

**EFFECTS OF STAKEHOLDER INVOLVEMENT IN IMPLEMENTATION OF NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUNDS IN NJORO SUB-COUNTY, NAKURU COUNTY, KENYA.**

**Gicharu. B. Gikombi**

**Email address: [gikombiboniface@gmail.com](mailto:gikombiboniface@gmail.com)**

**Department of Public Policy and Administration, Kenyatta University, Nairobi, Kenya.**

**Dr. Jane Gakenia Njoroge**

**Email address: [strategicgakenia@gmail.com](mailto:strategicgakenia@gmail.com)**

**Department of Public Policy and Administration, Kenyatta University, Nairobi, Kenya.**

**ABSTRACT**

The involvement of the central government in the development of socioeconomic development at the constituency level is important in facilitating nationwide sustainable development, despite geopolitical differences. Since introduction, the Constituency Development Fund (CDF), now NG-CDF, in 2003 has facilitated socioeconomic development across the nation and especially in areas that were previously marginalized, by allocating part of the national resources to constituencies for development purposes. The allocated funds are then allocated to development initiatives depending on the community needs. However, numerous issues have risen on how stakeholders are involved on implementation of the NG-CDF projects. This study sought to examine the effects of stakeholder involvement on the implementation of NG-CDF projects in Njoro Sub-county, Kenya. Njoro Sub-county is in Nakuru County, and covers six wards namely; Njoro, Lare, Nesuit, Kihingo, Mauche, and Mau Narok. The study evaluated the role of stakeholder involvement on the implementation of NG-CDF projects. The study used a descriptive design as it intended to describe the relationship between the independent and the dependent variable. The target population for the study was project coordinators, committee members and community representatives. Stratified sampling and data were collected using a structured questionnaire. The validity and reliability of the research instrument was evaluated in the pilot test as well as through the expert help from the supervisor. Descriptive and inferential statistics were undertaken using SPSS V.22 and the results will then be used to derive conclusions and make inferences.. A regression analysis model was fitted to explain the relationship between the independent and the dependent variables. The study recommended the emphasis of proper stakeholder involvement throughout the project stages, allocation of sufficient funds to finance the NG-CDF projects and the emphasis of the established government regulations to enhance the effectiveness of the implementation process.

**Keywords:** Stakeholder involvement, National Government Constituency Development Fund, Implementation.

## **1.0 INTRODUCTION**

### **1.1 Background**

Stakeholder involvement and participation throughout the project cycle is essential in ensuring maximum project output and returns. Community and stakeholder involvement is significant in ensuring efficient project implementation as it allows maximum contribution by all participants and creates a sense of ownership. According to Zena (2012), some of the public projects started without the involvement of the projected beneficiaries in the identification based on their needs therefore failing to get their approval and support. This observation is affirmed by Nekesa (2012) in her report on the CDF funded projects in Nambale Constituency where she observed that most of the CDF projects stalled as stakeholders ended up blaming each other with allegations of misappropriation.

Best project management practices are those that respect the choices and interests of the project teams and stakeholders and engaged them in all the important aspects of the project and promised effective and efficient project closure with desirable outcomes. This is only achievable when the project meets the needs and objectives of the community. Primarily, stakeholder participation implies that all the participants play their roles collaboratively. The community must own the project, the implementers must impart the required skills to the project teams and the implementing agency must constantly monitor and assess the progress of the project to ensure maximum output and results. This is based on the comprehension that the process through which a project is implemented has numerous effects on its use, operation, and maintenance (Mulwa, 2007).

### **Constituency Development Fund**

The 2003 CDF Act that resulted in the CDF funds provides 2.5% of Gross Domestic Product for CDF. In this case, the CDF involve redistribution of decision-making responsibilities for project identification, planning, and implementation and monitoring from the Central Government to the constituencies (Namano, 2015). The CDF Act also outlines the policy guidelines to guide the implementation of CDF funded projects throughout the project phases, from the identification to completion, allocation of funds to the required projects, as well as the selection and management project teams and their designated responsibilities (National Council for Law, 2016). The policy framework is essential in eliminating major setbacks that may undermine the implementation of community-based projects and especially as a result of political interferences. This implies that the success of a project throughout the different phases must ensure that the managers, implementers and the stakeholders must own the project throughout the project to facilitate the successful implementation. Public initiatives that recognize the involvement of the local people throughout the project's lifecycle enhanced the outcomes of the project as compared to the projects that ignored the people. This is since the involvement of the people facilitates the project ownership.

This study explored the effects of stakeholder involvement in implementation of NG-CDF-projects in Njoro Sub-county. Njoro Sub-County, constituency number 167, is located in Nakuru County, and comprises of 6 wards ("Njoro Constituency," 2017). The Sub-County covers a geographical

area of 713.30 KM<sup>2</sup>, and has a population of 184,859 people, according to the 2009 census statistics (Kenya National Bureau of Statistics, 2009).

## **1.2 Statement of the problem**

The principle objective of NG-CDF is facilitating economic transformation for the local communities through poverty eradication and social empowerment. Besides, it was hoped that fiscal decentralization would enhance the participation of the local communities in promoting decision making in community development, enhancing accountability and transparency and promote good governance (Bagaka, 2008). Unfortunately, a significant majority of the NG-CDF projects have continuously stalled thereby failing to assist the community in improving their welfare. Audit reports, Project Implementation Status reports, as well as civil society groups' reports have continuously indicated a rise in the number of stalled projects funded by the NG-CDF across the country. According to Lumiti (2008), some constituencies are unable to successfully implement their projects due to lack of clear implementation plans. This leaves many stalled projects despite the huge amounts of resources allocated. Lumiti also observes that some constituencies lack adequate capacity to utilize the CDF funds hence the gross misappropriation of public resources.

According to the Project Implementation Status (PIS) report, 42% of the CDF projects earmarked in the 2013/2014, 2014/2015, and 2015/2016 financial years were not completed raising questions as to why the implementation was ineffective (The NG-CDF Board, 2016). The study sought to examine the roles of stakeholder involvement and how they influence the implementation of CDF projects in Njoro Sub-County.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Literature Review**

#### **2.1.1 Stakeholder theory**

The stakeholder theory is associated with the stakeholder participation variable in the study. The engagement of people in all the project activities contributes directly to the attainment of the project objectives and especially when the objectives match the community needs, in the instance that the project at hand is community-oriented. The stakeholder theory was instituted by Richard Edward Freeman in 1980. The theory is drawn from the extensive study and analysis of management practices (Wagner et.al, 2011). The approach was integrated into the management theory as a solution to the discontentment with the unilateral financial criteria of efficiency.

Freeman (2010) instituted a model that comprised of various elements of the stakeholder analysis. At the primary level, understanding the actual stakeholders and their perceived roles and interests is imperative. Systematically, a stakeholder map is utilized as a starting point and which is then used in classifying the various stakeholders on the basis of their stake or interest, and by their authority or power. Harrison et.al, (2015) defines stakeholders as the community, special groups, environmentalists, the media and the society in general. The approach roots a bilateral interaction between all the relevant stakeholders and the organization with one approach focused on how the

organization relates with its shareholders and the other approach focused on how the shareholders hold the organization accountable. Furthermore, it insists on the need for investing in the relationships with all those who play a role in the project or firm, with the stability of the engagements depending on the sharing in various values. As a result, this theory makes it possible for governments to integrate principles and values of good leadership in the formulation and actualization of the outlined plans.

In light of the NG-CDF projects, project managers should pay attention on those likely to be affected by a given policy or decision to ensure balanced interests and to enhance the quality of the implementation process through minimized conflicts and differences during implementation. When local communities are involved throughout the project activities, NG-CDF projects perform better. The involvement of the community ensures the full representation of community needs and thus the full acceptability of the projects.

## **2.2 Empirical Literature Review**

### **2.2.1 Implementation of NG-CDF projects**

The CDF Act of 2007, the public procurement and disposal act of 2005 and the CDF implementation guidelines of 2004 prepared by the National Management committee provides that CDF projects be implemented by the government departments under which they fall (Gikonyo, 2008). Communities in the respective constituencies are required to participate actively throughout the implementation stage to ensure that the objectives of the projects are adequately met while utilizing the allotted resources within the stipulated periods. The effectiveness of the implementation phase is determined by many factors, key among which, is the common understanding of the project mission. According to the Project Management Institute (2008), the project mission entails the identification of the general objectives of the project. The research also observed that the project mission is a critical factor of success as it guides the documentation of the project activities in line with the overall goal and intentions.

A study by Auya (2005) on the challenges undermining the CDF development programs in North Mugirango established that the implementation of these projects was faced by numerous factors. These include low community participation in the selection of CDF committee members as well as in the identification of the projects. Additionally, Katamei et.al, 2015 observed that the implementation of CDF projects in Marakwet West Constituency was undermined by the poor or no community receptivity, which includes the little understanding of the process of implementation, poor leadership skills by the project managers, poorly implemented values and belief systems and lack of commitment to the implementation of the projects. The performance and effectiveness of the implementation process is evaluated on the basis of the cost, time and the overall quality of the project (Williamson et.al, 2014).

### **2.2.2 Stakeholder involvement and implementation of NG-CDF projects**

NG-CDF since its enactment has had a remarkable impact in the promotion of sustainable development through the actualization of key socioeconomic projects across the nation. However, it

is evident that most of the allocations lack transparency whereby the supposed beneficiaries are not adequately involved in the determination of the most required projects and in the management of the funds thereby leaving major gaps for the loss of funds (Davidson, 2009). The engagement of the stakeholder is defined as a critical factor in ensuring the project success, as it helps the project members and all the participants to access and manage the project environment effectively (Llewellyn, 2009). It is also useful in bringing out the interests and roles of all the stakeholders clearly whilst identifying the probable causes of conflicts which may undermine the outcomes of the project. Llewellyn also points out that the engagement of the stakeholders allows the identification of the prevailing relationships between the participants and which can be leveraged to create useful partnerships and coalitions needed in building collaborations on the basis of mutual respect and trust.

Bourne (2009) outlines that active building and management of strong relationships with all the project stakeholders is necessary for ultimate success. Active interactions between the participants facilitates a comprehensive evaluation of the existing relationships, starting with a detailed discussion of the qualifications, and the necessary changes that the managers may have to institute as they exercise their executive roles. Additionally, it requires the recognition of the importance of purposeful and targeted communication that is needed to unite and support the work of the teams. Studies have identified that the active support of stakeholders, from the project coordinators, project sponsors to the targeted community is necessary for driving desirable results. Successful project managers do not only comprehend this necessity but they are equally ready to do all it takes to ensure that the stakeholders understand and actualize their required roles. The communication process is in determining the effectiveness of stakeholders' participation as it is essential in adjusting expectations and changing perceptions, making them more realistic, as well as in helping the acquisition of necessary support for the effective delivery of each role (Bourne, 2009).

This observation is also confirmed by Mille and Marsh (2014), who observed that the isolation of all the stakeholders is a major challenge in the accomplishment of the project objectives. Accordingly, projects where the stakeholders are ignored only succeed to a certain level while in projects where the project managers build strong mutual relationships with all the identified stakeholders are completed successfully and end up with wider connections and ownership among the target communities. The involvement of stakeholders in decision making through participatory analysis in the case of community projects is according to Chikati (2009) a critical method of operation. Stakeholders may have varying interests, influence or level of involvement but it is very important to first, identify all stakeholders and then manage them properly since they can have positive and/or negative influence on the entire project. Creating a sense of project ownership is vital in ensuring long term sustainability of the project. Maritim (2013) notes that the participation of the community members in conjunction with the project developers should be insisted; otherwise the successful implementation of community-based projects will remain a dream. She illustrates how numerous health and community agencies created a development initiative that relied on the principles of equity, multidisciplinary collaboration, participation and empowerment, to enhance the achievement of the project objectives.

Hassan (2012) in the study on the Influence of Stakeholders role on performance of constituency development fund projects; a case of Isiolo North Constituency, Kenya, observed that stakeholders play an important role in the project planning and performance, and that there is a positive collaboration between the participation of stakeholders and the performance of a project. Similarly, Askari (2011), in the study on the Factors influencing effective implementation of Monitoring and Evaluation practices in donor funded projects in Kenya, A case of Turkana district. Established that the involvement of stakeholders in the monitoring and evaluation process and that the participation of stakeholders in the projects illuminates the community needs and incorporates the interest and acceptability of projects.

### **3 Research Methodology**

#### **3.1 Research Design**

The research design provides the framework used in the collection and analysis of the data in the study (Coopers & Schindler, 2011). The research designs provides a distinct template that is utilized in the processes of collecting, managing and interpreting the data so that the results gathered match and back up the objectives and aims identified in the study. The study used a descriptive research design. A descriptive study seeks to describe the specific characteristics that are associated with the target population or group (Kothari, 2008) as also cited by (Njoroge, Muathe & Bula H.O, 2016). A descriptive study measures and summarizes the fundamental aspects of the data in the study. The study sought to collect and identify data on the effects of stakeholder involvement on implementation of National Government Constituency Development Fund in Njoro Sub-County. It evaluated and discussed factors concerning the stakeholder involvement and their role in the implementation of NG-CDF projects in the Sub-county.

#### **3.2 Target Population**

The target population of 600 comprised of the project coordinators, PMC members, and community representatives who are involved in the NG-CDF projects in Njoro Sub-county.

#### **3.3 Sampling Procedure**

The study used the stratified random sampling method to select the sample size of 86 from the target population of 600, drawn from 3 strata namely; Project coordinators, PMC members and Community representatives

#### **3.4. Data Collection Instruments**

A structured questionnaire and interviews were used to collect primary data. The questionnaires were self-administered to the respondents. The questionnaire had two parts and composed of open and close ended questions on the research variables. Questionnaires were useful in the collection of information that could not be observed directly since they inquired on the experiences, attitudes and feelings of the targeted individuals (Mellenbergh, 2008).

### 3.5 Data Analysis

The collected data were classified into sub-samples, edited and cleaned to remove any errors and remove ambiguity. The cleaned data was coded and analyzed using SPSS 22 for both descriptive and inferential statistics. Descriptive statistics was useful in summarizing and presenting data. The results were interpreted using frequencies and percentages. The inferential statistics used in the study were used to derive the relationships that exist between the variables. The inferential statistics that were used in the study are ANOVA (Analysis of Variance), and Linear regression analysis. The regression analysis was used in examining the overall effects of the independent and dependent variable. The Linear regression model was used in predicting the dependent variable based on the value of one independent variable. In this case, the study intended to model the relationship between the dependent variable and the independent variable. The significance of the factors was tested at a 95% confidence level. The regression model used for the study was;

$$Y = \alpha + \beta_0 X_0 + \varepsilon$$

Where; Y is the implementation of NG-CDF projects

$\alpha$  is the intercept of the model

$\beta$  is the coefficient of the independent variables

$X_0$  is Stakeholder Involvement

$\varepsilon$  is estimated error of the regression model

## 4 RESULTS AND FINDINGS

### 4.1 Response Rate

Out of the 86 questionnaires administered, 73 responses were collected which represented 84.9% a response rate which was sufficient for the analysis. Mugenda and Mugenda (2012) highlights that a response of more than 50% is appropriate for the study. Hence 85% response rate was sufficient to draw meaningful analysis and conclusions.

### 4.2 Descriptive Analysis

#### 4.2.1 Effectiveness of the stakeholder involvement in project work

The study sought to examine the effectiveness of the stakeholder involvement in project work. The results are summarized in table 4.1

**Table 4.1 Effectiveness of the stakeholder involvement**

| <i>The following stakeholder involvement aspects impact on CDF implementation;</i>               | <b>SA<br/>%</b> | <b>A<br/>%</b> | <b>U<br/>%</b> | <b>D<br/>%</b> | <b>SD<br/>%</b> | <b>Mean</b> | <b>Std.<br/>deviation</b> |
|--|-----------------|----------------|----------------|----------------|-----------------|-------------|---------------------------|
| Stakeholder should be involved in the identification of NG-CDF projects                          | 65.8            | 30.1           | 1.4            | 0              | 2.7             | 4.56        | 0.781                     |
| Stakeholders' understanding of their roles in facilitating the implementation of NG-CDF projects | 43.8            | 42.5           | 9.6            | 0              | 4.1             | 4.22        | 0.932                     |
| Stakeholders' access to adequate information on the project aspects                              | 32.9            | 52.1           | 11.0           | 4.1            | 0               | 4.14        | 0.769                     |
| Adequate consultation throughout the project activities  | 46.6            | 38.4           | 11.0           | 0              | 4.1             | 4.23        | 0.950                     |
| Input given in the consultation should be used in the implementation process                     | 54.8            | 43.8           | 0              | 0              | 1.4             | 4.51        | 0.648                     |
| Issues addressed in consultative meetings should be relevant to the project implementation       | 64.4            | 30.1           | 5.5            | 0              | 0               | 4.59        | 0.597                     |
| Stakeholder involvement influences satisfaction on the outcomes of the project                   | 53.4            | 31.5           | 11.0           | 4.2            | 0               | 4.42        | 0.841                     |

Source (Field Data, 2018)

From the table, the mean of the first statement was 4.56, which implies that the respondents strongly agreed with the statement. This means that the respondents strongly agree that the stakeholders should be involved in the identification of NG-CDF projects in their areas. The means for the second, third and fourth statements were 4.22, 4.14 and 4.23 respectively. This implies that the respondents agreed with the statements. The mean for the fifth and sixth statements were 4.51 and 4.59 which corresponds to "strongly agreed." The mean for the last statement was 4.42 which corresponds to "agreed." The results imply that the respondents acknowledged the need for the comprehensive involvement and participation of the stakeholders in the identification of NG-CDF projects. Besides, the results imply that stakeholders should be consulted through the process and that their input should be considered in the implementation as it influences their satisfaction in the projects. The results confirm the conclusion that the engagement of the stakeholders is a critical factor in ensuring the project success, as it helps the project members and all the participants to access and manage the project environment effectively (Llewellyn, 2009)

### 4.3 Inferential Results

Regression analysis was used to estimate the relationship of the dependent and the independent variable. The inferential results are presented in table 4.2 below



| Model Summary                                      |                         |                             |                   |                            |       |                   |
|--|-------------------------|-----------------------------|-------------------|----------------------------|-------|-------------------|
| Model  | R                       | R Square                    | Adjusted R Square | Std. Error of the Estimate |       |                   |
| 1  | .266 <sup>a</sup>       | .071                        | .058              | 1.086                      |       |                   |
| a. Predictors: (Constant), Stakeholder Involvement |                         |                             |                   |                            |       |                   |
| ANOVA <sup>a</sup>                                 |                         |                             |                   |                            |       |                   |
| Model  |                         | Sum of Squares              | Df                | Mean Square                | F     | Sig.              |
| 1  | Regression              | 6.389                       | 1                 | 6.389                      | 5.414 | .023 <sup>b</sup> |
|  | Residual                | 83.776                      | 71                | 1.180                      |       |                   |
|  | Total                   | 90.164                      | 72                |                            |       |                   |
| a. Dependent Variable: Project Implementation      |                         |                             |                   |                            |       |                   |
| b. Predictors: (Constant), Stakeholder Involvement |                         |                             |                   |                            |       |                   |
| Coefficients <sup>a</sup>                          |                         |                             |                   |                            |       |                   |
| Model  |                         | Unstandardized Coefficients |                   | Standardized Coefficients  | t     | Sig.              |
|  |                         | B                           | Std. Error        | Beta                       |       |                   |
| 1  | (Constant)              | 2.765                       | .354              |                            | 7.802 | .000              |
|  | Stakeholder Involvement | .287                        | .123              | .266                       | 2.327 | .023              |
| a. Dependent Variable: Project Implementation      |                         |                             |                   |                            |       |                   |

Source (Field Data, 2018)

### Interpretation

From the table, the R Squared is 0.071. The value implies that 7.1% of the variation in the dependent variable, project implementation, can be explained by the independent variable; stakeholder involvement. The Analysis of Variance was conducted to examine the significance of the model. A model is said to be significant when the p-value is less than or equal to 0.05 ( $P \leq 0.05$ ). From the table, the model had an F-statistic value of 5.414 and a p-value of 0.023. Therefore, the model was statistically significant. The regression coefficient for the variable is 0.287. Therefore, the linear regression model can be derived as;

$$Y = 2.765 + 0.287X_0 + \varepsilon$$

From the model, it was evident that there exists a positive relationship between the dependent variable and the independent variables. The intercept, 2.765 implies the constant level of the dependent variable. The coefficient 0.287 implies that a unit change in the stakeholder involvement would result in a 0.287 increase in the implementation of NG-CDF projects. The positive nature of the coefficients implies there exists a positive relationship between the independent and the dependent variables and that a positive change in the independent variables would lead to an increase in the dependent variable.

## **5 SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 SUMMARY**

The study sought to establish the influence of stakeholder involvement on the implementation of NG-CDF projects. The descriptive analysis revealed that there is a satisfactory level of stakeholder involvement in the implementation of the NG-CDF projects in the area. Aside, it was evident that the community considers their involvement as a primary factor in the success of the projects as they contribute immensely towards the project activities. The involvement is often done at different stages and therefore, it is important that the implementers consider comprehensive involvement throughout the project stages. The results indicated that stakeholders were often involved in the identification and management of NG-CDF projects, although some of the stakeholders were not involved throughout the process. Similarly, the stakeholders indicated that they were involved at different project stages. The involvement was considered as a proper factor in ensuring that there was complete understanding of the project objectives and minimized the incidence of project opposition and resistance. The regression coefficient, 0.287 confirmed the existence of a positive relationship. The variable was also confirmed to be statistically significant. These outcome implied that the involvement of stakeholders was critical in facilitating the effectiveness of the project implementation. The findings implied that stakeholders should be involved in the identification of the projects since their involvement grants them sufficient understanding on their roles and contributions in the projects. Aside, there is need for adequate consultation throughout the project activities, whereby the input given is essential in enhancing the implementation process. The involvement of stakeholders is vital in influencing and enhancing their satisfaction on the outcomes of the projects. The community, being a key player in the projects make useful contributions towards the implementation of the projects, which ranges from capital contribution and necessary inputs required in the decision and policy making. Therefore, there is need to ensure the comprehensive involvement of all stakeholders throughout the project activities to enhance the outcomes of the public projects.

### **5.2 CONCLUSIONS**

There is need to ensure the complete involvement of stakeholders at all the project stages and activities. This way, the project objectives are likely to be achieved and the cooperation between the stakeholders is useful in maintaining a smooth implementation process. Collaboration between the stakeholders is also essential in enhancing the decision making process since the stakeholders are given opportunities to give their inputs and feedback for improved policy and decision outcomes.

### **5.3 RECOMMENDATIONS**

The study recommends the creation of a structural framework that incorporates the community throughout the entire project process and activities. Since the community is a primary stakeholder in NG-CDF projects, it is important that they are included throughout the implementation process and that their inputs are considered when making project-related decisions.

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