



**INFLUENCE OF STAKEHOLDERS ROLE ON PERFORMANCE OF CONSTITUENCIES DEVELOPMENT FUND PROJECTS  
A CASE OF MANDERA CENTRAL CONSTITUENCY**

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**ABSTRACT**

*Many CDF projects experience cost overrun and thereby exceed initial contract amount. In Mandera central constituency, the number of CDF projects is increasing from time to time. However, it becomes difficult to complete projects in the allocated cost budget. Taking into account the scarce financial resources of the country, cost overrun is one of the major problems in Kenya. Statistics from the republic of Kenya report showed that Mandera central constituency had been experiencing cost overruns in its CDF projects. For instance, in the construction of school, and roads the cost escalated from 1.2 billion to 2 billion. Data from Republic of Kenya report showed that cost overruns led to stagnation of economic development and the realization of the vision 2030 showed that stakeholders influence was known to solve and intervene loss of money in the management of resources. The objective of the study was to investigate the influence of stakeholder's role on performance of constituencies' development fund projects a case of Mandera central constituency. The specific objectives of this study were to establish stakeholder involvement, resource allocation, political influence, governance planning. The study adopted descriptive research design. The target population of the study was 868 CDF committee members of Mandera central constituency which were comprise of Project Committee Members, Past/Present CDC members, Government Technical Officers, Religious Leaders, Teachers, Contractors, and Provincial Administrators. Content analysis was used to analyze the respondents' views about the performance measurement and evaluation.*

**Key Word:** Stakeholder Involvement, Resource Allocation, Political Influence, Governance Planning

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## INTRODUCTION

In 2003, the government of Kenya established the Constituency Development Fund (CDF), a fund that sought to enhance community's participation in the fight against poverty at the grassroots level. Established under the CDF Act 2003, CDF was to help in development by channeling financial resources to the Constituency level for the implementation of community based development projects with long term effects of improving the peoples' social and economic well being (CDF Act 2003). Another objective of the introduction of the CDF was to control and reduce imbalances in regional development brought about by partisan politics as had been experienced previously in Kenya (Mapesa & Kibua, 2006).

The establishment of CDF is in line with the government's efforts to bringing development closer to the people by ensuring that the community is involved in the decision making processes and in the actual implementation of development projects at the community level. The CDF Act requires that the area Member of Parliament (MP) constitutes a Constituency Development Committee (CDC) charged with the responsibility of managing CDF at the constituency level. Once the CDC has been convened, the MP is to hold a meeting at the locational level where the community is expected to articulate their needs and come up with projects to address these needs. The CDC then receives the project proposals from the various locations in the constituency and prioritizes them according to short term and long term development priorities of the constituency. The projects prioritized are then forwarded to the CDF board for funding. Once funded, CDF projects are to be implemented within the existing structures of government at the district level.

The Constituency Development Fund (CDF) was established in 2003 through the CDF Act in The Kenya Gazette Supplement No. 107 (Act No. 11) of 9<sup>th</sup>

January 2004. The fund aims to control imbalances in regional development. It targets all constituency-level development projects, particularly those aiming to combat poverty at the grassroots. The fund comprises an annual budgetary allocation equivalent to 2.5% of the government's ordinary revenue. A motion seeking to increase this allocation to 7.5% of government's revenue was recently passed in parliament. 75% of the fund is allocated equally amongst all 210 constituencies. The remaining 25% is allocated as per constituency poverty levels. A maximum 10% of each constituency's annual allocation may be used for an education bursary scheme. CDF is managed through 4 committees 2 of which are at the national level and 2 at the grassroots level.

According to the CDF Act 2003, expenses for running constituency project offices should not exceed 3% of annual constituency allocations. Each constituency is required to keep aside 5% as an emergency reserve. The CDF is not to be used to support political bodies/activities or personal award projects. A sitting MP is not a signatory to the CDF bank account but convenes the CDF Committee in her/his constituency. The penalty for misappropriation of the Funds is a prison term of up to 5 years, a Kshs. 200,000 fine or both. CDF project proposals are submitted to MPs who in turn forward them to the Clerk of the National Assembly. The approved project list is reviewed by the National CDF committee, which presents final recommendation to the Finance Minister (CDF Act 2003)

CDF was started with the vision to be the most effective and efficient institution in the delivery and utilization of public resources aimed at facilitating the provision of water, health services, and education in all parts of the country including remote areas that never benefited from funds allocation in national budgets. Wisconsin Senator Russell Feingold incoming Chairman of the Africa Committee of the U.S. Senate Foreign Relation applauded Kenya's Constituency

Development Fund (CDF) program for taking essential development programs and services to Kenyans at the grassroots level, citing it as a positive move towards ensuring equitable distribution of resources. The litmus test of whether MPs have used these resources right will be reflected in the upcoming general election. The aim of CDF was for constituencies themselves, under the chairmanship of their elected Members of Parliament to manage the funds for the benefit of their respective electorates. Through this process, the central government had overnight shifted the responsibility of regional development to the locals themselves (CDF Act 2003).

### **Statement of the Problem**

Since its inception in 2003, the CDF kitty has grown from a paltry Ksh1.26 Billion for 2013/14 fiscal year to Ksh18 Billion the current fiscal year. In total the fund has received about Ksh80 Billion. (GoK, 2013). A large portion of the funds received is committed to development projects in each constituency in the country aimed at militating against poverty as well as balancing regional developmental imbalances. There has been public outcry on mismanagement and embezzlement of CDF funds by various Constituency Development Fund Committees (CDFC). According to the report by the lobby group, National Taxpayers Association (NTA 2012), Ksh. 242 million of the allocation to the Constituency Development Funds (CDF) Committees was wasted, unaccounted for or misused in 2012/13 financial year. Management of CDF funds will greatly improve if those who are entrusted with these funds are made to account for them.

Many CDF projects experience cost overrun and thereby exceed initial contract amount. In Mandera central constituency, the number of CDF projects is increasing from time to time. However, it becomes difficult to complete projects in the allocated cost budget. Taking into account the scarce financial resources of the country, cost overrun is one of the

major problems in Kenya. Statistics from the Republic of Kenya report show that Mandera central constituency has been experiencing cost overruns in its CDF projects. For instance, in the construction of school, and roads the cost escalated from 1.2 billion to 2 billion (World Bank, 2014). Data from Republic of Kenya report show that cost overruns lead to stagnation of economic development and the realization of the vision 2030 (RoK, 2014). Oakley (2013) show that stakeholders influence is known to solve and intervene loss of money in the management of resources.

Accountability in the management of institutions has become critical following many corporate failures. Some studies have been conducted on the Constituency Development Funds (CDF) in Kenya. Mwangi (2011) conducted a study on the role of budgeting in promoting corporate governance on Constituency Development Funds allocation and Mganga (2011) also conducted a study on factors influencing cost effectiveness of Constituency Development Funds.

There exists a research gap since no study has been conducted on the influence of stakeholders' role on performance of constituencies' development fund projects a case of Mandera central constituency, and more specifically in Mandera County. This study therefore seeks to fill this gap by focusing on how the allocated funds are utilized, monitored, the levels of misappropriation and the possible remedial measures which can be taken for improvement.

Mandera County is faced with the typical problems of inadequate resources and pressure from many interest groups to be satisfied, and many challenges are bound to be experienced when managing CDF. Furthermore like many other counties, the CDFs mostly do not deliver results as expected, thus the need to find out whether this study could offer a solution to the problem.

## Research Objectives

The study was guided by the following objectives;

- To establish the influence of stakeholder involvement on performance of constituencies development fund projects a case of Mandera central constituency.
- To evaluate the influence of resource allocation on performance of constituencies development fund projects a case of Mandera central constituency.
- To determine the political influence on performance of constituencies development fund projects a case of Mandera central constituency.
- To determine the influence of governance planning of project management teams on performance of constituencies development fund projects a case of Mandera central constituency

The study sought to answer the following research questions:

- To what extent does stakeholder involvement influence on performance of constituencies' development fund projects a case of Mandera central constituency?
- How does resource allocation influence on performance of constituencies development fund projects a case of Mandera central constituency?
- To what extent does political influence on performance of constituencies' development fund projects a case of Mandera central constituency?
- How does governance planning influence on performance of constituencies' development fund projects a case of Mandera central constituency?

## LITERATURE REVIEW

### Stakeholder involvement

A study conducted by Mohamed (2012) found that the Constituency Development Fund (CDF) is expected to fight poverty at the grassroots level through the implementation of community-based projects, which have long-term effects of improving the peoples' economic well-being. It also aimed to achieve equitable distribution of development resources across regions, a thorny issue that often threatens to stretch the Kenyan socio-ethnic fabric to its limits. Over time, the CDF has been in the media all the time but for very wrong reasons. What has always been the area of focus are the negativities associated with the fund ranging from mismanagement, bad projects and court cases. This has made the public shun away from the benefits associated with the fund, whose impact has been magical. However, the CDF concept is considered to be one of the best concepts to be thought of and implemented in the country.

All the citizens agree that it is noble but the problem is its implementation both at strategic and operational level. The benefits from CDF have not been realized across all the constituencies. In some constituencies, the benefit has yet to trickle down. In some constituencies, CDF projects are riddled with corruption, fraud, embezzlement and abuse, resulting to incomplete projects, irrelevant projects, ghost projects and projects taking long period of time to be completed. For others, area members of parliament have not managed to secure the release of funds from the treasury due to their inability to identify viable projects and write business proposals for funds to be released (Mohamed, 2012).

### Resource allocation

Mwangi's (2005) study observed that although the CDF takes a relatively small amount of national resources, 2.5 percent of government's ordinary revenue collected every year, its impact can be

significant if the funds are efficiently utilized. Because the Fund benefit communities directly, it stimulates local involvement in development projects and as a result constituents have more information about projects funded under this program. This is evidenced by regular commentaries in the media and reports by members of parliament on the status of the CDF projects. As a result of the involvement of communities in decision making and monitoring resource use, theory predicts that programs such as CDF would result in high levels of efficiency and that the selection of the projects would vary across jurisdictions in line with development priorities. These efficiency outcomes largely arise from the role that communities play in decision making and monitoring the use of funds.

Mwangi (2005) also found that but constituencies are not created equal. Constituencies vary widely in various aspects that may impact on the efficiency of CDF. Some of these aspects include size of the jurisdictions, population size, density and diversity, scope of economic activities, degree of urbanization, levels of education, poverty, etc. These dimensions are expected to impact on the project choices and the extent to which local communities are involved in decision making and in monitoring expenditures. Efficiency in resource allocation then would suggest that the government budget should be tailored to meet diverse priorities in the deferent areas. To some degree, Kenya's national budget is informed by the priorities arising from the consultations. Nevertheless, the nature of central government budget allocation is not suited to dealing with very specific priority rankings by local communities but must necessarily be broader in focus. A national budget is not an efficient tool to match local prioritization because the transaction costs of implementing such an allocation scheme would be extremely high (Mwangi, 2005).

### **Political influence**

The Evangelical Fellowship of Zambia (EFZ) and Micah Challenge Zambia conducted joint research, with the support of Tearfund, to study how transparency and participation in the use of the Constituency Development Fund impacted service delivery. The research was carried out in 11 constituencies in six provinces of Zambia between October and December 2012. In total, 33 CDF projects were visited. The study found that the structure of the CDF process creates the potential for undue political interference: i) The involvement of the MP breaches the principle of the separation of powers by conferring parts of the executive function on the legislator. This contributes to political clientelism and means that the MP is managing government funds, rather than representing citizens and holding the executive accountable. ii) The majority of the CDF committee members – are directly 'selected' by the MP, so the committee is not representative of stakeholders in the constituency. Furthermore, less than one per cent of respondents knew of the existence of the CDF committee, which raises questions about accountability. Unsurprisingly, there have been allegations that MPs use the CDF to further their political ambitions. One focus group participant said: 'The CDF is the money given to the Member of Parliament to appreciate those that voted for him.' iii) Community members perceive that MPs 'change the way they handle the CDF' in order to safeguard their parliamentary seat. This erodes trust in parliamentarians and undermines strong and effective governance.

The CDF is virtually under the control of politicians who not only propose the projects in their constituencies but also present and vote for their estimates in Parliament. It is odd and against the principle of separation of powers for Members of Parliament to submit annual estimates to themselves for approval, take part in the actual spending and then query the spending and then query the spending themselves through Public Accounts Committee or

Public Investments Committee (Ongoya & Lumallas, 2005). To the extent that members of Parliament have a key role in the identification and implementation of the projects, choices are influenced by political maximization (Mwangi, 2005). 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.

### **Governance planning**

A study by the Institute of Economic Affairs (IEA) (2012) on development planning, implementation and public participation found that stakeholder's ensures that community leaders and those who are involved in development planning have genuinely thought through the decisions made on public service delivery. It also ensures articulation of people's situations, perceptions and experiences for collation and organization into coherent strategies; and factual analysis enabling a constituency focus on the right priorities (IEA). The study revealed that a number of constituencies are yet to develop strategic plans as they did not have one. Members of Parliament (MP) in some of the constituencies without strategic plans did not see this as a priority and project identification in most of these constituencies were being done by the legislators during their trips round the constituency.

The study also observed that community involvement was also minimal and this was in instances where community members forwarded proposals to the Constituency Development Fund Committees (CDFCs) for consideration for funding. A number of constituencies had strategic plans but these were not being implemented. This was attributed to the change in political leadership (MP) as well as change

in development priorities. Majority of constituencies implementing their strategic plans were only doing so partially. The strategic planning process in constituencies that had strategic plans was consultative as members of the public were involved in forums that included other stakeholders. What came out however was that a number of incoming MP was not keen on implementing strategic plans that had been developed by their predecessors? This may be attributed to the politicization of strategic plans and development in some constituencies with some MPs opting to come up with their own development plans whose success can be attributed to them. This raises concerns especially in situations where the strategic planning process was participatory and the prioritization of projects in the plans was by the community (IEA, 2012).

### **METHODOLOGY**

The study adopted descriptive research design because it enables the researcher to summarize and organize data in an effective and meaningful way. It provides tools for describing collections of statistical observations and reducing information to an understandable form. The target population of the study was 868 CDF committee members of Mandera central constituency which comprised of Project Committee Members, Past/Present CDC members, Government Technical Officers, Religious Leaders, Teachers, Contractors, and Provincial Administrators. The study sampled 87 serving committee members. Before processing the responses, the completed questionnaires were edited for completeness and consistency.

The content analysis was used to analyze the respondents' views about the performance measurement and evaluation. The data was coded to enable the responses to be grouped into various categories. Descriptive statistics was used to summarize the data. This includes percentages and frequencies. Tables and other graphical presentations

as appropriate were used to present the data collected for ease of understanding and analysis.

## RESULTS AND DISCUSSION

The data was collected from 87 serving committee members of Mandera central constituency. Hence, the target respondents were 87 members. Out of the 87 questionnaires that were issued to 87 serving committee members, 80 were duly filled and returned translating into 91.9% response rate. The response was considered appropriate since Sekaran, (2008) argues that any response above 75% is classified as best.

### Stakeholder involvement

The variables considered were whether the Constituencies Development Fund Projects had appropriate stakeholders involvement policies regarding such matters as acceptable business practices, conflicts of interest, and codes of conduct have been established and whether they adequately communicated. The questions required the respondents to choose the following: strongly disagree, disagree, neutral, agree and strongly agree. The result indicated that majority (56.5%) of the respondents strongly agreed that their Constituencies Development Fund Projects have appropriate entity policies regarding such matters as acceptable business practices, conflicts of interest, and codes of conduct and that they were adequately communicated, while 39.1% agreed and 4.4% were neutral. Further the study sought opinion on whether the Member of Parliament demonstrate the appropriate “tone at the top”, including explicit moral guidance about what is right and wrong and the same communicated in both words and deeds. Majority

(57.4%) of the respondents agreed, 30.4% strongly agreed while 11.3% were neutral and 0.9% disagreed. As to whether management dealings with stakeholders are based on honesty and fairness, most of the respondent (47%) agreed, 29.6% strongly agreed while 22.6% were neutral and a few (0.9%) disagreed. The respondents’ opinion summary are shown in table 6

The result agree with the finding by (Whittington and Pany, 2001) that stakeholders involvement factors include: Integrity and ethical values; the commitment to competence; leadership philosophy and operating style; and the way management assigns authority and responsibility, and organizes and develops its people. The study also agree with COSO (2013) that outlines control environment factors to include the integrity, ethical values and competence of the entity's people; management's philosophy and operating style; the way management assigns authority and responsibility, and organizes and develops its people; and the attention and direction provided by the county chiefs

In view of the above results it can be concluded that Constituencies Development Fund Projects have appropriate entity policies on business practices, conflict of interest and code of conduct and that they are adequately communicated. The study also confirms the area Member of Parliament demonstrates appropriate tone at the top and that dealing with stakeholders is based on honesty and fairness. This confirms that most Constituencies Development Fund Projects have entrenched in their systems integrity and ethical values which is a clear indication of good stakeholders’ involvement.



**Table: 1: Respondents 'opinion on stakeholders' involvements**

Respondents Opinion	Strongly Disagree		Neutral	Strongly Agree		Mean	Standard Deviation
	Disagree	Disagree	Neutral	Agree	Agree		
The Constituencies Development Fund Projects has appropriate entity policies regarding such matters as acceptable business practices, conflicts of interest, and codes of conduct have been established and they adequately communicated	.0%	.0%	4.4%	39.1%	56.5%	5	1
A top officer demonstrate the appropriate "tone at the top", including explicit moral guidance about what are right and wrong and is this communicated in both words and deeds?	.0%	.9%	11.3%	57.4%	30.4%	4	1
Dealings with employees, suppliers, citizens and auditors are based on honesty and fairness?	.0%	.9%	22.6%	47.0%	29.6%	4	1
Stakeholders Role descriptions, including specific duties, reporting responsibilities, and constraints are clearly established and effectively communicated to employees?	.0%	.9%	14.8%	51.3%	33.0%	4	1
Constituencies Development Fund Projects determines the level of knowledge and skills needed to perform a particular job and this information is used in the hiring process	.0%	1.7%	19.2%	48.7%	30.4%	4	1
Constituencies Development Fund Projects adequately compensates stakeholders in order to attract qualified individuals.	.9%	5.2%	34.8%	42.6%	16.5%	4	1
Constituencies Development Fund Projects evaluation techniques are implemented to identify incompetent or ineffective contractors.	.0%	5.2%	27.0%	47.0%	20.9%	4	1
Constituencies Development Fund Projects committee and operating decisions are not dominated by a few individuals	3.5%	5.2%	39.1%	35.7%	16.5%	4	1
Constituencies Development Fund Projects committee members analyses the risks and potential benefits of the project before making a decision	.9%	2.6%	26.1%	48.7%	21.7%	4	1

**Resource allocation**

Respondents opinion regarding whether the Constituencies Development Fund Projects committee has well established system on resource allocation,most 58.30% of the respondents agreed,31.3% strongly agreed while 8.7% were neutral and 1.7% disagreed.On whether the stakeholders are aware of CDF funding procedures, How many projects were implemented in the last financial year in the constituency, they are satisfied with the process of project implementation And Are

there any guidelines that the CDFC follows in prioritizing the projects, 38.3% of the respondent agreed,20% disagreed while 22.6% were neutral.13% of the respondents disagreed and a few (6.1%) strongly disagreed. Further opinion on availability of funds when due, majority (33.9%) of the respondents agreed,21.7% strongly agreed while 27% were indifferent. The 14.8% and 2.6% of the respondents disagreed and strongly disagreed respectively.The results are shown in table 7.

**Table 2: Respondents opinion on Resource Allocation**

Respondents opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Standard Mean	Deviation
Stakeholders are aware of CDF funding procedures	.0%	1.7%	8.7%	58.3%	31.3%	4	1
How many projects were implemented in the last financial year in the constituency	6.1%	13.0%	22.6%	38.3%	20.0%	4	1
How many projects were implemented in the last financial year in the constituency	2.6%	14.8%	27.0%	33.9%	21.7%	4	1
Are stakeholders satisfied with the process of project implementation	.9%	3.5%	26.1%	48.7%	20.9%	4	1
Are there any guidelines that the CDFC follows in prioritizing the projects,	.9%	4.3%	28.7%	52.2%	13.9%	4	1
on availability of funds	.9%	.0%	13.0%	62.6%	23.5%	4	1

**Political influence**

Opinion on how the CDF projects identified,48.7% of the respondent agreed, 20.9% strongly agreed,26.1% were neutral while 3.5% disagreed and 0.9% strongly disagreed that CDF projects were identified through community participation. Further opinion on whether the Extracted projects were from district plans or there were well established techniques and mechanisms to address allocate resources most (52.2%) of the respondents agreed,13.9% strongly agreed,28.7% remained neutral while 4.3% disagreed

and 0.9% strongly disagreed. Finally on whether the In your opinion what determines the quality of the CDF projects in this ward, majority (62.6%) of the respondents agreed it through audit,23.5% strongly agreed it is through quality assurance reports,13% remained neutral and 0.9% strongly disagreed with the audit issue. The result agree with the finding by Ray and Pany (2001) that asserts that political Influence of plays a Role on Performance of Constituencies Development Fund Projects (A Case of Mandera Central Constituency).

**Table 3: Political influence**

Respondents opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Opinion on how the CDF projects identified	.0%	1.7%	8.7%	58.3%	31.3%	4	1
CDF projects were identified through community participation.	6.1%	13.0%	22.6%	38.3%	20.0%	4	1
opinion what determines the quality of the CDF projects	2.6%	14.8%	27.0%	33.9%	21.7%	4	1
Political consideration/affiliation	.9%	3.5%	26.1%	48.7%	20.9%	4	1

**Governance planning**

In relation to Governance Planning, the study sought to establish the influence of Governance planning on Role on Performance of Constituencies Development Fund Projects (A Case of Mandera Central Constituency). The result indicated that majority (79.1%) of the respondents strongly agreed that the CDF projects have a functional internal audit 19.1% agreed while an equal 0.9% of the respondents disagreed and took a neutral stand respectively. Further on the opinion about whether the timing of the audit on CDF projects is appropriate, most (43.5%) of the respondent agreed that the timing of audit was appropriate, 27.8% strongly agreed while 18.3% were neutral. Only 9.6% and 0.9% of the respondents disagreed and strongly disagreed respectively. As to whether the internal audit unit in CDF Mandera County has developed an internal audit manual that guides audit operations such as planning, implementation, monitoring, and evaluation, 45.2%

of the respondents agreed that internal audit unit in the CDF projects has developed an internal audit manual that guides audit operations such as planning, implementation, monitoring, and evaluation, 38.3% strongly agreed while 2.6% disagreed and 13.9% were neutral. Opinion on whether the audit is always completed on a timely basis, the results were 29.6% of the respondent agreed the audit is always completed on a timely basis, 19.1% strongly agreed, 25.2% were neutral, 22.6% disagreed while 3.5% strongly disagreed.

The result indicated that most the CDF projects have an effective internal audit function that plays the role of monitoring and evaluating CDF activities, an indication of good internal control system. The result agrees with the findings of Nawhera (2012) that Governance planning has positive effect on performance in terms of monitoring and advisory services.

**Table 4: Respondents' opinion on Governance Planning**

Respondents opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S. Dev
The CDF has a functional internal audit unit/department	.0%	.9%	.9%	19.1%	79.1%	5	1
The timing of the audit in this CDF is appropriate.	.9%	9.6%	18.3%	43.5%	27.8%	4	1
The internal audit unit in the CDF has developed an internal audit manual that guides audit operations such as planning, implementation, monitoring, and evaluation.	.0%	2.6%	13.9%	45.2%	38.3%	4	1

The audit is always completed on a timely basis.	3.5%	22.6%	25.2%	29.6%	19.1%	3	1
Internal audit findings are reported directly to the CDF committee members and the audit and risk sub-committee.	.9%	1.7%	2.6%	51.3%	43.5%	4	1
A majority of the audit team members in the CDF are registered members of ICPAK or professional organizations internationally recognized.	.0%	1.7%	11.3%	52.2%	34.8%	4	1
The internal audit unit in the county plays a major role in fraud detection and prevention	.9%	4.3%	15.7%	57.4%	21.7%	4	1
Recommendations of the internal audit unit are taken very seriously in the CDF committee members	.9%	2.6%	16.5%	53.9%	26.1%	4	1
The internal auditor(s) demonstrate professionalism and an objective approach.	.9%	.9%	11.3%	68.7%	18.3%	4	1
The audit section provides the CDF Members with assurance that there are no major weaknesses and/or major internal control weakness are reported.	.9%	1.7%	13.9%	66.1%	17.4%	4	1
The internal audit section reports functionally to the CDF members	.9%	5.2%	5.2%	47.8%	40.9%	4	1
The internal audit section conducts its work independent of the CDF members	4.3%	3.5%	16.5%	52.2%	23.5%	4	1
The head of the Internal audit function is a member of the CDF members team and reports to the MP	6.1%	.9%	6.1%	41.7%	45.2%	4	1

## CONCLUSION

Confirming the argument of the findings of this study suggested that Influence of Stakeholders Role on Performance of Constituencies Development Fund Projects (A Case of Mandera Central Constituency) should be given attention in order to enhance performance of constituency development fund. The findings of this research supported the findings of previous researcher Further it can be concluded that stakeholders role must incorporate the effects stakeholder involvement, Resource allocation,

Political influence and Governance and planning. This study elicits the key influence of stakeholders' role which can be nurtured by the CDF members. Hence this study widens the scope of identifying measures that will enhance constituency development fund projects like stakeholders' involvement, resource allocation, political influence and Governance. Therefore CDF have to invest in establishing strong internal control systems to realize better performance.

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