

# ASSESSMENT OF EFFECT OF STAKEHOLDERS' ANALYSIS AND ENGAGEMENT ON THE PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUNDED PROJECTS: A SURVEY OF VIHIGA COUNTY

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**Abstract:** The purpose of this study was to analyze the effect of stakeholders' analysis and engagement on performance of CDF projects in Vihiga County; the study was supported by the Theory of change whose layout analysis of outcomes of a project deliverables resembles the logical framework model. Descriptive survey design was used. The survey was conducted in Vihiga County, constituencies namely: Emuhaya, Luanda, Hamisi, Sabatia and Vihiga. A complete survey involving all 80 committee members from all the CDF projects was done. Data was collected using predesigned questionnaires. The study received responses from 80 respondents forming a response rate of 100%. Data obtained was cleaned, coded and analyzed using *spss 21* software. Multiple regressions model/analysis was used to determine the relationship between the independent and dependent variable. The results were presented using inferential statistics such as the Pierson correlation coefficients, comparative tables and percentages. Findings emanating from this study will be of great importance to all the direct and indirect stakeholders who play key roles in ensuring the ultimate accomplishment of the devolved fund-CDF and further realization of the Kenya Vision 2030 development blue print. The regression model showed that stakeholders' analysis and engagement had a positive significant influence on the level of project completion and project performance. From the findings it can be concluded that stakeholders' analysis and engagement parameters influence the performance of Constituency development funded projects in Vihiga County.

**Keywords:** stakeholders' analysis, CDF projects, Constituency development funded projects.

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## 1. INTRODUCTION

In Kenya projects performance and their ultimate performance are a key factor to the country's achievement of its key pillars of the Sustainable Development Goals. The Constituency Development Fund (CDF) was created in 2003 under the CDF Act of 2003 which was then reviewed as CDF Act of 2013. Its establishment aimed at providing funds to constituencies in order to address regional disparities and thus stimulate balanced economic development in all the constituencies. The CDF program comprises of an annual budgetary allocation equivalent to 2.5 percent of the total national revenue. As cited out by Kimenyi (2005), other CDF projects are abandoned in the process of performance. CDF progress for the past three years is seen to be consistently performing poorly in some constituencies and there have been persisting questions of whether the fund has met its objective. This shows that the degree to which CDF has met its objectives remains an imperative research topic. Vital components of project performance, project identification, monitoring and evaluation have not fully been managed by the CDF committees in the constituencies and thus most of the projects end up being terminated at early stages of performance and pertinently due to failure to involve project stakeholders.

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 (Carol, Cohen, & Palmer, 2004). 16 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 (Nijkamp et al., 2002). 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.

According to Albert (2004) 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. Shepard & Gonzalez (2004) assessed the effectiveness of organizations through interviews with managers of twenty (20) different projects. The projects covered energy, aerospace, and chemical endeavors. According to their study, stakeholder Involvement management solving problems was found preferable to vertical management structure. They termed communication among the managers as a critical need. Furthermore, they found the project variables such as, clearly defined goals, role clarity, teamwork values, flexibility in response to need and a team commitment, as critical variables for success (Fudge, & Wolfe, 2008).

Legitimate and valid stakeholders need to be identified and their power and influence understood to manage their potential impact on the projects (Curley, Steve & Ricky, 2006). Identification of stakeholders is part of the project planning process, and consists 17 of lifting individuals and groups considered by the project or be impacted by it, appropriate strategies can then be formulated and implemented to maximize a stakeholder's positive influence. This becomes a key risk management issue for project managers. Failure to appropriate the connection between the risk management and stakeholder's management has led to countless project failures (Malunga & Banda, 2004). A stakeholder's significance and support depends on the situation and the issues continuing and support cannot be assumed, stakeholder classification strategies have been developed to attempt to understand each stakeholder's importance to the project and define the most appropriate relationship in management. A stakeholder can be a consumer or a buyer. One model categories stakeholders based on assessing the stakeholder relationship with the project and the urgency of stakeholders claim on the project leading to a specific managerial action (Mitchell, et al, 1997). Takim, (2009) indicated that stakeholder involvement in the Program for Automobile Vehicle Air Pollution Control, PROCONVE project identification, enabled improvement in reducing the emission of pollutants and made PROCONVE 7 (P7), valid for the fleet of buses and trucks produced from early 2012.

All participants' involved impact the company and contribute to the project's success. A stakeholder is defined as any group who can affect or is affected by the achievement of the organization objectives (Fudge & Wolfe, 2008). Stakeholders outline the vision of promoting new and improved decisions making by developing tools data training necessary for implementation of the project. 18 The main focus on the activities should be on supporting the implementations of the projects management as opposed to creating decision making framework, information should be available to support the tradeoffs analysis required for project management (Pollit, 2007). Project management skills are very important this is because the management skills provide the will, the energy and direction from the time the project is conceived to the time the project is terminated. Limited skills render the rehabilitation program undirected, with less energy or immobility (Greenwood, 2003). Donor agencies are yet other stakeholders that are involved in the performance of emission control projects. Donor agencies have the mission of funding the project and monitoring and evaluating as part of their mission they must make sure that this project lives to see its completion and influence environmental management. Governments too are an important part of stakeholders, they want to ensure both jobs and tax revenue are stable and maintained. It is for this reason that the governments are so willing to bail out huge organization (GOK, 2009).

Stakeholder Involvement in project planning activities involves identification of the project's objective, the specification of required project resources and their allocation and the determination of the methods to be used to deliver the project end product, respond to critical events and evaluate activities and outcomes. The benefits of stakeholder involvement in

the planning process include a reduction in distrust of the project process or outcome, an increase in commitment to the project objectives and processes, and heightened credibility of the project's outcome. Therefore a relationship between stakeholder involvement in project planning and their effect on project performance was studied by Nobeoka & Cusumano (1995) in Japan. According to their conclusion, stakeholder involvement impact of different project goals on software project planning and resource allocation decision and, in turn, on project performance. Harold (2003) argues that stakeholder involvement in planning involves stakeholder involvement in 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 (Rosario, 2000). In Addition, processes such as planning for communications and for scope management, identifying roles and responsibilities, determining what to purchase for the project and holding a kick-off meeting are also generally advisable.

The most common tools or methodologies used in the stakeholder involvement in planning stage 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 (Madeeha & Imran, 2014). The District Works Officer who is a Government official assists in preparation of bill of quantity for 20 the project. The other relevant departmental heads approve the budget and work plan for the projects in their relevant fields. The objectives of engaging stakeholders in planning include analyzing, anticipating, scheduling, coordinating, controlling and Information management, which influence success of the project.

Stakeholders are also involved in Implementation. So far it has become evident that the management of projects is incredibly challenging (Zhai, Xin, & Cheng, 2009), stemming from the unusual risks and issues of great variety that traditional methods cannot process (Miller & Hobbs, 2005).

This uncertainty and complexity relates to the defining characteristics of projects, long duration, huge investment and many uncontrollable emergent factors (Chang, 2013). There are several ways proposed to categorize the risks and issues. Some examples are by sponsorship/development, market, social acceptability, regulatory, political, financial, execution, and operation (Florice & Miller, 2001) or government relations; host community relations; contract management and procurement; and the influence of multi location execution. However in this section we will simply distinguish between two sources exogenous events, occurring outside of the control of management, and endogenous events, arising within project organizations. Stakeholder involvement in Project implementation is an important exercise in project management. Implementation of project helps to coordinate people and other resources to carry out the plan.

According to Duncan (1996), Stakeholder involvement in project implementation is required to transform the planned objectives and policies of a project into well-organized activities, allocation of resources, efficient utilization of these resources, and the efficient and effective conduct of specific tasks through a well coordinated people and the resources to achieve the project goals. Although such risks are not the focus of this study, they are noteworthy as they show what endogenous events of troubled project managers along with those coming from external stakeholders, as technological innovation does create high risk (van Merrewijk et al., 2008). The challenge is more with the managerial issues (Eweje et al., 2012), in the way that sponsors often cannot manage unforeseen turbulence within the project organization, the inherent complexity and the difficulty in establishing a common understanding (for example of the entire project life-cycle) with internationally dispersed stakeholders (Chang, 2013). Without discussing the characteristic of differing or even competing agreements, interests, values and cultures of the internal stakeholders, altogether this creates an ambiguous culture (Takim, 2009). They see that the issue of misalignment of processes in communication and decisions of organizations causes the underestimation of costs, duration and other risks. Therefore, internal risks, especially those relating to internal management issues, should not be overlooked when designing external stakeholder involvement.

## 2. STAKEHOLDERS' ANALYSIS AND ENGAGEMENT

According to Milika (2011), different stakeholders have differing disquiet, competence and interests and that these need to be explicitly understood and recognized. This is done during the process of problem identification, objective setting and strategy selection, performance and performance. The stakeholder analysis matrix or stakeholders' quadrant and strength, weakness, opportunity and threats (SWOT) analysis are among the widely used tools by most project managers. Stakeholder engagement has become increasingly necessary as large and more complex projects are planned and implemented (Gray, 2001). Stakeholders can participate at various levels of which the lowest is information sharing at a

higher level is consultancy for decision making. At higher level the developer can collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution.

As figured out by Alallafa and Torreb (2010) appropriate stakeholder analysis and engagement is important to assist interaction, involvement and at least prevent negative influence of different stakeholders. This significantly boosts stakeholders' contribution and adds value to the project outcomes of renewal projects, in which interested parties are many and varied. The complexity of projects and performance constrains and large numbers of stakeholders engaged usually leads to there being several different objectives and requirements, which brings about conflicts of interest and further uncertainty. Frooman (2010) noted the importance of stakeholders to the planning, developing and executing of successful projects which was earlier on authored by other scholars such as Bourne (2005). Since the emergence of the earliest project management theories and methodologies, the concept of the 'project stakeholder' arose out of the results of pioneering work undertaken at the Stanford Research Institute (today SRI International). Since then, the definition of stakeholders has been revised in both orientation and definition many times since it was first introduced (Freeman & McVea 2001). Currently, the process of stakeholder management is applied to the briefing and planning stages of most large-scale or complex building projects. An important part of stakeholder management is stakeholder analysis that, since its inception, has increased the project manager's ability to anticipate and properly identify problems emanating from the actions of, and that will impact on, involved stakeholders while it is still early enough to intervene, and review and change plans (Jepsen & Eskerod 2009)

Bourne (2005) notes that effectively focused stakeholder management aims at improves project success and involves identifying the key stakeholders of the project and developing appropriate stakeholder communication through the vehicle of the project management team. The stakeholder involvement in, and impact on, a project can be of differing intensity, ranking from the informative level to the decision making level. The stakeholders of highest influence and highest interest on the project are most critical to the project success; however, the levels of influence and interest can change over time so managing the stakeholders is a constantly changing and dynamic process. Various frameworks have been identified for accomplishing successful stakeholder relationship/ management (Yang et al. 2010). The stakeholder management factor ranking for projects will contribute to better understanding of stakeholder management priorities and the impact of those factors to the project performance, and moreover the improvement of outcomes of overall projects.

Aaltonen (2011) observes that as projects involve a wide array of stakeholders it must be emphasized that project management decisions made during the different phases of the project lifecycle are directly influenced by stakeholders this unanimously merged with a research by Kujala (2010) who stated that projects are affected by multiple stakeholders with differing interests and demands. Moreover, it is noted that stakeholders are the major source of uncertainty in projects (Ward and Chapman (2008). Therefore, robust and meaningful stakeholder management is a crucial element of managing projects successfully.

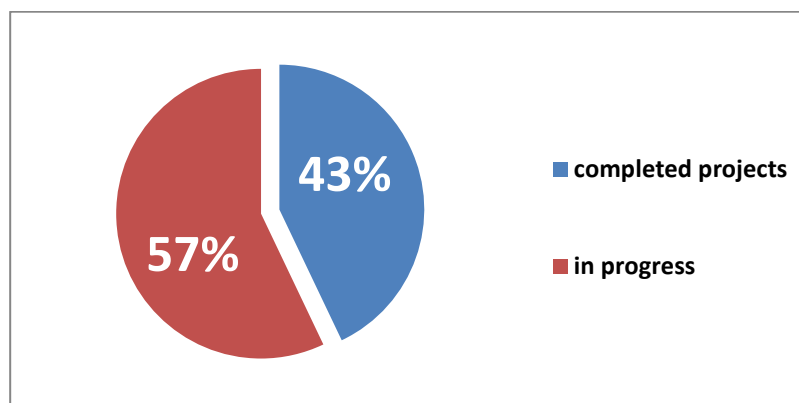
### 3. RESEARCH METHODOLOGY

The study used a descriptive survey design. According to Best et al (2003) this design enables one to capture all pertinent aspects of a situation while employing a unit study and investigation. The population of study comprised of all 80 CDF committee members in all the constituencies of Vihiga County namely Emuhaya, Hamisi, Sabatia, Vihiga and Luanda. In this research, a sampling frame of 80 CDF committee members from the 5 constituencies was used. In this research, CDF committees' members are targeted because they are solely charged with analysis of projects proposals and allocation of funds as well as overseeing the processes of projects identification, planning, execution, monitoring and evaluation and ultimate closure. Similarly, the CDF committees are a representation of all the population characteristics from the society. According to Nkpa (1997) a sample is a small proportion of a target population. In this study, total census was done on CDF committee members since the total target population was small (80). A census study occurs if the entire population of respondents is very small or it is reasonable to include the entire population (Henry, G. T., 1990). Data was collected by use of a predesigned semi structured questionnaire as well as observations. To test reliability, of the instrument, the questionnaire was piloted using Ikolomani constituency which does not fall within the study area. Analysis of the data was done using spss 21 software. Comparative tables, percentages and pie charts were also used for data analysis and presentation. Inferential statistics were also used-Pierson correlation. Multiple regressions model/analysis was further generated to determine the relationship between independent and dependent variable. The model enables the researcher to predict value of the outcome binary variable given values of the explanatory variables.

#### 4. RESULTS OF THE STUDY

80 questionnaires were distributed for feedback on the study. All the 80 were distributed, dully filled and returned for analysis. The response rate was therefore 100 percent. The response rate reflects a strong representation of the target population and hence satisfactory for analyzing the objectives of the study. Cronbach's alpha correlation coefficient was computed at 95% C.I for all the variables under study. It was found to be 0.782, which indicated that the level of internal consistency for the items was 78.2 percent. As noted by Fraenkel and Wallen (2000), items are considered reliable if they yield a reliability coefficient of 0.70 and above. Consequently, the pilot study results showed the existence of satisfactory level of inter-item reliability. Among the respondents, the highest percentage reported to having acquired education up to a diploma level (42.5percent), while only 3.8percent had gone to a postgraduate level of education. 18.8percent of the respondents had acquired a university degree while only 8.8percent of the respondents had acquired education up to primary level. Those who had acquired a secondary school education level were 22.5 percent while 3.8 percent had as well gone to A-level academic level. Education level serves a key purpose since the team of respondents (CDFC) are charged with the mandate of identifying, implementing and monitoring projects which benefit the society and thus needs knowledge and awareness to conduct these tasks.

##### Completed projects



In totality, out of the 56 percent projects (14 in number) in the final bracket of 75-100 percent performance, fully completed projects accounted for 43 percent (6 projects). This implied that 57 percent of the implemented projects had not been completed by the time of conducting this study. These results were correlated to those of a research by Siringi (2010) who found out that 60 percent of CDF projects stalled, 20 percent were abandoned while only 10 percent of all projects were completed in the 2008/2009 and 2009/2010 financial years.

##### 4.1 Stakeholders influence on project performance

Variable	Strongly disagree	Disagree	Not sure	agree	Strongly agree
<b>Stakeholders Parameter</b>					
Clear identification and involvement of CDF project stakeholders	12.5	20.0	10.5	33.2	23.8
Assessment of stakeholders knowledge and attitudes towards the project	3.5	17.5	17.2	28.8	33.0
The application of stakeholder analysis report	12.5	13.8	2.5	30.0	38.8
The corrective intervention by stakeholders	15.0	11.3	7.5	33.8	30.0
Availability of stakeholders engagement plan	11.3	13.8	12.3	43.8	18.8

From the analyzed data, 23.8percent of the respondents strongly agreed that clear identification and involvement of CDF project stakeholders during projects performance has an influence on its ultimate performance while 33.2percent agreed. On the contrary, 12.5percent strongly disagreed while another proportion of respondents (20 percent) disagreed. Only10.5percent of the respondents were not sure. When the respondents were tasked to indicate whether assessment of

stakeholders' knowledge and attitudes towards the project influences projects performance, 33 percent strongly agreed and another 28.8 percent agreed. On the other hand only 3.5 percent strongly disagreed while another 17.5 percent disagreed. However, 17.2 percent were not sure whether assessment of stakeholders' knowledge and attitudes towards the project influences projects performance. The respondents were then required to indicate whether the application of stakeholder analysis report influences projects performance. 38.8 percent strongly agreed, 30 percent agreed while 12.5 percent strongly disagreed, 13.8 percent disagreed while only 2.5 percent were not sure whether the parameter influences the performance of projects or not. The research went further to task the respondents to indicate whether corrective intervention by stakeholders has an influence on projects performance. The responses were widely dispersed with 30percent strongly agreeing while 15percent strongly disagreed. Similarly, 33.8percent agreed while 11.3percent strongly disagreed that the application of stakeholder analysis report influences projects performance. A small percentage (7.5 percent) of the respondents was not sure. The respondents were further requested to indicate whether the availability of stakeholders' engagement plan influences project performance. Here, 11.3 percent strongly disagreed while 18.8 percent strongly agreed. The highest proportion of respondents 43.8percent agreed that the availability of the stakeholders' engagement plan influences the performance of projects while only 13.8percent disagreed while 12.3 percent were not sure. In summary, the total averaged score for agreed responses was higher than that of disagreeing response to all the parameters of stakeholders' involvement and engagement. This implies that the respondents agreed above average that stakeholders have an influence on project performance. The results correlate with those of Alallafa and Torreb (2010) who found out that appropriate stakeholder analysis and engagement is important to assist interaction, involvement and at least prevent negative influence of different stakeholders. They noted that this significantly boosts stakeholders' contribution and adds value to the project outcomes. Similarly, Aaltonen (2011) observes that as projects involve a wide array of stakeholders it must be emphasized that project management decisions made during the different phases of the project lifecycle are directly influenced by stakeholders. This was further in line with a research by Kujala (2010) who stated that projects are affected by multiple stakeholders with differing interests and demands. Moreover, it is noted that stakeholders are the major source of uncertainty in projects (Ward and Chapman (2008). Therefore, robust and meaningful stakeholder management is a crucial element of managing projects successfully.

#### 4.2 Pearson correlation

A Pearson correlation was carried out to determine the relationship between the independent variable (i.e. stakeholders' involvement and engagement) and the dependent variable (i.e. project performance)

		project performance	Stakeholders influence
Stakeholders influence	Pearson Correlation	.142	1
	Sig. (2-tailed)	.049	
	N	80	80

#### Correlation of influence of stakeholders' involvement and the performance of CDF projects

The influence of stakeholders on CDF projects when correlated with performance of CDF projects in Vihiga County has Pearson Correlation index of 0.142. It falls in the range of +0.100 to + 0.400 which means that stakeholder's involvement and engagement have significant effects on the performance/performance of CDF projects in Vihiga county. The interpretation of correlation coefficient shows that stakeholders involvement has significant influence on performance of CDF projects in Vihiga county because the P value was  $p= 0.049$  or  $P<0.05$ .

#### 4.3 Regression coefficients

Variables in the Equation	B	S.E.	Wald	df	Sig.	Exp(B)	95percent C.I. for EXP(B)	
							Lower	Upper
Stakeholders influence	.074	.207	.128	1	.033	1.077	.718	1.615
Constant	5.878	3.493	2.832	1	.092	356.965		

a. Variable(s) entered on step 1: Stakeholders influence

Predictors: Stakeholders influence

Dependent variable: project performance( $X_3$ )

The following regression analysis was obtained [ $Y= 5.878 + 0.074X_3 + X_e$ ]

## 5. CONCLUSION

This study was geared towards examining how stakeholder analysis and engagement influences performance of CDF projects. The results of this research have revealed that stakeholders' involvement and engagement have significant influence on the performance of CDF projects in Vihiga County. At a Pearson Correlation index of 0.142, the P value was 0.049 which was less than 0.05. This implies that the null hypothesis was not true and thus will be rejected.  $H_{03}$ : Stakeholder's involvement and engagement has no significant influence on performance of CDF projects in Vihiga County (Null rejected).

### 5.1 Recommendations

There is need to release the findings of this study for further scholarly research by other researchers in other counties. From the findings of this study, it's noble to recommend that CDF committees should comprise members well versed in the principles and knowledge of project management practices to match the recommended project output. With them in the team they will be able to provide professional guidance on how to effectively initiate and manage projects up to the performance or closing phase. Similarly, CDF committee need to be aggressive in ensuring an all-inclusive effort in engaging stakeholders in performance processes of CDF projects.

### 5.2 Areas for Further Research

Similar study on factors influencing performance of CDF in various counties needs to be done in an environment where the selected factors in this study have been actively practiced for a period of time. This will help in ascertaining the validity of the findings obtained in this research. Similarly, different models apart from regression analysis need to be applied to further in-depth understanding of the relationships between the variables being studied. It's of great significance as well to study the linearity and Collinearity of several combined factors that influence projects performance not only those supported by constituency development funds but also those managed by other parastatals and private agencies.

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