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

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ABSTRACT

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

Key Words: *stakeholders role, constituency development fund projects, performance, national government Wajir West constituency, Kenya*

INTRODUCTION

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

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

Stakeholder role is critical to the success of every project in every organization. Stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. In a project environment, these stakeholders are usually numerous, and can vary significantly in the degree of influence in both directions. Power, legitimacy and urgency are key stakeholder characteristics. As such, a project manager is required to develop sufficient understanding of such characteristics, which are in fact changing variables within the various stakeholders in a project environment. The number and nature of stakeholders will vary with the life of the project; it would therefore make sense to carry out the review of identification throughout the project (Freeman, 2010).

Development Fund schemes are decentralization initiatives which send funds from the central governments. According to International Budget Partnership (2010), the practice was first adopted in India, in 1993, as Members of Parliament Local Area Development Scheme. In addition, the activity or program being implemented is described in sufficient detail so that

independent observers can detect its presence and strength. The Comprehensive Development Framework is an approach by which countries can achieve these objectives. It emphasizes the interdependence of all elements of development social, structural, human, governance, environmental, economic, and financial. The NG-CDF is the foundation for the new partnership between developed and developing countries to achieve improvements in sustainable growth and poverty reduction that will help countries achieve the MDGs. In other words' implementation simply means carrying out the activities described in a work plan, therefore making project execution the phase where visions and plans become reality (Young, 2013).

STATEMENT OF THE PROBLEM

Since its introduction NG-CDF has made a great impact, with numerous NG-CDF projects coming up in the country. However, it is evident that NG-CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete, low quality and irrelevant project across the constituencies in the country (CEDGG, 2011). The fund in the constituency is bogged with numerous challenges including lack of stakeholders' involvement, lack of capacity of NG-CDFC, poor succession planning/ transition, and poor monitoring and evaluation. There has been a lot of criticism, from various quarters, on the way the NG-CDF is managed and implemented. According to Transparency International (2014), doubts have been raised as to whether the constituency development fund has met its stated objectives. For instance there is reported lack of transparency in allocation of funds for development projects; it is not clear how decisions are arrived at on what development projects to be implemented and the formation of the Constituency development committees that are the centre of decision making are characterized by political patronage. A report by the Kenya Tax Payers Association for 2013/14 indicated that 40% of the NG-CDF could not be accounted for, 20% of the projects had not been successfully completed and only 5% had been completed successfully. The NG-CDF Projects so far carried out in Wajir West Constituency are performing poorly. It is evident that NG-CDF money is not managed in a transparent manner and that communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete, low quality and irrelevant project across the constituencies in the country (CEDGG, 2011). This is attributed to lack of stakeholders participation, poor procurement, poor governance and low capacity of implementers. Many projects have been initiated but never completed. Other projects have been stopped due to various challenges such as repeated accusation of abuse of funds, political interference by MPs, incomplete projects, a lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of NG-CDF projects. Even though each constituency under the umbrella of constituency development fund committee (NG-CDFC) is responsible for the management of NG-CDF and is the vehicle of disbursing funds to the grass root level, the management faces varied implementation challenges that influence performance of the projects. Studies have been done in respect to agricultural projects which include; Mandala (2018) influence of stakeholder's involvement in project management on the performance of road construction projects in Kenya: A Case of Bondo Sub County, Siaya County, Kana

(2014) factors influencing implementation of constituency Development Fund projects in Kenya: a case of Moyale Constituency Hassan (2018) implementation practices of constituency development fund projects in Kenya: A Case of Wajir East Constituency, Kemei (2014) Influence of Community Participation on Sustainability of Constituency Development Fund projects in Tinderet Constituency, Nandi County, Kenya, Wairi (2017) factors influencing stakeholders' participation in ward development fund projects: a case of Ndaragwa Sub-County, Nyandarua County, Kenya. The studies found out that level of participation of the stakeholders was not adequate in the most important stages of project formulation, design and implementation, aware of resistance to implementation of the project by the surrounding community and the best approach from addressing complaints that may have been raised as incorporation of the local community and other stakeholders into the project implementation. The studies did focus on influence of stakeholder's role on the performance of national government Constituency Development Fund projects in Wajir West Constituency, Kenya. Therefore, this study sought to fill this research gap.

PURPOSE OF THE STUDY

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

OBJECTIVES OF THE STUDY

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

LITERATURE REVIEW

Performance of Constituency Development Fund Projects

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

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

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

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

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

The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the community needs. The key project controls needed here are an understanding of the project environment and making sure that all necessary controls are incorporated into the project. Any deficiencies should be reported and a recommendation should be made to fix them. The initiation stage should include a plan that encompasses the following areas: Analyzing the needs/requirements in measurable goals, Reviewing of the current operations, Financial analysis of the costs and benefits including a budget, Stakeholder analysis, including users, and support personnel for the project, Project charter including costs, tasks, deliverables, and schedule. The initial stage in order to ensure that there is successful engagement by the stakeholders is to figure out the different individuals and groups who are most likely to be indirectly or directly affected by the project, or those that could be having an interest in the project (Njogu, 2016).

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

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

Beneficiary assessment is a systematic consultation process between the beneficiaries of the project and other stakeholders so as to obtain their views pertaining to ongoing or planned project. According to Davis, MacDonald and White (2010) beneficiary assessment is useful when identifying the inputs of the project, potential constraints which might be experienced during their participation and retrieval of feedbacks during the implementation of the project. Mahmoud-Jouini, Midler and Silberzahn (2016) saw that beneficiary analysis is useful for identification of challenges which might be encountered during project implementation process.

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

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

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

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

Heravia *et al.* (2015) evaluated the involvement of stakeholders level in the planning process of building construction and found that project managers have the highest level of engagement of stakeholders in the planning process unlike the contractors. There is also a need for improvement of effective stakeholders. Participation during the planning phase of a particular project. In Saudi Arabia, Fageha and Aibinu (2016) established that poor definition of scope occur when stakeholder inputs are deliberately or accidentally omitted while some inputs are dominating. During pre-planning process of the project, scope evaluation completeness definition should assist the project manager to determine whether the project

implementation process should proceed. The scope developed by the project managers should be able to satisfy the expectation of the stakeholder and clearly define the project scope. However, input solicitation from all stakeholders is normally a costly, inefficient and tiresome. This is because of the variation in stakeholders' interest and requirements.

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

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

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

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

This is the stage at which the institutions are established and facilities constructed. It is the stage which involves the disbursement of the largest portion of the project funds. For example, the procurement of materials and equipment for constructing a water project and the actual construction works. This phase ensures projects' activities are properly executed and controlled. The planned solution is implemented to solve the problem specified in the

project's requirements. The most common tools or methodologies used in the implementation phase are an update of Risk Analysis and Score Cards, in addition to project Plan and Milestones Reviews. Implementation phase consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. Implementation process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The deliverables are produced as outputs from the processes performed as defined in the project management plan.

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

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

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

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

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

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

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

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

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

THEORETICAL FRAMEWORK

Stakeholder Theory

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

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

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

Resource Based Theory

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

The resource-based view (RBV) aspires to explain the internal sources of a firm's sustained competitive advantage. Tabo (2013), describe resources in terms of three categories: physical, human and organizational capital which includes capital equipment, the skills of individual employees, patents, finances and talented managers. According to Hogan (2012) an organization's unique resources and capabilities provide the basis for an implementation of a project. The RBV explicitly looks for the internal sources of SCA and aims to explain why firms in the same industry might differ in performance. For a project to be successful it requires funds and resources. This theory was thus relevant to the study in relation to resources needed for the performance of agricultural projects such as new farming technology and enriching the farmer's education level.

General System Theory

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

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

In this study, the important role of this theory was to provide a theoretical model that was used to explain, predict and control phenomenon. Road construction projects require a system

that is functional and was used to manage projects appropriately. Kariuki (2014) argues that there is need to control systems failure in one component leads to failure of another and, ultimately, the failure of the entire system. Involvement of all stakeholders including community members ensured effective and efficient management of other resources and their projects their projects and other resources for maximum outputs.

RESEARCH METHODOLOGY

Research Design

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

Target population

A population is an entire group of individuals, events or objects having common characteristics that conform to a given specification. Also, a population is the total collection of elements about which we wish to make inferences (Lewis, 2015). Therefore, the target population for this study composed of 261 Community leaders, Constituency Development Fund Committee, Project Management Committee and County officials.

Sample Size and Sampling Procedure

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Gorard, 2013). Kratochwill (2015) observes that sampling involves selecting a given number of subjects from a defined population so as to represent the entire population. Stratified and simple random sampling technique were used in this study. From each category, representative samples were drawn through simple random methods. In this case the researcher selected randomly the respondents keeping in mind that every item in the strata had an equal chance of being selected into the sample. This method ensured that all the individuals in the target population had an equal chance of being included in the sample. This helped to eliminate the biasness. To obtain the desired sample size for the study with the population of 261, Nassiuma (2000) formula was used since it's more precise than other formulas. The computation was as shown;

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

Where: **n**= sample size; **N** = population (261); **Cv**= coefficient of variation (take 0.6); **e**= tolerance of desired level of confidence (take 0.05) at 95% confidence level)

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

The ration therefore was 78/261 =0.298. This was used across all the strata to get the sample for each stratum. Sampling is the process of selecting a number of individuals for a study in such a way that the individual selected represents the large group from which they are selected. A sample size of between 10% and 40% is considered adequate for detailed or in-depth studies. The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. The goal of stratified random sampling was to achieve the desired representation from various sub-groups in the population. In stratified random sampling, subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Creswell and Creswell, 2017). The study used simple random sampling to pick the respondents in each stratum.

Research Instruments

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

Data Collection Procedures

Data collection is the precise, systematic gathering of information relevant to the research problems, using methods such as interviews, participant observation, focus group discussion, narratives and case histories (Burns & Grove 2003). The researcher obtained an introduction letter from the university and research permit from NACCOSTI which was presented to each respondent so as to be allowed to collect the necessary data from the respondents. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointments with respondent organizations at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents. This enabled

the researcher to establish rapport, explain the purpose of the study and the meaning of items that were not clear.

Data Analysis Techniques

The study expected to produce quantitative and qualitative data since investigative types of questions to be used to collect data. Quantitative data analysis was done first by entering the data into the computer and using SPSS, the frequencies were generated. Descriptive statistics (measures of central tendency) was used to give the expected summary statistics of variables being studied. The study generated responses at both nominal and ordinal scale levels which entailed use of non-parametric tools of analysis that was Pearson Correlation which was the most appropriate inferential analysis tool for the level of measurement. The data was analyzed using inferential statistics (Pearson Correlation) because was a better statistical tool for analyzing the data. On the other hand, qualitative analysis was operationalized by arranging the data according to the emerging themes or patterns which were assigned numbers to make them measurable. The data was presented in tables. Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression was used because it is the procedure that uses two or more independent variables to predict a dependent variable. The multiple regression models generally assumed the following equation;

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

Where: **Y**= Performance of NG-CDF projects; β_0=constant; β_1, β_2, β_3 and β_4= Regression coefficients; X_1= Stakeholder's participation in project initiation/identification; X_2= Stakeholder's participation in project planning; X_3= Stakeholder's participation in project implementation; X_4= Stakeholder's participation in project monitoring and evaluation; ε=Error Term

RESEARCH RESULTS

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

The research also sought to establish role of stakeholder's participation in project planning on the performance of NG-CDF projects in Wajir West Constituency. The findings show that project planning greatly influences performance of NG-CDF projects in Kenya. The study found that financial planning and project time schedule influence performance of national

government constituency development fund projects in Kenya very greatly. Further, determination of input and output influenced performance of national government constituency development fund projects in Kenya greatly while resource specification was found to have a moderate influence on the performance of national government constituency development fund projects in Kenya.

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

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

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

REGRESSION ANALYSIS

Regression analysis was applied to determine the relative importance of project initiation/identification, project planning, project implementation and project monitoring and evaluation with respect to the performance of national government Constituency Development Fund projects in Kenya. The findings were presented in Table 1, 2 and 3.

Table 1: Model Summary

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

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

government Constituency Development Fund projects in Kenya that were not covered in this study accounted for 21.9% which form the basis for further studies.

Table 2: ANOVA Test

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

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

Table 3: Coefficients of Determination

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

The established model for the study was:

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

Where: Y= Performance of NG-CDF projects in Kenya; X_1= Project initiation/identification; X_2= project planning; X_3=project implementation; X_4=project monitoring and evaluation

The regression equation above has established that taking (project initiation/identification, project planning, project implementation and project monitoring and evaluation) at constant, performance of national government Constituency Development Fund projects in Kenya will be 1.267. The findings presented also show that increase in the project initiation/identification leads to 0.812 increase in the score of performance of national government Constituency Development Fund projects in Kenya if all other variables are held constant. This variable was significant since the p-value 0.000<0.05. This conforms to Nyandika and Ngugi (2014) who agree that project initiation/identification provides the basis of choosing the best options on whether or not to proceed with the project

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

for the project, identifying roles and responsibilities of personnel, availing of resources and intervene in securing.

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

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

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

CONCLUSION

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

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

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

The study further concludes that monitoring and evaluation has a positive and significant effect on the performance of NG-CDF Project in Kenya. The study concludes that monitoring

and evaluation ensures that activities are implemented as planned, potential problems can be identified in a timely manner and corrective action can be taken and help to strengthen the project design.

RECOMMENDATIONS

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

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

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

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

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

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