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International Journal of Innovations, Business and Management (IJIBM)

Vol. 11, No. 13 (2017)

ISSN 2519-5018

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## INFLUENCE OF STAKEHOLDERS' PARTICIPATION ON PERFORMANCE OF CONSTITUENCIES DEVELOPMENT FUNDED PROJECTS IN KAMUKUNJI CONSTITUENCY IN NAIROBI, KENYA

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### ABSTRACT

The performance of development projects depends on effective management of stakeholders. The purpose of this study was to analyze the influence of stakeholders' participation on performance of CDF projects in Kamukunji Constituency in Nairobi, Kenya. The study utilized descriptive research design with qualitative and quantitative research approach. The study target population was 201 CDF projects implemented in healthcare, schools, water and sanitation implemented in Kamukunji Constituency between the financial year 2010/2011 and 2014/2015. A sample size of 94 projects was drawn from target population. Primary data was obtained using structured questionnaire and analysed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) version 23. The study found that CDF project management committee participation, CDF committee participation, beneficiary community and CDF regulators participation had a significant influence on performance of CDF projects. The study recommends that participation of project management committee should be enhanced as this would increase CDF project being completed within time, being completed within budget allocated and completed within specified deliverables. This may be due to project management possession of relevant competency to deliver projects as per plan. The study also recommends that participation of CDF Committee in CDF project should be enhanced to significantly improve CDF project performance. The participation of CDF Committee in CDF projects would lead to completion of the projects within timelines given, within budgeted cost. Consequently, the study recommends that participation of beneficiary community in CDF project should be strengthened as their contribution to the CDF project through resource mobilization, acceptance of the projects, provision of labour and provision of raw materials and equipments would contribute to completion of the CDF project within stipulated timelines, avoid CDF project cost overruns and completion of the projects that meet the required standards and values.

*Keywords: Stakeholder participation and Project Performance*

## 1.0 INTRODUCTION

Project stakeholders are individuals and organizations who are actively involved in the project or whose interests may be affected by the execution and success of the project (Project Management Institute (Atkinson, 2013). In a project environment, stakeholders are usually numerous and vary significantly in the degree of their influence towards project success and sustainability. Scholars have identified three main characteristics of stakeholders. According to Müller and Jugdev, (2012), power, legitimacy and urgency are key stakeholder characteristics that every project manager is required to develop sufficient understanding of. Through these characteristics, stakeholders can affect an organization's functioning, goals, development and even survival by either opposing or supporting the mission and vision of the project as posed by Chinyio and Olomolaiye (2010). Therefore, successful involvement of stakeholders in project planning and implementation is paramount. Stakeholder's involvement has been found to take place varying in different levels of the project cycle and differently in the society, and can take many different forms. According to Malkat and Byung-Gyoo, (2012), the focus of stakeholder participation is usually to share information with, and gather input from, members of the public who may have an interest in a project (Bardhan, Krishnan, & Shu, 2007).

Scholarly discussion has dominated the need and accrued benefits from effective stakeholder management. For instance, according to Orlandi (2012), knowing who the key actors are, their knowledge, interests, positions, alliances, and importance related to the project allows policy makers and project managers to interact more effectively with them and increase support for program or project. Correspondingly, Goodman and Steckler (2012) advocated that stakeholder analysis should be performed before implementing a project or program to assess their influence towards project success. In this regard, he stressed that active stakeholders' participation could prevent potential misunderstandings and/or opposition to project implementation (Goodman & Steckler, 2012). Maina (2013) observed that in order to increase support or build consensus for reform and policy makers, project managers must undertake the stakeholder analysis. The information generated by the stakeholder analysis should be used to develop and implement strategic communication, advocacy, and negotiation plans for engaging stakeholders (Hull, 2010). In addition, apart from the need to understand Stakeholders' participation, studies have also documented benefits of effective stakeholder's analysis and management, especially in CDF projects.

### 1.1 Statement of the Problem

CDF Kitty is one of the government program initiated to spur economic growth and equalize local/community development. Since its inception, many projects having been initiated, many of which that have contributed to economy and transformed living standards. For instance, Gikonyo (2008) reported that CDF Kitty contribution to economic growth accounts for about 10% of GDP growth, a step towards the achievement of Sustainable Development Goals (SDGs) and Kenya Vision 2030. In addition, CDF kitty has also grown accounting for more than 5% of National Government Fiscal Budget according to Finance Bill 2014/2015 (GoK, 2015). Despite the massive investment in CDF kitty, several queries have been raised, especially the relevancy CDF project to beneficiaries needs, fund utilization and implementation schedules.

An audit carried out in 47 counties in Kenya by National Taxpayers Association (NTA) of Kenya (2015) revealed that 38% of funds was lost on shoddy projects, of which 56% were incomplete. In addition, Kshs 44.8 million was unaccounted for, and KShs. 26.2 million was spent on projects that have been abandoned (NTA, 2015). Similar report indicated Kamukunji Constituency among the worst ranked constituencies in the management for CDF funds. The report further revealed that Kamukunji Constituency have received a total of Kshs. 226,732,369 since 2003/04-2014/15 financial years towards improving infrastructure, schools, water, dispensaries and school fees bursaries. Out of the initiated projects, 37.8% have failed, that is, 19.5% abandoned, 21% experienced cost overruns and 17.3% bypass their implementation period (Robinson, 2009). This low CDF project success rate (42.2%) has attracted research work especially among the poorly rated constituencies. For instance, Adan (2014) studied the influence of stakeholders' role on performance of constituencies' development fund projects a case of Isiolo North Constituency and found that stakeholder role in project implementation contributed most to project performance. Onchoke (2013) study on factors influencing performance of community development projects in Kenya and revealed that teamwork with all stakeholders involved, client, project team, financials for the government funded projects contributed higher success factor. Little has been done to examine influence of stakeholders' participation on performance of CDF projects in Kamukunji Constituencies in Nairobi.

### **1.2 Objectives of the Study**

- i. To establish the influence of Project Management Committee (PMC) participation on performance of Kamukunji Constituency Development Fund Projects.
- ii. To determine the influence of Constituency Development Fund Committee (CDFC) participation on performance of Kamukunji Constituency Development Fund Projects.
- iii. To analyze the influence of Beneficiary Community participation on performance of Kamukunji Constituency Development Fund Projects.
- iv. To determine the influence of CDF project regulator participation on performance of Kamukunji Constituency Development Fund Projects.

## **2.0 THEORETICAL REVIEW**

The theory focuses on the need for communication between an agent and a principal, so that there is a clear understanding of both the needs of the principal and the ability of the agent to meet those needs in a competent manner (Marchewka, 2006). Based on this theory, it can be said that the top management of the organizations are the principals and the project manager is the agent. The agent implements the organization's projects on behalf of the principal who is required to provide all the necessary structures and infrastructure for project success. The theory stressed that the agent demonstrates stewardship and professionalism in utilization of the project resources (Morrissett, 2007). Contract theory is also interwoven with the concept of moral hazard. Essentially, both the agent and the principal are exhibiting a certain degree of trust (Madeeha, S. & Imran, H. N. (2014). The agent, or prospective employee, trusts that the working conditions, rate of pay, job responsibilities, and additional benefits are as presented by the employer. In turn, the employer or principal is trusting that the credentials presented

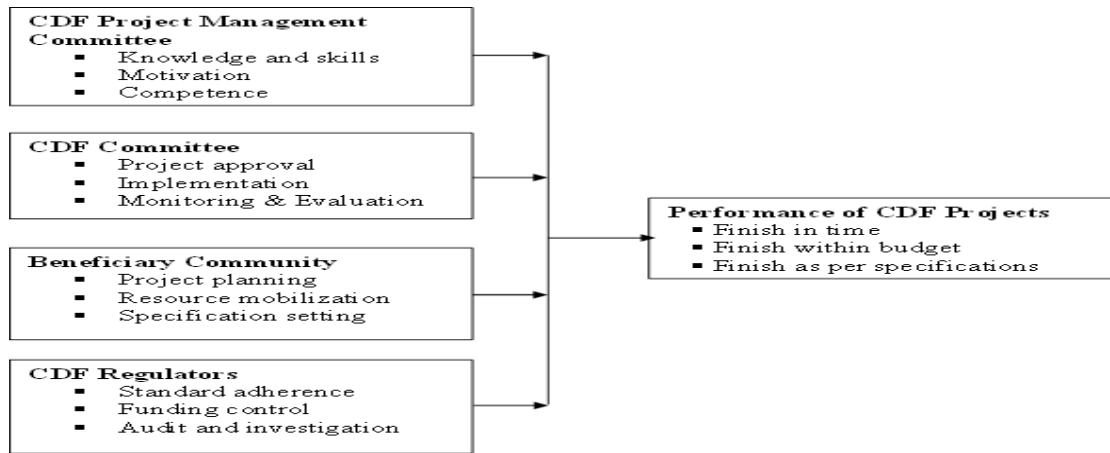
by the agent are valid and sufficiently complete to merit the creation of a contract of employment.

The stakeholder approach has been described as a powerful means of understanding the organization and its stakeholders (Oakley, 2011). This approach is intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function (Mansuri & Rao, 2004). Stakeholder theory identified an input-output model of the firm interests and claims of non-stockholding groups. According to the model, stakeholders entail that all persons or groups with legitimate interests participating in project do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another (Karl, 2007). Müller and Jugdev (2012) argued that in overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them. The managerial importance of stakeholder management has been accentuated in various studies (Oakley, 2013, Mapesa & Kibua (2006). The implication of stakeholder theory to project management is applicable when examining the conditions under which interest parties should be treated as stakeholders, and the roles they should play in each phase of the project. In this regard, the theory emphasizes the significance of the relationship between all interested parties, especially the top management staff with the stakeholders. Specifically, managers should understand the success of the projects can be influenced greatly by the participation of various stakeholders. These stakeholders will participate depending on the relationship they foster with the top management and not junior workers acting on their behalf. This theory supports the first objective to establish the influence of user involvement on performance of constituency's development fund projects.

The Financial Economic Theory provides a theoretical rationale for the use of project financiers in the broader context of corporate finance theory. This theory stem from financial economics is a branch of economics that analyzes the use and distribution of resources in markets in which decisions are made under uncertainty (Mapesa & Kibua 2006). Financial decisions must often take into account future events, whether those related to individual stocks, portfolios or the market as a whole. According to the theory, financial economics employs economic theory to evaluate how time, risk (uncertainty), opportunity costs and information can create incentives or disincentives for a particular decision.

## **2.1 Conceptual Framework**

Figure 1 present a conceptual framework where independent variable is CDF stakeholder's participation namely CDF project management committee, CDF committee, beneficiary community and CDF regulators and dependent variable is performance of CDF projects. This relationship is illustrated in Figure 1.



Independent Variable

Dependent Variable

Figure 1: Conceptual framework

## 2.2 Empirical Review

Project management team, known in CDF projects as Project Management Committee (PMC) participation has been widely studied both from developed and developing countries. To commence with, Donaldson and Preston (2005) conducted a study on influence of PMC on project identification roles, purposely to define the roles of the PMC on CDF project identification. The study reported that in deed, PMC plays a key role in project identification. However, they are lowly involved in project identifications as in most cases they are required to implement a project handed over to them by the CDF committee (Ghazala & Vijayendra, 2011).

Fudge and Wolfe (2008) study analyzed the project management team committee involvement roles in three elements of project identification phase, that is, project scope definition, feasibility study role and project team selection role. Using a descriptive research design and a sample size of 126 respondents mainly drawn from devolved funded projects managers, his study reported that during the implementation phase, the project team accomplished the work defined in the plan and made adjustments when the project factors changed; equipment and materials were delivered to the work site, labor was hired and trained, a construction site was built, and all the construction activities, from the arrival of the first dozer to the installation of the final light switch, were accomplished. This he concluded that PMC plays key role in project success. Kimenyi (2005) conducted a study assessing the promise of team involvement in health service development. The study objective was to understand how the policy of team involvement is interpreted in health service organizations and to identify factors that influence how team involvement is put into practice. The design of the study was ethnographic study using participant observation, interviews, and collection of documentary evidence. Participants in the study were service users, National Health Service managers, and clinicians.

The study established that team involvement in the programme was initiated and led by professionals. Professionals determined the areas of service improvement service users could participate in. they concluded that involvement tended to be most active in the least technical areas and areas with least input from clinicians. The CDF Act specifies CDF committee as the highest authority for CDF project administration at the constituency level. Unlike PMC, CDF committee participation in project is mandatory as an approval body. However, the level and degree of participation no doubt as in most cases, the body acts as rubberstamp (Dvir, 2007). A study by the Organization for Economic Co-operation and Development (OECD) (2007) revealed that public projects is increasingly recognized as a profession that plays a significant role in the successful management of public resources. In the last decade reform efforts have often occurred in cycles, as public projects has gone through substantial changes in terms of priorities, needs and capacity. In many cases these reforms been driven by adhoc scandals. As countries have become more aware of the importance of CDF projects as an area vulnerable to mismanagement and potentially corruption, they have recently initiated efforts to integrate in a more strategic view of government actions (OECD, 2007). In a similar study, Ongoya and Lumallas (2005) analyzed the extent to which community participation plays a key role in the identification and implementation of the CDF projects. Their study found that CDF project choices were influenced by political maximization and not community interest (Ektewan & Ogunlana, 2006). On the other hand, Mapesa and Kibua (2006) found that majority of constituents in some selected constituencies in Kenya took CDF funds for the local politicians own development gesture extended to the people. With this kind of mentality, it is expected that when such funds are embezzled, the local people may not know, and if so may be unable to question or may not know the channel through which to complain.

Waara (2007) revealed that transparency is necessary for the concept of accountability to take hold among the major groups of market participants, borrowers and lenders; issuers and investors; and national authorities and international financial institutions. The study also found that National governments increasingly recognize that regulations are need to enhance transparency predictability and hence, the efficiency of policy decisions. Regulations forces institutions to face up the reality of a situation and makes officials more responsible, especially if they know they will have to justify their views, decisions, and actions afterwards. According to Public Procurement Authority Act of 2007 (GoK, 2007), public procurement must be regulated to curb wastage. This is no exclusion to CDF projects. According to Kaliba and Kerzer (2009) CDF regulations set rules applied to all suppliers of goods, works and services and that these rules are publicized as the basis of procurement decisions prior to their use. In this regards, regulations enables the creation of open, fair and transparent procedures. It promotes inward investment and competitiveness as the public sector is seen as a responsible business partner (Waara, 2007). Carley (2006) used a cost element to describe project performance and specifically stated that cost variance is calculated by the variance between the actual cost and the budgeted cost of a project. This study therefore adopts the measurement of project performance in terms of schedule, project quality, customer satisfaction, time management and achieving project objectives .

### 3.0 RESEARCH METHODOLOGY

This study used a descriptive survey research design. Target population comprised of projects implemented in healthcare, schools, water and sanitation implemented in Kamukunji Constituency between the financial year 2010/2011 and 2014/2015. The unit of analysis was project managers, who according to data obtained from Kamukunji CDF project office, are 201 respondents. From the target population, a sample size of 94 was determined using Yamane’s formula (1967). Stratified and simple random sampling technique was utilized to draw the sample from the population (Kothari, 2004). The stratified sampling technique was used at the first level, where all CDF projects were grouped into four strata (healthcare, education, water and sanitation) according to project homogeneity. From each stratum, proportionate weight was employed to compute and select representatives in the sample as shown in Table 3.1, using simple random sampling technique.

**Table 3.1: Respondents Distribution in the Sample Size**

Stakeholders	Target population	Percentage	Respondents
Healthcare	97	48.26%*94	45
Schools	68	33.83%*94	32
Water	24	11.94%*94	11
Sanitation	12	5.97%*94	5
Total	201	100%	94

The primary data was collected using structured questionnaires analysed using descriptive and inferential statistics through Statistical Package for Social Sciences (SPSS) version 23. Pearson correlation analysis was conducted and explained the strength and nature of relationship between independent and dependent variable, and multiple regression analysis used to establish the the relationship between variables.

### 4.0 RESULTS AND DISCUSSION

The study issued questionnaires to 94 responded as per the sampled size. Out of the issued questionnaires,73 were returned duly filled, 12 not duly filled and nine not returnedconstituting a 78% response rate. Result for Cronbach Reliability Coefficient analysisindicated that all variable questions score an alpha value greater than 0.7. making the instrument reliable

#### 4.1 Descriptive Results

##### 4.1.1Influence of CDF Project Management Committee

The study sought the extent to which project management committee (PMC) participation influence performance of Kamukunji Constituency Development Fund Projects. The findings indicated that respondents agreed that PMC participation in CDF projects provide knowledge and skills to execute the project ctivities and deliver successful CDF projects as indicated by a mean (m=2.81) and standard deviation (std dev. 0.164). The findings indicated

that PMC participation in improving motivation level influence delivering of CDF project successful to a great extent as indicated by a mean of mean (m=4.09) and standard deviation (std dev. 0.049) as indicated in Table 4.1. These results implied that PMC motivation influence delivery of CDF projects. These findings are in agreement with motivated stakeholders influence performance of CDF project .

The respondents moderately agreed that PMC participation improve competency execution of the project as indicated by a mean of mean (m=3.22) and standard deviation (std dev=0.968) as indicated in Table 6. PMC participation contribute to competency in executing project operations influencing delivery of the CDF projects within budget and time The findings concurred with (Ektewan, M., & Ogunlana, (2006).. The respondents strongly agreed that PMC participation contribution to project completion as schedules as indicated by a mean of (m=4.92) and standard deviation (std dev=1.115), contributed to project budget performance as indicated by a mean (m=2.96) and standard deviation (std dev=0.849); and project quality performance ras indicated by a mean of (m=4.01) and standard deviation (std dev =0.627) .

**Table 4. 1: Influence of CDF Project Management Committee**

Project Management Committee Participation	Mean	Std Deviation
PMC possess relevant project knowledge and skill	2.81	0.164
PMC motivated towards CDF project performance	4.09	0.049
PMC are competent <b>and</b> project performance	3.22	0.968
Project completion as schedules	4.92	1.115
Project budget performance	2.96	0.849
Project quality performance	4.01	0.627

**4.1.2 Influence of Constituency Development Fund Committee (CDF Committee)**

The respondents agreed that CDF Committee participation in project approval influences project performance as indicated by a mean of (m=4.23) and standard deviation (std dev=0.804) implying that CDF Committee participation through project approval influences project performance. Repondents moderately agreed that CDF Committee participation minimisizing political interference/interests influence project peformance. Further results indicated that respondents moderately agreed that CDF Committee participation in M&E influence project performance revealed 5.48% strongly agreed, 16.44% agreed, 13.70% indifferent,53.42% disagreed and 10.96% strongly disagreed that CDF Committee participation in M&E influences project performance by correction deviaations, reallocation of resources, restaffing of the project team. The extent to which CDF Committee participation contribution to project performance elements of time, budget and specification is shown in Table 4.2. Study finding revealed that CDF Committee participation contribution to project schedule performance revealed a mean (m=4.08) and standard deviation (std dev=0.145); contribution to project budget performance revealed a mean (m=3.86) and contributes to project quality performance revealed a mean (m=4.33) The findings concurred with Ali and Rahmat (2010) who found that stakeholder involvement influence project performance , completion within cost, time and specifications.



**Table 4. 2: Project Management Committee Participation**

Project Management Committee Participation	Mean	Std Dev
Project approval influences project performance	3.57	0.804
CDF Committee participation in project implementation	3.48	0.339
CDF Committee participation in project monitoring & evaluation	2.52	0.998
CDF committee participation contributes	4.08	0.145
CDF committee participation contributes budget performance	3.86	0.889
CDF committee participation contributes to project quality performance	4.33	0.937

**4.1.4 Influence of Beneficiary Community Participation**

The results in Table 4.3 indicated that respondents moderately agreed that beneficiary community participation in project planning influence performance of CDF projects as indicated by a mean (m=2.74) and standard deviation (std dev. 1.004) . The respondents agreed that beneficiary participation in resource mobilization influenced project performance, as indicated by a mean of mean (m=4.43) and standard deviation (std dev. 0.591) . Thus implied that beneficiary community participation in CDF project planning as Kamukunji Contituencythrough mobilization of resources led to achievement of project performance.

Further respondents moderately agreed that beneficiary community participation in project specification (standard) setting influence on project performance as indicated by a mean of (m=2.86) and standard deviation (std dev. 0.666).This implied that beneficiary community lowly participate in project specification setting which in turn leads to completion of the project within budget allocated and within time given. Further results revealed that beneficiary community contribution to project schedule performance has a mean (m=3.92) and standard deviation (std dev=1.095); contribution to budget performance has a mean (m=2.03) and standard deviation (std dev=0.156); and contribution to quality performance has a mean (m=4.01) and standard deviation (std dev=0.762). This finding revealed that beneficiary community participation contributed to project quality performance within schedule and budget allocated.

**Table 4. 3: Project Management Committee Participation**

Project Management Committee Participation	Mean	Standard Deviation
Community beneficiary participate through planning	2.74	1.004
Community participation through resource mobilization	4.43	0.591
Community participation through project specification setting	2.86	0.666
Community beneficiary participation achieve project schedule	3.92	1.095
Community beneficiary participation and project budget performance	2.03	0.156
Beneficiary participation and project quality performance	4.01	0.762

#### 4.1.4 Influence of CDF Project Regulators Participation

The study sought to determine the influence of CDF project regulator participation on performance of Kamukunji Constituency Development Fund Projects. The respondents 24.66% strongly agreed that participation of CDF regulators influenced CDF project performance as indicated by a mean of  $M=3.77$ ) and standard deviation (std dev. 0.391). This is supported by Mapesa and Kibua (2006) study who reported that due to great political interest, CDF projects quality is greatly compromised. The respondents agreed that CDF project regulators participation in control and monitoring of CDF project funds influence project success; as indicated by a mean of a mean ( $m=2.56$ ) and standard deviation (std dev. 0.489) as indicated in Table 4.4. These results implied that CDF project regulators participation in control and monitoring of CDF project funds would led to achieving of project success , project completion within budget allocated, within time and of quality standard. The findings indicated that respondentd agreed to a moderate extent that regulators participation in regular audit of CDF project influence CDF project performance revealed a mean ( $m=2.02$ ) and standard deviation (std dev. 0.888). These results implies there CDF regulators participation in project audit and investigation thus, influence on project performance. The findings indicated that respondents agreed that CDF regulators participation in CDF project in Kamukunji Contituencies contributed to achieving project success as the projects were being completed in time, within budget and within specification ias indicated by a mean ( $m=3.08$ ) and standard deviation (std dev= $0.845$ ); contribution to project budget performance as indicated by a mean ( $m=3.86$ ) and standard deviation (std dev= $0.332$ ); and contributes to project quality performance as indicated by a mean of mean ( $m=3.33$ ) and standard deviation (std dev= $0.939$ ).

**Table 4. 4: Project Management Committee Participation**

Project Management Committee Participation	Mean	Strd Dev
CDF project regulators set project performance standards that enhance project performance?	3.77	0.391
CDF project regulator controls and monitor project funds to ensure project success?	2.56	0.489
CDF project regulators perform regular project audits?	2.02	0.888
Contributes to project schedule performance	3.08	0.845
Contributes to project budget performance	3.86	0.332
Contributes to project quality performance	3.33	0.939

## 4.2 Inferential Statistics

### 4.2.1 Correlation Analysis

The study undertook correlation matrix analysis to examine the association between influences of stakeholder participation and CDF Projects performance. The correlation factor ranged from  $-1 \leq 0 \leq 1$ . The acceptance confidence level was 95% or significance level of 0.05. The study conducted a Pearson Moment Correlation analysis which is represented by r. The correlation results in Table 4.5 indicated that there was a statistically significant and strong positive association between CDF PMC participation in CDF projects and the

performance of CDF projects in Kamukunji Constituency in Nairobi as indicated by correlation coefficient factor , $r=0.613$ ,  $PV=0.02<0.05$ . The results in Table indicated that there was a statistically significant, strong and positive correlation between CDF Committee participation in CDF projects and the performance of CDF projects in Kamukunji Constituency in Nairobi. The correlation was statistically significant ,  $r=0.665$ ,  $PV=0.02<0.05$  at 95% confidence level. The results in table indicated that there existed statistically significant and positive correlation between CDF beneficiary community participation in CDF projects and CDF projects performance in Kamukunji Constituency in Nairobi as indicated by a correlation coefficient factor,  $r=0.471$ ,  $PV=0.018<0.05$ ). The strength of association between CDF Regulators participation and the CDF projects performance in Kamukunji Constituency in Nairobi was statistically significant and positive ( $r=0.362$ ,  $PV=0.02<0.05$ ). This implied that there existed a positive correlation between the influences of stakeholder participation in CDF project management and the performance of performance of Constituencies Development Funded projects in Kamukunji Constituency in Nairobi, Kenya. This agrees with Adan (2014) and Onchoke (2013), who indicated that stakeholder participation in CDF projects influence achieving of project expected outcomes.

**Table 4. 5: Pearson Correlation Results**

Variables		Project Performance	CDF PMC	CDF Committee	Beneficiary	CDF Regulators
CDF PMC	Pearson Correlation	.613(*)	1			
	Sig. (2-tailed)	.02	.043			
CDF Committee	N	73	73			
	Pearson Correlation	.665(*)	.564	1		
Beneficiary Community	Sig. (2-tailed)	0.02	.04	0.04		
	N	73	73	73		
CDF Regulators	Pearson Correlation	.471	.504(*)	.390(*)	1	
	Sig. (2-tailed)	.018	.001	.004		
CDF Regulators	N	73	73	73	73	
	Pearson Correlation	.362	.733	.402	.350	1
	Sig. (2-tailed)	.02	.002	.02	.02	.02
	N	73	73	73	73	73

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

**4.2.1 Regression Analysis**

In model summary R square was 0.594 with adjusted R square of 0.568 significance at 0.05 level. The coefficient of determination indicates that 56.8% of the variation in the dependent variable, project performance, can be explained by changes in the independent variables (CDF project management committee, CDF Committee, Beneficiary community and CDF Regulators). Analysis of Variance (ANOVA) of stakeholders’ participation on CDF project

performance. Study finding indicated a total variance of 4.675 as the difference between variance which can be explained by the Model’s independent variables and error (cannot be explained by the model independent variable). The higher vlue of F-statistic ( $F_{Cal} = 23.76 > F_{Cri} = 6.857$  at confidence level 95 % and sig is  $0.000 < 0.05$ ) implied goodness of fit of the model.

**Table 4. 6: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.595	4	.928	23.76	.000 <sup>a</sup>
	Residual	4.080	68	.016		
	Total	4.675	72			

a. Predictors: (constant), CDF Project Management Committee Participation, CDF Committee Participation, Beneficiary Community Participation and CDF Regulators Participation

b. Dependent variable: CDF Project Performance.

The results in Table 4.6, the.454 represented the constant which predicted value of Project Performance when all stakeholder involvement were constant at zero (0). The regression results revealed that there existed a statistically significant relationship between involvement of CDF Project Management Committee and performance of constituencies development funded projects in Kamukunji Constituency in Nairobi  $\beta_2 = 0.407$ ,  $p = 0.022 < 0.05$ ,  $t = 5.901$ . This implied that an increase in involvement of CDF Project Management Committee would led to an increase in performance of constituencies development funded projects as indicated by coefficient factor  $\beta_1 = 0.407$ . The results concurred with Nijkamp *et al.*, (2002) who found that PMC plays key role in project success. The regression results revealed that there existed a statistically significant relationship between involvement of CDF Committee and performance of constituencies development funded projects in Kamukunji Constituency in Nairobi  $\beta_2 = 0.644$ ,  $p = 0.002 < 0.05$ ,  $t = 12.882$ . The results were supported by Barrett (2000) who opined that CDF committee participation in project as a approval body influence achievement of project objective. The regression results in Table 4.7 also indicated that there existed a statistically significant relationship between involvement of beneficiary community and performance of constituencies development funded projects in Kamukunji Constituency in Nairobi  $\beta_3 = 0.312$ ,  $p = 0.002 < 0.05$ ,  $t = 11.549$ . This implied that an increase in involvement of beneficiary community would led to an increase in performance of constituencies development funded projects as indicated by  $\beta_3 = 0.312$ . The results were supported by Ongoya and Lumallas (2005) who examined the extent to which community participation plays a key role in the identification and implementation and performance of the CDF projects. The regression findings further indicated that there existed a statistically significant relationship between involvement of CDF regulators and performance of constituencies development funded projects in Kamukunji Constituency in Nairobi  $\beta_4 = 0.513$ ,  $p = 0.008 < 0.05$ ,  $t = 7.657$ . This implied that an increase in involvement of CDF Regulators would led to an increase in project performance as indicated by  $\beta_4 = 0.513$ . The finding concurred with Kemuma (2014)

who found that stakeholder involvement in project planning process of community development projects influence project performance.

**Table 4. 7: Coefficient Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.454	.047		9.508	0.015
CDF Project Management Committee	.407	.069	.401	5.901	0.022
CDF Committee	.644	.050	.587	12.882	0.001
Beneficiary Community	.312	.027	.294	11.549	0.002
CDF Regulators	.513	.067	.471	7.657	0.008

a. Predictors: (constant), CDF Project Management Committee, CDF Committee, Beneficiary Community and CDF Regulators

b. Dependent variable: CDF Project Performance.

**5.0 Summary of the Findings**

The results revealed that PMC participation in CDF projects provide knowledge and skills to execute the project ctivities and deliver successful CDF projects to a great extent (m=2.81) as it improve motivation level influence delivering of CDF project successful, improve stakeholders motivation to participate in project management, enhance project planning and influence beneficiary participation in resource mobilization influenced CDF Kamukunji Contituency project performance. The regression results revealed that there existed a statistically significant relationship between involvement of CDF Project Management Committee and performance of constituencies development funded projects in Kamukunji Constituency in Nairobi  $\beta_2= 0.407$ ,  $p=0.022>0.05$ ,  $t= 5.901$ . Descriptive results established that beneficiary community participation in project specification (standard) setting influence on project performance. The results demonstrated that beneficiary community participate in project specification setting leads to completion of the project within budget allocated and within time given. Further results revealed that beneficiary community contribution to project schedule performance (m=3.92), contribution to budget performance (m=2.03) and contribution to quality performance has a mean (m=4.01). The results were supported by regression results that there existed statistically significant relationship between involvement of CDF Committee and performance of constituencies development funded projects in Kamukunji Constituency in Nairobi  $\beta_2= 0.644$ ,  $p=0.002>0.05$ ,  $t= 12.882$ . CDF Committee participation in project approval contributed to project performance to a great extent (m=4.23), minimisizing political interference/interests resulting to improvement in project performance.

Descriptive results established that CDF Committee participation in M&E influence project performance M&E influences project performance by correction deviations, reallocation of resources, restaffing of the project team. It was established that there existed a statistically significant relationship between involvement of beneficiary community and performance of constituencies development funded projects in Kamukunji Constituency in Nairobi  $\beta_3= 0.312$ ,  $p=0.002>0.05$ ,  $t= 11.549$  hence increase in involvement of beneficiary community

would lead to an increase in performance of constituencies development funded projects. The results further found that PMC participation improve competency execution of the project as indicated by a mean of mean ( $m=3.22$ ), PMC participation contribute to competency in executing project operations influencing delivery of the CDF projects within budget and time contributing to project completion as schedules, within budget and project of expected quality performance. The regression results found that there existed a statistically significant relationship between involvement of CDF regulators and performance of constituencies development funded projects in Kamukunji Constituency in Nairobi  $\beta_4= 0.513$ ,  $p=0.008 < 0.05$ ,  $t= 7.657$ . Hence, increase in involvement of CDF Regulators would lead to an increase in Constituencies Development Funded projects in Kamukunji Constituency in Nairobi performance.

## 5.0 Conclusion

The study concludes that CDF project management committee participation has positive and significance influence on CDF project performance in Kamukunji Constituency. This influence is exercised by committee motivation level, which in turn contributes to project schedule and quality performance. The study concludes that CDF Committee has positive and significance influence on CDF project performance in Kamukunji Constituency. This influence is exercised through participation in project approval and project implementation, which in turns, contributes project schedule and quality performance. The study concludes that beneficiary community participation has significance influence on CDF project performance in Kamukunji Constituency. This is contributed to by participation in project planning and project specification setting, which in turn, contributes to schedule and budget performance. The study concludes that CDF regulators participation has significance influence on CDF project performance in Kamukunji Constituency. This is contributed by participation in funding control and audit.

## 6.0 Recommendations

The study recommended that stakeholder participation influence performance of CDF projects. The study recommend that participation of project management committee should be enhanced as this would increase CDF project being completed within time, being completed within budget allocated and completed within specified deliverables. This may be due to project management possession of relevant competency to deliver projects as per plan. The study also recommend that participation of CDF Committee in CDF project should be enhance to significantly improve CDF project performance;.The participation of CDF Committee in CDF projects would lead to completion of the projects withi timelines given, within budgetted cost and achieve it inteneded objective of improving livelihood of the communities. Consequently, the study recommend that participation of beneficiary community in CDF project should be strengthened as their contribution to the CDF project through resource mobilization, acceptance of the projects, provision of labour and provision of raw mareials and equipments would contribute to completion of the CDF project within stipulated timelines, avoid CDF project cost overruns and completion of the projects that meet the required standards and values. The study recommended that there need for an active engagement of beneficiary community in CDF project management. Their significance contribution towards resources cannot be overlooked and thus should be encouraged to

achieve CDF goals. Lastly, the study recommended that CDF Regulators should participate actively in CDF projects management to enhance monitoring and evaluation of the project, improve project auditing and mitigate risks hence significantly improve CDF project completion rate and improve CDF project cost efficiency.

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