interrelated principles, for example in a theory to guide research work, as it specifies the measurement objects and the quantitative relationship being studied (Kotler and Gary, 2005). The research will be driven by two theories which are Phil Treseder's degree of involvement theory and Stakeholders' theory.

2.5.1 Treseder's Degree of Participation Theory

The proponent of this theory was Phil Treseder in 2017. It uses five degrees of participation that have no hierarchy of involvement. The form of involvement depends on stakeholders '

desires, the context, the growth stages of stakeholders and the nature of the organization among others. Stakeholders are told in this model; donors choose to volunteer for the project and stakeholders. In addition to knowing the project, the stakeholders also know who decided to include them and why. Donors respect the views of the investors in this situation. The other degree of involvement is one of sponsor-initiated, joint decisions with stakeholders with sponsors providing the initial idea but including stakeholders in every phase of preparation and implementation. The other level of involvement of Treseder is where stakeholders are consulted and told. It is a situation where sponsors plan and operate the project with a consultation with stakeholders. Treseder (2017) assumes that the investors have a complete understanding of the systems and their perspectives are taken into account in the project's running. Others are initiatives initiated and driven by stakeholders. The investors have the initial idea in such situations and determine how to execute the plan. The sponsors are present but do not take responsibility and instead require the project to be managed by the stakeholders. Eventually, there are those initiatives with shared decisions that are supported by investors. Investors in these create the initial idea, set up programs, and go to sponsors for guidance, debate, and support. In such a scenario, the sponsors are not guiding but giving the investors experience to consider. Such a model refers to government-funded projects whereby participants may have varying interest-dependent involvement in project implementation.

2.5.2 Stakeholder's Theory

The study is based on Freeman's (1984) postulated stakeholder theory stating that each individual or group involved in a project is doing so in order to protect their interests. The theory touches on stakeholder management regarding the project and its outcome. The theory looks at individual preferences and tries to satisfy as many as possible of those preferences. In general, stakeholder theory argues that in order to safeguard their interests, each individual or group involved in a project does so. Stakeholders as previously stated are individuals or organizations with interests in the undertaken project. In mid-1980, the theory came up. Freeman (1984), based on the conventional definition, used the word stakeholder, a stockholder who only looked at an organization's economic point of view. He then defined the term as any group or individual that is influenced by or may affect the attainment of the goals of an organization (Freeman, 1984). The theory advice that project managers need to ensure that all stakeholders are happy with the project delivery process and that stakeholders ' interests and relationships are well looked after for the project's long-term success.

Subsequently, the theory was further evolved into the current status where Freeman's contribution was a basis for the advancement of the theory linked to Donaldson and Preston (2015). They offer a central thesis related to stakeholder theory where they argue that although the theory is descriptive and instrumental, it is more fundamentally normative as stakeholders are identified by their interests and all are considered to be intrinsically valuable. This assertion agrees with the contribution of Freeman, which suggests that managers need to formulate and implement project processes that satisfy all and only those groups that are involved in the project (Freeman, 1984). The idea is further endorsed by Friedman (2016), who argues that the organization should be viewed as a stakeholder community, and the organization's aim is to handle its desires, needs, and points of view.

Management issues are at the heart of stakeholder engagement. Management is the method of creating and managing an environment in which people working together in teams accomplish defined goals effectively (Koontz and Weihrich, 1990). The manager of the project has a crucial role to play in maintaining order. This is influenced by the Administrative Theory of Henri Fayol focusing mainly on the project manager's personal responsibilities, whose main roles include predicting, scheduling, arranging, managing and controlling. In summary, the principle of stakeholders does not grant one group of stakeholders superiority over another, although there are occasions when one community will gain at the detriment of the other. Therefore, the role of project managers is to balance the relationship between stakeholders.

2.6 Conceptual Framework

This is a basic structure consisting of some conceptual frames reflecting the empirical, experiential, and analytical or synthetic dimensions of a conceived method or system. It is a compilation of specific ideas and principles taken from relevant research fields and used to form a corresponding presentation. The interconnection of independent and dependent variables provides the basis for some expected outcomes. The independent variables include; stakeholder participation in project identification, planning, implementation and monitoring and evaluation while the dependent variable is the implementation of CDF projects in Kiambu Constituency.

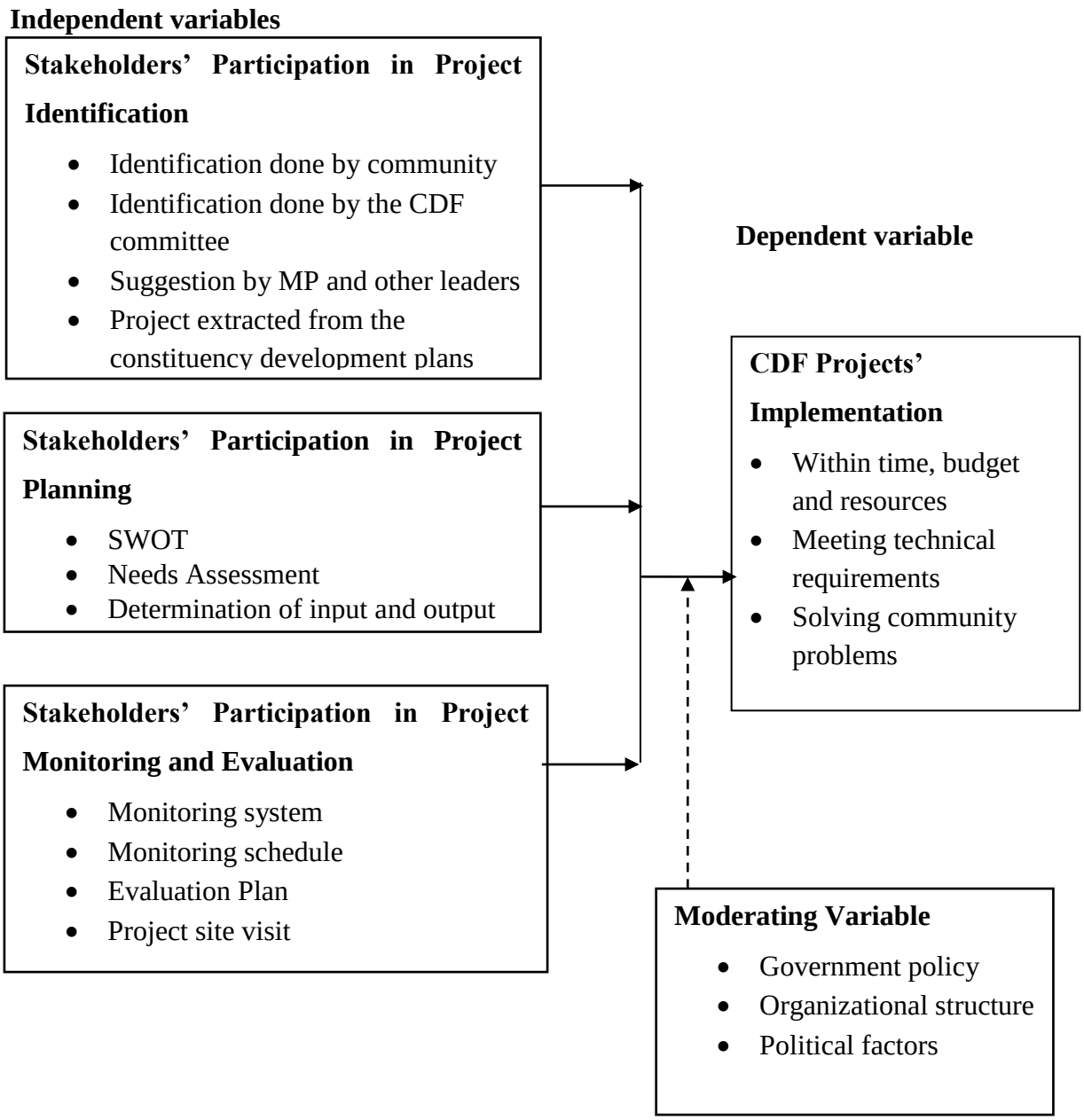

Figure 1: Conceptual Framework

2.7 Conclusion and Research Gap

The Chapter provided a review of literature relating to the influence of stakeholder participation on project implementation. The review of different literature showed that there is influence of stakeholder participation in project identification, planning and stakeholder participation in monitoring and evaluation on the project implementation. The theoretical framework helped understand the theories that directly align with the theories helping in development of conceptual framework. However, some research gaps were identified as indicated in Table 2.1.

Table 2.1: Research Gap Matrix

Variables	Author(Year)	Study Title	Findings	Knowledge Gap
Project identification	Nijkamp (2002)	Impact of stakeholder participation on project success	The study found stakeholders to be critical in understanding the project environment and needs identification	The study did not show the ways in which stakeholders are involved in project identification
	Albert (2004	Project management procedures	Participation in project identification helps to understand the project goals, operation, financial requirement and deliverables	The study did not focus on the CDF projects and did not show the extent to which stakeholder participation promotes project implementation success.
Project Planning	Kakumba (2010)	Community participation in project direction and execution	The participation of stakeholders ensures that more reliable decisions are made and ensure that communities are empowered	The study did not focus on CDF projects and failed to identify who stakeholders are involved in planning
	Kinyonda (2015)	Level of project participation in identification and implementation	The study found that the knowledge contributed by stakeholders is critical in successful planning and understanding local communities needs	Although the study identified the stakeholder participation in CDF projects, the focus was not on Kiambu Constituency
Project Monitoring and evaluation	Arndt and Oman (2006)	Bet on governance to manage outsourcing risk	The study found involvement of stakeholders to help in project success in terms of identifying the project quality, budge and project implementation schedules	The study failed to focus on the CDF projects
	Love et al. (2005)	Project management handbook	Stakeholder were found to be critical in quality and risk control thus leading to effective implementation	The study did not focus on CDF projects and did not show how stakeholders are involved in project monitoring and control

CHAPTER THREE
RESEARCH METHODOLOGY

3.1Introduction

The chapter is about the methods for conducting the study. It also describes the type and source of data, the target population and methods of sampling, and the techniques for selecting the sample size. It also defines how data was collected, analysed and presented.

3.2 Research Design

It refers to the basic plan that includes an overview of the activities required to carry out the research project. Research design helps identify and show a plan that will be used in collecting primary dat. According to Cooper and Schindler (2013), a descriptive analysis is concerned with figuring out what, where and how a phenomenon occurs. Descriptive design has been adopted over experimental and observational studies as it provides quantitative outlook of the study in addition to helping researcher collect wide range of data within a short span and using quantitative methods of data analysis that establish relationship between variables.

3.3 Target Population

Research population is the objects, events or individuals that the researcher intends to conduct investigation on in order to address a given research problem. A population is a whole set of common characteristics of persons, cases or artefacts (Mugenda & Mugenda, 2013). The unit of observation was the CDF projects in Kiambu Constituency. The unit of analysis was 70 respondents drawn from Government representatives, CDF Officers, Community Representatives and church representatives.

Table 3.1: Target Population

Sector	Respondents	Percentage
Government Reps	20	29
CDF Officers	5	7
Community Reps	20	29
Church Reps	25	35
Total	70	100

Source: Kiambu CDF office, 2018

3.4 Sample size and Sampling Procedure

Sample size is a subset of the research population with similar desired characteristics that the researcher would like to conduct investigations on. Because in most occasions the research involves very large population that is practically impossible to conduct investigations on, a sample is selected to represent the entire population using sampling techniques. Sampling is the method of choosing a number of individuals from a sample to represent the large group they were selected from. According to Dooley (2007), when the target population is small, then census can be used as a sampling technique. This ensures that more reliable and valid results are obtained by getting the views from the entire research population.

3.5 Research Instruments

The study used a semi-structured survey questionnaire given to each participant of the sample population. The research exercised control to ensure that all respondent questionnaires were returned. To achieve this, a questionnaire database was maintained to ensure receipt of all dispatched questionnaires. The questionnaires were administered using a drop and pick later method.

3.5.1 Pilot Testing of Research Instruments

A pilot test was done to eliminate biases in framing of research questions and data tools. The test enabled the researcher to identify the limitation and errors of the data collection instrument that may have limited the researcher from getting correct answers to the study research questions. The test also enabled the researcher to change the questionnaire in line with study objectives. The pilot test was conducted on 10% of the study's respondents in

order to ascertain the reliability of the research questions (Yin, 2017). Respondents that took part in the pilot test were eliminated from the final sample size in order to avoid biases.

3.5.2 Reliability of Research Instruments

The study sort the opinion of experts, especially the supervisor, ensuring dependability and validity of the study. Cronbach's Alpha was used to calculate the inner accuracy coefficient and thus the instrument's performance. The research used Cronbach's Alpha approach, based on internal accuracy, to test the quality of the tests. Cronbach's alpha tests the sum and comparison of observable objects. SPSS software was used to verify the reliability of collected data. Overall scales' reliability of the present and desirable situation was tested by Cronbach's alpha, which should be above the acceptable level of 0.70 (Hair et al, 1998). Alpha above the value of 0.7 is considered acceptable (George & Mallery, 2013). Construct validity technique will be used to test the validity of the instrument. The result on Cronbach Alpha reliability measure are presented in Table 2.

Table 3.2: Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.867	26

The standardized Cronbach Alpha reliability test in Table 3.2 showed high reliability of 0.867 which is above the recommended reliability of 0.7 by George and Mallery (2013) implying that there was internal consistency in the manner by which the participants responded to the research questions hence high reliability. Thus, the results acquired from the research carried out at Kiambu Constituency were highly reliable and would provide accurate and dependable conclusions.

3.5.3 Validity of Research Instruments

This is a measure of how accurately and meaningfully the data obtained from the instrument represents the theoretical concept and, in particular, how the data represents the variables. Any inferences made from such data will be accurate and meaningful where validity has been established (Mugenda & Mugenda, 2013). A study's validity increases with the use of different evidence sources (Yin, 2013). Data were collected from the major stakeholders of

the project. Testing the piloted questionnaire ensured that the final questionnaire was able to obtain data that would respond to the research question. The accuracy of the material and construction was also determined. To confirm the validity of the structured questionnaires, questionnaires were administered to experts and a few classmates. Invalid questions were then removed from the final questionnaires after the review process.

3.6 Data Collection Procedures

The study collected primary data from the field using a structured questionnaire that contained both open and close-ended questions. The questionnaires were basically used because they are easily coded and interpreted. The questionnaire included demographic information of the respondents and Five Point Likert scale to explain the extent of agreement in each of the study variables.

3.7 Data Analysis Techniques

Collected data was coded and edited as per the variables in the research. The coded data was then classified and tabulated for analysis. The editing of data included reviewing the new data obtained to identify errors and omissions for reliability and continuity correction. Symbols for answering and classifying responses were assigned to data coding. Data classification reduces data into homogeneous attributes that allow for meaningful relationships for the researcher.

Descriptive and inferential analysis was applied to measure and determine the relationship that exists among the collected data by using (SPSS). Descriptive analysis using percentages and mean was used to help to understand and interpret variables. Qualitative data was consolidated, content analyzed and a narrative report was used to depict respondents' views about the subject matter. Karl Pearson's Product Moment Correlation was also used to establish the relationship between the variables. Analysed data was presented using frequency tables and percentages.

3.8 Operationalization of Variables

Objectives	Variables	Indicators	Measurement	Measurement Scale	Tools of Analysis	Types of Analysis
To establish the influence of the participation of stakeholders in project identification on the implementation of CDF projects	Participatory projects identification	-Identification is done by community -Identification is done by the CDF committee -Suggestion by MP and other leaders -Project extracted from the constituency development plans	- No of stakeholders involved - forms of involvement - organizational Policy on project identification	Interval	Frequency distribution tables and percentages, mean and standard deviation	Descriptive and inferential statistics
To determine the influence of the participation of stakeholders in project planning on the implementation of CDF projects	Participatory projects planning	-SWOT Analysis -Needs Assessment -Determination of input and output	-No of forums - No of stakeholders involved in planning	Interval	Frequency distribution tables and percentages, mean and standard deviation	Descriptive and inferential statistics
To establish the influence of the participation of stakeholders in project implementation on the implementation of CDF projects	Participatory project implementation	-Work Plan -Budgeting -Procurement -Implementation Plan	-No of stakeholders involved - Forms of involvement	Interval	Frequency distribution tables and percentages, mean and standard deviation	Descriptive and inferential statistics
To determine the influence of the participation of stakeholders in project monitoring and evaluation on the implementation of CDF projects	Participatory projects M&E	-Monitoring system -Monitoring schedule -Evaluation Plan -Project site visit	-No of reports developed and feedback - No of stakeholders involved	Interval	Frequency distribution tables and percentages, mean and standard deviation	Descriptive and inferential statistics

3.9 Ethical issues

Before conducting fieldwork, approval was obtained from the Graduate School to enable get a research permit from National Commission for Science, Technology and Innovation (NACOSTI) to carry out research. All those involved in the study obtained informed consent. Those who did not want to take part in the analysis had no duty to do so. The names of the respondents were not given for confidentiality. Data obtained was only used for academic study. All referred material was acknowledged and permission sought from research authorities in order to carry on.

CHAPTER FOUR
DATA ANALYSIS, RESULTS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Chapter four presents interpretation and discussions of data collected and analyzed to investigate the influence of stakeholder participation on the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya. The data analysis used in analyzing the descriptive data collected from 70 participants using questionnaires was the Statistical Package for Social Sciences. The used analysis methods were descriptive and inferential statistics. This chapter entails response rate, validity and reliability, descriptive statistics and regression analysis as well as discussions and summary of the chapter.

4.2 Questionnaire Response Rate

The study targeted 70 employees from Government representatives, CDF Officers, Community Representatives and church representatives. However, due to availability issues of some of the participants, the study was only able to gather data from 63 participates. This is a response rate of 90% which according to Dooley (2007) is a good response rate because it exceeds the recommended excellent response rate of above 70%. With this response rate, the research was able to get reliable results for efficient and valid discussions and conclusions.

4.3 Demographic Characteristics of Respondents

This sections outlines the number and frequency of each category of respondent

4.3.1 Distribution of Respondents by Gender

The survey sought to find out the gender of the participants from Kiambu Constituency. Table 4.1 presented the findings.

Table 4.1: Gender of Participants.

Gender	Frequency	Percent
Male	33	52
Female	30	48
Total	63	100

The study found that there were more male participants than female participants. While the male participants were 33(52%), the female participants were 30(48%). Although the difference in gender representation was small (3 more male) the study by Yin (2017) suggested that a study that is not gender-based cannot be affected by differences in gender representation. However, given that census was employed, the difference in gender representation at Kiambu Constituency shows that there were more male workers than female workers but this difference did not have any significant impact on the study findings given that the study was not gender-based.

4.3.2 Distribution of Respondents by Age

The survey investigated the participant's age and findings presented in Table 4.2.

Table 4.2: Age of the Participants

Age	Frequency	Percent
Below 20 Years	6	9.5
20-30 Years	8	12.7
31-40 Years	20	31.7
41-50 years	27	42.9
Above 50 Years	2	3.1
Total	63	100

Results in Table 4.2 showed that the highest represented participants were aged between 41-50 years who were 27(42.9%), followed by participants aged between 31-40 years, above 50 years, between 20 and 30 years and below 20 years who were 20(31.7%), 8(12.7%), 6(9.5%) and 2(3.1%) in that order. Based on these findings, it is evident that the highest representation of Kiambu Constituency representatives was aged between 31 and 50 years who had a representation of 74.6% together. With such high representation, if the argument by Ntuala (2010) who indicated that the older employees tended to work for longer in the county government was taken to consideration, then it means that most of the Kiambu Constituency employees had worked for longer in the constituency levels. With such interpretation, then they would have been aware of stakeholder participation and impact on the implementation of CDF projects.

4.3.3 Distribution of Respondents by Level of Education

The level of education was investigated and the findings presented in Table 4.3.

Table 4.3: Participants' Level of Education

Level of Education	Frequency	Percent
Primary Certificate	1	1.6
Secondary Certificate	5	7.9
College Diploma	28	44.4
University Graduate	25	39.7
Post-Graduate	4	6.3
Total	63	100

The results in Table 4.3 indicated that most of the participants had a college diploma and had a representation of 28(44.4%), followed by university graduates who were 25(39.7%) participants. The least represented were holders of primary certificate, postgraduate and secondary certificate who had a representation of 1(1.6%), 4(6.3%) and 5(7.9%) respectively. Based on these findings, it is evident that majority Kiambu Constituency representatives have at least college diploma and above (90.4% in total). Based on the argument by CEDGG (2011) that employees with higher level of education tend to be aware of different policy implementations and decisions, then it is evident that most of the Kiambu Constituency representatives will replicate similar knowledge in the awareness of stakeholder participation and influence on CDF projects implementation.

4.3.4 Distribution of Respondents by Years Worked

The years worked at Kiambu Constituency was investigated and findings presented in Table 4.4.

Table 4.4: Years Worked

Years Worked	Frequency	Percent
Below 1 Year	5	7.9
1-5 Years	24	38.1
5-10 Years	28	44.4
Above 10 Years	6	9.5
Total	63	100

The results in Table 4.4 showed that 28(44.4%) participants had worked for between 5-10 years followed by participants who had worked in Kiambu Constituency for between 1-5 years who were 24(38.1%). The study further established that the least represented was employees who had worked for less than 1 year who were 5(7.9%) followed by those who had worked for more than 10 years who were 6(9.5%). The findings show that a majority of the Kiambu Constituency representatives had worked longer and thus had greater awareness about the stakeholder engagement in CDF projects.

4.3.5 Distribution of Respondents by Job Designation

The job designation of Kiambu Constituency representatives was investigated and findings presented in Table 4.5.

Table 4.5: Job Designation

Job Designation	Frequency	Percent
CDF Officers	4	6.3
Church Representative	23	36.5
Community Representatives	18	28.6
Government Representatives	18	28.6
Total	63	100.0

The results indicated in Table 4.5 showed that the highest representation was church representatives with 23(36.5%) participants followed by 18(28.6%) participants were community representatives who also had equal representation with government representatives. The least represented were CDF officers who were only 4(6.3%). This representation showed the actual number of Kiambu Constituency CDF project participants and given that census was employed, the representation represents the actual population for each category of job group in Kiambu Constituency.

4.3.6 Distribution of Respondents by Project Sector

The project sector as represented by participants was investigated and findings presented in Table 4.6.

Table 4.6: Representation by Project Sector

Project Sector	Frequency	Percent
Education	10	15.9
Environment	15	23.8
Health	10	15.9
Road and Bridges	12	19.0
Security	9	14.3
Water and Sanitation	7	11.1
Total	63	100.0

The results in Table 4.6 showed that the highest represented participants were from environment sector who was 15(23.8%) followed by road and bridges who we 12(19.0%), Health and Education who equally had 10(15.9%) participants, security with 9(14.3%) participants and Water and Sanitation with representation of 7(11.1%) participants. As evidenced by these findings, each sector was represented by considerable number of participants providing better position to understand stakeholder participation from each sector and impact on CDF projects implementation.

4.4 Stakeholders Participation in Project Identification

The participation of stakeholders in project implementation was investigated and findings presented in Table 4.7 and Table 4.8.

Table 4.7: Extent of Stakeholders Involvement in Project Identification

Stakeholder Involvement in Identification	Frequency	Percent
Very great extent	9	14.3
Great Extent	29	46.0
Moderate Extent	18	28.6
Little Extent	5	7.9
No Extent	2	3.2
Total	63	100.0

The results in Table 4.7 showed great to a very great extent to which stakeholders were involved in project identification. A total of 29(46.0%) and 9 (14.3%) participants indicated great extent and very great extent to which stakeholders were involved compared to only 2(3.2%) and 5(7.9%) participants respectively who indicated no or little extent. These findings imply that there was great to very great extent to which stakeholders were involved in project identification.

Table 4.8: Stakeholders Participation in Project Identification

Stakeholders Participation in Project Identification	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree			
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Mean	Standard De
We involve the community in identifying needy projects in the constituency	2	3.2	2	3.2	8	12.7	35	55.6	16	25.4	2.14	1.446
The CDF committee is always involved in identifying relevant projects for a financial year	2	3.2	6	9.5	6	9.5	33	52.4	16	25.4	2.08	1.336
The MP and other leaders give guideline on priority projects for the constituency	1	1.6	3	4.8	13	20.6	32	50.8	14	22.2	2.37	1.599
Projects are extracted from the constituency development plans	1	1.6	2	3.2	6	9.5	32	50.8	22	34.9	2.16	1.334
The project involves religious leaders and institutions in project identification	2	3.2	7	11.1	12	19.0	16	25.4	26	41.3	2.48	1.522
The civil society and non-governmental organizations are involved in constituency project priorities	2	3.2	4	6.3	13	20.6	29	46.0	15	23.8	2.46	1.584
Composite	Mean					2.14						
	Standard Dev.					1.482						

The results in Table 4.8 indicated that the community was involved in identifying the needs of the project in the constituency as agreed and strongly agreed by 35(55.6%) and 16(25.4%) participants respectively. This is opposed to only 2(3.2%) participants who strongly disagreed and equal number of participants who disagreed with the statement. CDF committee is always involved in identifying relevant projects for a financial year as agreed and strongly agreed by 33(54.4%) and 16(25.4%) participants, compared to only 6(9.5%) participants who disagreed and 6(9.5%) participates who were undecided. The MP and other leaders were also found to give guideline on priority projects for the constituency as agreed and strongly agreed by 32(50.8%) and 14(22.2%) participants, unlike only 3(4.8%) participants who were undecided.

It was further found that projects were extracted from the constituency development plans as agreed by 32(50.8%) participants and strongly agreed by 22(34.9%) participants. However, a few participants i.e. 2(3.2%) and 6(9.5%) disagreed or were undecided. The project involved religious leaders and institutions in project identification as strongly agreed by 26(41.3%) and agreed by 16(25.4%) participants as opposed to only 7(11.1%) participants who disagreed. Finally, the study found as agreed by 29(46.0%) and strongly agreed by 15(23.8%) that the civil society and non-governmental organizations were involved in constituency project priorities. However, while 13(20.6%) of the participants were undecided, 4(6.3%) participants strongly disagreed.

From these results, it can be argued that the stakeholders such as community CDF committee, religious leaders and institutions, civil society and non-government organizations were involved. Also, the results showed that the MP and other leaders gave a guideline on projects that were a priority and projects were being extracted from constituency development plans. Indeed, these study findings aligned with Lewis (2000) who indicated that for successful project implementation, then all the stakeholders should be involved with the policy guidelines on implementation and planning being followed. Furthermore, in line with Lewis (2000) findings, Nijkamp et al. (2002) concluded that there is need for key project control and project environment in success of project and thus to ensure this, all stakeholders should be involved.

4.5 Stakeholder Participation in Project planning and CDF project implementation

The participation of stakeholders in project planning and CDF project implementation was investigated and results presented in Table 4.9 and Table 4.10.

Table 4.9: Stakeholder involvement in Project Planning

Stakeholder Involvement in Planning	Frequency	Percent
Very great extent	13	20.6
Great Extent	30	47.6
Moderate Extent	14	22.2
Little Extent	3	4.8
No Extent	3	4.8
Total	63	100.0

The results in Table 4.9 indicated that there was a great to very great extent to which stakeholders were involved in project planning in CDF project as indicated by 30(47.6%) and 13(20.6%) participants. However, while 14(22.2%) participants indicated a moderate extent only 3(4.8%) participants indicated little extent or moderate extent equally. These findings showed that there was a high to very high extent to which stakeholders were involved in project planning in CDF projects.

Table 4.10: Stakeholder Participation in Project planning and CDF project implementation

Stakeholders Participation in Project Planning	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree			
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Mean	Standard De
The project team involves stakeholders in project SWOT analysis	5	7.9	10	15.9	11	17.5	26	41.3	11	17.5	2.44	1.522
Stakeholders are involved in project needs assessment before implementation	3	4.8	4	6.3	15	23.8	21	33.3	20	31.7	2.79	1.547
A baseline assessment in consultation with stakeholders to enhance project implementation	1	1.6	3	4.8	17	27.0	32	50.8	10	15.9	2.49	1.722
Stakeholders are involved in determining input and outputs of the projects	2	3.2	4	6.3	16	25.4	26	41.3	15	23.8	2.65	1.638
The project goals, objectives and deliverables are shared with the stakeholders to promote tracking and accountability	--	--	2	3,2	11	17.5	28	44.4	22	34.9	2.25	1.204
Composite	Mean					2.38						
	Standard Dev.					1.532						

The results in Table 4.10 showed that the stakeholders were involved by the project team in SWOT analysis as agreed and strongly agreed by 26(41.3%) and 11(17.5%) participants, opposed to 10(15.9%) and 5(7.9%) participants who disagreed and strongly disagreed respectively. The stakeholders were also involved in project needs assessment before implementation as agreed by 21(33.3%) and 20(31.7%) participants. However, 15(23.8%) participants here undecided about the involvement in assessment of project needs while 4(6.3%) disagreed. It was agreed and strongly agreed respectively by 32(50.8%) and 10(15.9%) participants that a baseline assessment in consultation with stakeholders to

enhance project implementation was done, as opposed to only 3(4.8%) participants who disagreed and 17(27.0%) who were undecided. Also, stakeholders were involved in determining input and outputs of the projects as 26(41.3%) and 15(23.8%) participants respectively agreed and strongly agreed. Finally, it was agreed by 28(44.4%) and strongly agreed by 22(34.9%) participants that the project goals, objectives and deliverables were shared with the stakeholders to promote tracking and accountability, as opposed to only 11(17.5%) out of 63 participants who were undecided.

The findings imply that in Kiambu Constituency, project teams were involved in SWOT analysis, shareholders involved in the project needs identification, consultation with shareholders done during baseline assessment as well as determine project inputs and outputs and had shared goals, deliverables and objectives with stakeholders. These findings were in line with Kakumba (2010) study which indicated that in project planning and implementation, the stakeholders should be involved to ensure success in implementing projects. Unlike Kinyonda (2015) who found low involvement in planning and project deliverable identification in Makandara constituency, this study disagrees by showing high involvement of different representatives of Kiambu Constituency in project planning. However, Nijkamp et al. (2012) were in agreement with the Kiambu Constituency study findings that showed that in identifying the deliverables/project needs, project SWOT and baseline assessment, there was high need for stakeholder involvement which led to successful project implementation.

4.6 Stakeholders' participation in project monitoring and evaluation

The stakeholder participation in project evaluation and monitoring was investigated and findings presented in Table 4.11 and Table 4.12.

Table 4.11: Stakeholder Involvement in Monitoring and Evaluation

Stakeholder Involvement in Monitoring and Evaluation	Frequency	Percent
Very great extent	12	19.0
Great Extent	31	49.2
Moderate Extent	12	19.0
Little Extent	5	7.9
No Extent	3	4.8
Total	63	100.0

The results in Table 4.11 showed that there great to a very great extent of stakeholder involvement in Kiambu Constituency CFD project monitoring and evaluation. Specifically, 31(49.2%) and 12(19.0%) participants indicated great and very great extent respectively to which stakeholders were involved in project monitoring and evaluation as opposed to only 5(7.9%) and 3(4.8%) participants who noted no or little extent respectively. The findings imply that there was great to very great extent of stakeholder involvement in Kiambu Constituency CDF project monitoring and evaluation.

Table 4.12: Stakeholders' participation in project monitoring and evaluation

Stakeholders Participation in Project Monitoring and Evaluation	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree			
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Mean	Standard De
Our organization consults and involves stakeholders' in formulating and employing the project monitoring system	2	3.2	4	6.3	13	20.6	29	46.0	15	23.8	2.46	1.584
We involve stakeholders' in project monitoring schedule adherence	3	4.8	2	3.2	6	9.5	41	65.1	11	17.5	1.90	1.376
We encourage and promote stakeholder involvement in formulation and execution of the project evaluation plan	3	4.8	4	6.3	17	27.0	28	44.4	11	17.5	2.63	1.697
Stakeholders are significantly involved in project site visit and analysis	2	3.2	3	4.8	8	12.7	36	57.1	14	22.2	2.10	1.445
The project team shares with stakeholders the project deliverables to promote collaboration and accountability	3	4.8	4	7.9	16	25.4	30	47.6	9	14.5	2.52	1.693
Composite	Mean					2.36						
	Standard Dev.					1.483						

The results in Table 4.12 showed that the stakeholders were consulted in formulating and employing the project monitoring system as agreed and strongly agreed by 29(46.0%) and 15(23.8%) participants respectively, as opposed to only 4(6.3%) and 2(3.2%) participants who disagreed and strongly disagreed respectively. The Kiambu Constituency representatives involved stakeholders' in project monitoring schedule adherence which was agreed by 41(65.1%) participants and strongly agreed by 11(17.5%) participants. Also, the stakeholders were encouraged and their involvement in formulation and execution of the project evaluation plan promoted as agreed and strongly agreed respectively by 28(44.4%) and 11(17.5%) out of 63 participants. However, 27(27.0%) participants were undecided implying that they were not sure about their involvement in the project evaluation plan. The Kiambu Constituency representatives were found to significantly involve the stakeholders in project site visit and analysis as agreed and strongly agreed by 36(57.1%) and 14(22.2%) participants. This is opposed to only 3(4.8%) and 2(3.2%) participants who disagreed and strongly disagreed respectively. Finally, project team shared with stakeholders the project deliverables to promote collaboration and accountability as agreed and strongly agreed by 30(47.6%) and 9(14.5%) participants, opposed to only 4(7.9%) who disagreed with the statement.

The findings imply that the Kiambu Constituency representatives involved stakeholders in formulating and employing project monitoring systems, monitoring schedule adherence, formulation and execution of project evaluation plans, site visits and analysis as well as promoting collaboration and accountability by sharing with the project stakeholders. The importance of this participation is highlighted in the literature. For instance, Study by Arndt and Oman (2006) emphasized the importance of stakeholder involvement in monitoring and evaluation as they would identify project success and failures even before the project is completed. Furthermore, Love et al. (2005) held similar view with Kiambu Constituency study on the representation of stakeholders in different aspects of project evaluation and monitoring concluding that this leads to project success in terms of project problem identification and project transfer in timely manner and within desired quality. However, although Albert (2004) disagreed with the current study findings by indicating little involvement of stakeholders in project monitoring and evaluation, Albert (2004) highlighted the importance of stakeholder participation at this stage in ensuring that project is implemented successfully.

4.7 Project Implementation and Project implementation improvement due to stakeholder participation.

The project implementation aspects were evaluated together with the effect of stakeholder participation on project implementation with findings presented in Table 4.13, Table 4.14 and Table 4.15.

Table 4.13: Project Implementation Aspects

Stakeholders Participation in Project Identification	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree			
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Mean	Standard De
The CDF projects in the constituency are implemented within schedule	1	1.6	6	9.5	6	9.5	29	46.0	21	33.3	2.19	1.306
The projects are implemented within budget and efficiently	3	4.8	2	3.2	9	14.3	33	52.4	16	25.4	2.25	1.492
The projects meet technical requirements	2	3.2	7	11.1	19	30.2	25	39.7	10	15.9	2.73	1.706
The projects have solved community problems	3	4.8	2	3.2	16	25.4	35	55.6	7	11.1	2.41	1.738
The projects are implemented within scope	2	3.2	6	9.5	16	25.4	26	41.3	13	20.6	2.62	1.641
Composite	Mean					2.53						
	Standard Dev.					1.571						

The results in Table 4.13 indicated that CDF projects in the constituency were implemented within schedule as agreed and strongly agreed by 29(46.0%) and 21(33.3%) participants, opposed to 6(9.5%) and 1(1.6%) participants who disagreed and strongly disagreed respectively. The projects were implemented within budget and efficiently as agreed by 33(52.4%) and 16(25.4%) participants. However, 9(14.3%) participants were undecided on projects being implemented within budget and efficiently while 2(3.2%) disagreed. It was agreed and strongly agreed respectively by 25(39.7%) and 10(15.9%) participants the projects met technical requirements, as opposed to only 7(11.1%) participants who disagreed

and 19(30.2%) who were undecided. Also, the projects had solved community problems as 35(55.6%) and 7(11.1%) participants respectively agreed and strongly agreed. Finally, it was agreed by 26(41.3%) and strongly agreed by 13(20.6%) participants that the projects were implemented within scope, as opposed to only 16(17.5%) out of 63 participants who were undecided.

The findings imply that measures and aspects of project implementation as identified by Kiambu Constituency which were successfully met as agreed by most of the constituency representatives taking part in the study were implementing projects within schedule, budget and efficiently, meeting technical requirements, solving community problems as well as implementing the projects within scope. Indeed, these measures were used in different literature to measure project implementation success. For instance, Nijkamp et al. (2002) highlighted that effective project implementation meets the community need and the done within the required project scope. Furthermore, Albert (2004) indicated that the effective project implementation is met when the cost and benefit analysis reveals that budget, stakeholder analysis, including users and support personnel for the project, project charter including costs, tasks, deliverables and schedule which ensure stakeholder participation in project implementation and success.

Table 4.14: Stakeholder participation and Project Implementation

Participation	Frequency	Percent
Yes	54	86
No	9	14
Total	63	100

The results in Table 4.14 indicated that 86% (54) of the participants were of the opinion that stakeholders participation leads to improved project implementation as opposed to only 14% (9) participants who did not think that participation improves project implementation. Indeed, among the participates who indicated that stakeholders participation led to improved project implementation, there was a consensus that when stakeholders are involved, they help to identify the project requirement during planning and project decision making in addition to helping implement the project as planned. Others were of the view that when stakeholders are involved, they would ensure that the resources are well utilized as needed and the project

deliverables are met delivering value to the community and ensuring project success. Others indicated that the stakeholders are involved to monitor through updates and regular checkups to ensure that projects deliver as required. These findings agreed with Mabutsi (2014) and Isham and Kahkonen (2012) who had similar views with the Kiambu Constituency representatives that when stakeholders are involved the project goals are met successfully. Similar findings were held by Cleland (2017) who noted that stakeholders are involved to ensure that their needs have been met while Berlin (2011) supported the argument by stating that stakeholder involvement ensures that effective control of funds has been achieved in addition to ensuring that there is achievement of project deliverables. Thus based on these findings, it can be argued that stakeholder involvement improves project implementation.

Table 4.15: Correlation Analysis establishing relationship between Stakeholder participation and Project implementation

		implemented within schedule	Implemented within budget and efficiently	The project met technical requirements	Project solved community problems	Project implemented within the scope
Stakeholder involvement in Project identification	Pearson Correlation	.158	.182*	.005	.156	.052
	Sig. (2-tailed)	.078	.042	.958	.081	.566
	N	63	63	63	63	63
Stakeholder involvement in Project Planning in CDF Projects	Pearson Correlation	.567**	.466**	.413**	-.066	-.017
	Sig. (2-tailed)	.000	.000	.000	.466	.848
	N	63	63	63	63	63
Stakeholder involvement in CDF Projects monitoring and evaluation	Pearson Correlation	.221*	.165	.092	-.006	-.017
	Sig. (2-tailed)	.013	.064	.306	.946	.847
	N	63	63	63	63	63

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

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

The Pearson correlation was used in establishing the relationship between Stakeholder participation and project implementation. The research questions 7, 9, 11 and 13 in the questionnaire were used in measuring the stakeholder participation in terms of the extent to which they were involved in project identification, project planning, project implementation and project monitoring and evaluation. The project implementation measures used were in question 15 of the questionnaire and included implementing projects within schedule, budget and efficiently, meeting technical requirements, solving community problems as well as implementing the projects within scope. In interpreting the Pearson correlation model, Dooley (2007) interpretations were used. Firstly, a statistically significant relationship existed

if sig. Value of P-value is less than 0.05 (P*<0.05 and P**<0.01). Secondly, a low correlation exists when Pearson correlation of below 0.2 is attained, moderate to high when correlation of 0.21-0.5 is attained, high to very high when correlation of 0.51 to .07 is attained and very high when correlation of above 0.7 is attained.

Based on the interpretations, there existed a low relationship of 0.182* between Stakeholder involvement in project identification (P<0.05 at 0.042) and project implementation within budget and efficiently. However, there was no significant relationship between stakeholder involvement in project identification and implementation within schedule, meeting technical requirements, solving community problems and implementing project within scope. The results also showed a high to very high statistically significant relationship of 0.567** (P<0.01 at 0.000) between stakeholder involvement in planning and project implementation within schedule and a moderate to high relationship of 0.466** (P<0.05 at 0.000) and 0.413** (P<0.001at 0.000) between stakeholder involvement in planning and implementation within budget and efficiently and project meeting technical requirements.

However, the study only found a moderate to high statistically significant relationship of 0.221* (P<0.05 at 0.012) between CDF monitoring and evaluation with project completion within schedule.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Chapter five provides summary, conclusion and recommendations of the study investigating the influence of stakeholder participation on the implementation of CDF projects in Kiambu Constituency. The chapter begins by providing a summary of the findings, followed by conclusion and recommendations. Finally, the limitations and areas for future research have been identified.

5.2 Summary of Findings and Discussions

The summary of the findings was done in consideration of the research objectives. The four research objectives were influence of stakeholder participation in project identification on project implementation, stakeholder participation in project planning on project implementation, stakeholder participation in project implementation on project implementation and stakeholder participation in project monitoring and evaluation on project implementation. The reliability test showed reliability of 0.867which is above the recommended reliability of 0.7 by George and Mallery (2013) implying that there was internal consistency in the manner by which the participants responded to the research questions hence high reliability and thus summary of the findings were provided as follows. The aspects used in measuring project implementation included project implementation within schedule, within budget and efficiently, meeting technical requirements, solving community problems and implementation within scope as agreed by 79.3%, 77.8%, 55.6%, 66.7% and 61.9% of the participants in that order. These aspects were found to be supported in literature by Nijkamp et al. (2002) and Albert (2004) who separately identified several measures of successful project implementation such as implementation within schedule, within budget and efficiently, meeting technical requirements, solving community problems and implementation within scope.

5.2.1Influence of stakeholder participation in project identification on the implementation of CDF projects

The study investigated the influence of stakeholder participation in project identification on the implementation of CDF projects in Kiambu Constituency. The study found a great to a

very great extent of 46.6%and 14.4% to which stakeholders were involved in project identification. Indeed, as a result of this involvement, it was found that the participates agreed in relation to stakeholder participation in project identification that the community was involved in identifying the needy projects, identifying relevant project, MP and Leader guided in understanding priority projects, projects were extracted from constituency development plan, religious leaders and institutions were involved as well as government organization and civil society as agreed by 81%, 77.8%, 73%, 85.7%, 66.7% and 69.8% (Sum of agree and strongly agree) of the participants in that order. However, the correlation analysis identified that there was statistically significant relationship between Stakeholder involvement in project identification and project delivery within budget of 0.182($P<0.05$ at 0.042). Lewis (2000) and Nijkamp et al. (2002) supported the evidence of stakeholder involvement in problem identification and impact on project implementation supporting the study that when they are involved the needy projects are identified together with all the aspects such as project priorities being put into consideration. Thus, it can be summarized that stakeholder participation in project identification influences project implementation in Kiambu Constituency but mostly meeting the budgets efficiently.

5.2.2 Influence of stakeholder participation in project planning on the implementation of CDF projects

The study investigated the influence of stakeholder participation in project planning on the implementation of CDF projects in Kiambu Constituency. The study found that stakeholders were involved in project planning in terms of SWOT analyses, project needs assessment, baseline assessment, determining project input and output and sharing project objectives, goals and deliverables as agreed by 58.8%, 65%, 66.7%, 65.1% and 79.3% (Sum of agreeing and strongly agree) of the participants respectively. Indeed, the correlation analysis showed a high to very high relationship between Stakeholder involvement in project planning and project implementation within schedule of 0.567** ($P<0.01$ at 0.000), within budget and efficiently of 0.466** ($P<0.01$ at 0.000) and technical requirements of 0.413** ($P<0.01$ at 0.000). These findings on Kiambu Constituency supported previous literature by Kakumba (2010) who agreed that in project planning and implementation, the stakeholders should be involved to ensure success in implementing projects. Other studies included Nijkamp et al. (2012) and Nijkamp et al. (2012) which concluded that in identifying successfully the deliverables/project needs, project SWOT and baseline assessment, there was high need for

stakeholder involvement which led to successful project implementation. Thus, it can be summarized that stakeholder participation in project planning influences project implementation in Kiambu Constituency but mostly meeting the budgets efficiently, meeting technical requirements and project implementation within schedule.

5.2.3 Influence of stakeholder participation in project monitoring and evaluation on the implementation of CDF projects

The study investigated the influence of stakeholder participation in project monitoring and evaluation on the implementation of CDF projects in Kiambu Constituency. The study identified that stakeholders were involved in project monitoring and control in terms of formulation and employment of project monitoring systems, monitoring of schedule adherence, formulation and execution of project evaluation plans, site visits and analysis and promoting collaboration and accountability as agreed by 69.8%, 80.8%, 61.9%, 79.3% and 62.1% (Sum of agree and strongly agree) of the participants respectively. However, the study only found a moderate to high statistically significant relationship between stakeholder engagement in monitoring and evaluation and project implementation in terms of project implementation within the schedule of 0.221* ($P<0.05$ at 0.013) but had no statistically significant relationship with budget and efficiently, meeting technical requirements, solving community problems and implementation within scope. Although no statistically significant relationship was found, the Kiambu Constituency study however agreed with former studies that the representation of stakeholders in different aspects of project evaluation and monitoring concluding that this leads to project success in terms of project problem identification and project transfer in timely manner and within desired quality (Albert 2004; Love, 2005; Arndt and Oman, 2006). Thus, it can be summarized that stakeholder participation in project monitoring and evaluation influences project implementation in Kiambu Constituency but not statistically significant relationship exists with project implementation.

5.3 Conclusion of the Study

The research sought to investigate the influence of stakeholder participation on the implementation of CDF projects in Kiambu Constituency, Kiambu County, Kenya made some key findings. The four key objectives guiding the study included the influence of stakeholder participation in project identification on project implementation, stakeholder

participation in project planning on project implementation, stakeholder participation in project implementation on project implementation and stakeholder participation in project monitoring and evaluation on project implementation. The data was collected using quantitative questionnaires distributed to a total of 63 participants who were Kiambu Constituency representatives and analyses using SPSS. In relation to stakeholder participation in project identification, the study found that the community was involved in identifying the needy projects, identifying relevant project, MP and Leader guided in understanding priority projects, projects were extracted from constituency development plan, religious leaders and institutions were involved as well as government organization and civil society. Secondly, the study found that stakeholders were involved in project planning in terms of SWOT analyses, project needs assessment, baseline assessment, determining project input and output and sharing project objectives, goals and deliverables. Thirdly, the study found that stakeholders participated in project implementation in terms of generating project work plan, mobilization of project resource, Project budgeting, project procurement and supply chain management and formulation and execution of project plans. The study also identified that stakeholders were involved in project monitoring and control in terms of formulation and employment of project monitoring systems, monitoring of schedule adherence, formulation and execution of project evaluation plans, site visits and analysis and promoting collaboration and accountability.

The aspects used in measuring project implementation included project implementation within schedule, within budget and efficiently, meeting technical requirements, solving community problems and implementation within scope. Finally, while most of the participants were of the opinion that stakeholder involvement improved project implementation, the study found statistically significant moderate relationship between Stakeholder involvement in project identification and delivery within budget and efficiently, Stakeholder involvement in project planning and project implementation within schedule, within budget and efficiently and technical requirements as well as Stakeholder involvement in project implementation and project implementation within schedule, within budget and efficiently and technical requirements.

5.4 Recommendations of the Study

Having concluded the study that sought to investigate the influence of stakeholder participation on the implementation of CDF projects in Kiambu Constituency recommendations below was made to Kiambu Constituency Representatives and policymakers.

1. To the Kiambu Constituency representatives, 86% of the participants identified that their participation impacts successful project implementation and thus should involve all the stakeholders. Indeed, given that the study found statistically significant correlation between stakeholder participation and project implementation within budget and stakeholder participation in project planning and implementation on meeting the budgets efficiently, meeting technical requirements and project implementation within schedule, it is recommended that the Kiambu Constituency representatives involve the stakeholders in need identification, project planning and implementation. These were found to be more important in this study than involvement in project control and evaluation.
2. To practitioners in project management and other policymakers from different constituencies in the country, it is recommended that they engage stakeholders as they enhance the effectiveness at which the project implementation is successful. At each stage of project life cycle, project needs identification, planning, implementation and monitoring and evaluation, the study found stakeholders to play a key role in influencing successful project implementation in terms of meeting the budgets efficiently, meeting technical requirements and project implementation within schedule. Thus, the study recommends that these stakeholders especially the community, religious leaders, institutions such as non-government institutions be involved to ensure project success through efficient and effective project implementation.

5.5 Suggestions for Further Research

In future, the research recommends that the current research limitations be addressed. Firstly, the future studies may look into the same topic covered in this research but use sample from both Kiambu Constituency representatives or other Constituencies and also engage members of the Community and the representatives and see if the same results are achieved. Furthermore, based on the challenge of quantitative methods, the current study also recommends use of mixed methods by use of both qualitative interviews and quantities research questionnaires to provide valid and more reliable information for policy

development. Finally, the study found no statistically significant relationship between stakeholder participation in monitoring and evaluation on project implementation, future researchers can focus on investigating if this objective will have similar results. However, the study should use mixed research methods and combination of Constituency representatives and members of the constituency who are not part of the representatives.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

This research was intended to examine the effects of **Stakeholders' Participation on CDF projects Implementation in Kiambu Constituency.** All answers shall be treated with strict trust and shall not be used for any other reason other than that specified. Thank you.

Please answer all the questions in all the sections as shown by either ticking or filling in the given blank space.

Section A: Background information (please put an X in relevant box)

1. Please specify your Gender Male ( ) Female ( )

2. Indicate your age bracket?

Below 20 years [ ]

20-30 years [ ]

31-40 years [ ]

41-50 years [ ]

Above 50 years [ ]

3. Which is your highest academic level?

Primary certificate [ ]

Secondary certificate [ ]

College diploma [ ]

University Graduate [ ]

Post graduate [ ]

4. How long have you been working in your current organization?

Less than 1 year [ ]

1-5 years [ ]

5-10 years [ ]

Above 10 years [ ]

5. What is your job designation?

Community member [ ]

Project Officer [ ]

Project Supervisors [ ]

Finance Officer [ ]

Project Manager [ ]

Government rep [ ]

6. What sector does your project belong to?

Education [ ]

Roads and bridges [ ]

Environment [ ]

Health [ ]

Security [ ]

Water and sanitation [ ]

Section B: Stakeholders' participation in project identification

7. To what extent do you involve stakeholders in project identification?

No extent [ ]

Little extent [ ]

Moderate extent [ ]

Great extent [ ]

Very great extent [ ]

8. Indicate to what extent you agree with the following statements or disagree with them on how stakeholder participation in project identification affects project implementation. Use a scale of 1-5 where 5=strongly agree, 4=Agree, 3- undecided, 2= disagree and 1= strongly disagree.

Project identification and Project Implementation	5	4	3	2	1
We involve the community in identifying needy projects in the constituency					
The CDF committee is always involved in identifying relevant projects for a financial year					
The MP and other leaders give guideline on priority projects for the constituency					
Projects are extracted from the constituency development plans					
The project involves religious leaders and institutions in project identification					
The civil society and non-governmental organizations are involved in constituency project priorities					

Section C: Stakeholder Participation in Project planning and CDF project implementation

9. To what extent do you involve stakeholders in project planning in CDF projects?

No extent [ ]

Little extent [ ]

Moderate extent [ ]

Great extent [ ]

Very great extent [ ]

10. Indicate the extent to which you agree or disagree with the following statements on stakeholders' participation in project planning among CDF projects. Use a scale of 1-5 where 5=strongly agree, 4=agree, 3- undecided, 2= disagree and 1= strongly disagree.

Stakeholder Participation in Project planning	5	4	3	2	1
The project team involves stakeholders in project SWOT analysis					
Stakeholders are involved in project needs assessment before implementation					
A baseline assessment in consultation with stakeholders to enhance project implementation					
Stakeholders are involved in determining input and outputs of the projects					
The project goals, objectives and deliverables are shared with the stakeholders to promote tracking and accountability					

Section D: Stakeholders' participation in project monitoring and evaluation

11. To what extent do you involve stakeholders in project monitoring and evaluation?

No extent [ ]

Little extent [ ]

Moderate extent [ ]

Great extent [ ]

Very great extent [ ]

12. Indicate the extent to which you agree or disagree with the following statements regarding stakeholders'' participation in project monitoring and evaluation. Use a scale of 1-5 where 5=strongly agree, 4=agree, 3- undecided, 2= disagree and 1= strongly disagree.

Stakeholders' participation in project monitoring and evaluation	5	4	3	2	1
Our organization consults and involves stakeholders' in formulating and employing the project monitoring system					

We involve stakeholders' in project monitoring schedule adherence					
We encourage and promote stakeholder involvement in formulation and execution of the project evaluation plan					
Stakeholders are significantly involved in project site visit and analysis					
The project team shares with stakeholders the project deliverables to promote collaboration and accountability					

SECTION E: CDF Project Implementation

13. This section contains statements related to implementation of CDF projects in Kiambu Constituency. Tick one box accordingly. Use a scale of 1-5 where 5=strongly agree, 4=agree, 3- undecided, 2= disagree and 5= strongly disagree.

Project Implementation	5	4	3	2	1
The CDF projects in the constituency are implemented within schedule					
The projects are implemented within budget and efficiently					
The projects meet technical requirements					
The projects have solved community problems					
The projects are implemented within scope					

14. In my own opinion, do you think stakeholders' participation improve project implementation?

Yes { } **No** { }

Please qualify the above option. …….

APPENDIX II: INTRODUCTORY LETTER

APPENDIX III: RESEARCH PERMIT