



**STAKEHOLDER PARTICIPATION AND INVOLVEMENT TECHNIQUES AND PERFORMANCE OF SELECTED
CONSTITUENCY DEVELOPMENT FUNDED HEALTH PROJECTS IN NAIROBI CITY COUNTY, KENYA**

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STAKEHOLDER PARTICIPATION AND INVOLVEMENT TECHNIQUES AND PERFORMANCE OF SELECTED CONSTITUENCY DEVELOPMENT FUNDED HEALTH PROJECTS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The National Taxpayers Association and the auditor general have both published multiple reports on the misappropriation and embezzlement of funds by the Constituency Development Fund Committees. During the 2021–2022 fiscal year, approximately Ksh. 427 million of the funds assigned to the Constituency Development Funds Committees were misappropriated, unreported, or embezzled. Projects funded by the CDF have not performed up to par, and there is a case to be made for closely examining the institutional capacity of the implementing organs. This might be the reason for unfinished projects, unhappy clients, and subpar customer service that results in subpar project performance. Hence this study sought to investigate the influence of stakeholder participation and involvement techniques and project performance of selected constituency development funded health projects in Nairobi City County Kenya. The investigation was theoretically underpinned by stakeholders' theories, control theory, and the balanced scorecard. A descriptive research design was used for the investigation. The 333 members of the Board committees and the employees of particular maternity facilities made up the target population. One hundred participants were chosen from this group using a stratified simple random sampling procedure. A semi-structured questionnaire was used to gather data for the research. To evaluate the validity and reliability of the research instrument, a pilot study was carried out in the chosen hospitals prior to the data collection process. Secondary sources, including articles, papers, websites, and pertinent publications, supplemented primary data. The statistical techniques which included both descriptive and inferential statistics were used to analyze quantitative data. Frequencies and percentages are used in descriptive statistics, while regression analysis and correlation were used to determine the relationship between variables. Figures and tables were used to visually represent the data outputs. The study revealed that the stakeholder involvement, competent human resource, project planning and monitoring and evaluation had a statistically significant effect on the performance of the chosen CDF health projects in Nairobi City County. The study concluded that active engagement of stakeholder fosters trust among stakeholders, leading to better collaboration. M&E provides a framework for accountability to stakeholders, including the government, donors, and the community. The study recommends that the County should conduct a comprehensive mapping of stakeholders, including government agencies, local NGOs, community leaders, health professionals, and beneficiaries. The County should focus on recruiting healthcare professionals who are not only qualified but also have a deep understanding of the local health challenges and cultural context. The County should engage with community members, health workers, and local leaders to identify specific health needs and gaps in services.

Key Words: Stakeholder Participation and Involvement, Project Performance

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INTRODUCTION

Stakeholder engagement and participation represent crucial components of the budgetary control process. As indicated by Kamau (2017), involvement of stakeholders has a positive and substantial impact on project performance. Soliciting opinions and suggestions from employees during budget preparation leads to increased project performance efficiency. Maina (2018), in a study on the influence of Stakeholder involvement on project performance, assessed stakeholder engagement through variables such as stakeholder needs identification, communication, and conflict management in relation to project performance. Stakeholder engagement in the successful implementation of projects in Rwanda was investigated by Umumararungu and Mulyungi (2018), who measured the variable using feedback and communication channels. Stakeholders' complete participation and involvement in the budget and budgetary control process guarantees complete cooperation and dedication to achieving successful budgets, making them practical and feasible (Simiyu, 2012). As stated by Amuhaya (2016), feedback on budgets has a positive impact on firm performance, where monthly budget reports inform employees about adjustments and changes in their unit's budget as part of a feedback mechanism. Government involvement and participation of Community Boards have operationalized this variable. Clear communication channels regarding budgetary control techniques enhance organizational performance by ensuring that budget objectives are well-defined and understood by the staff

Evaluating performance entails measuring the effectiveness of a particular process or procedure and then making adjustments to that process or procedure to improve output, increase efficiency, or raise effectiveness and satisfaction levels. The evaluation of project performance varies among project stakeholders based on their respective expectations. The idea of project performance is applicable to both individual performance,

performance of an athletic team, business, farm, or livestock production, as well as organizational performance (Dayananda, 2011). Many projects fail, resulting in sponsor organizations losing their investments needlessly, even though there are methods, resources, and approaches that could help. By going beyond theory and exploring a new world of advanced practical experiences and project management lessons, Enhancing Project Performance increases project success.

Performance metrics provide quantitative insights into our products, services, and the processes involved in their creation. They serve as aids in comprehending, managing, and enhancing our organizational activities. Performance metrics offer insight into our performance level, goal achievement, customer satisfaction, process control status, and areas in need of enhancement. They equip us with the data required to make informed decisions. A performance metric comprises a numerical value and a corresponding unit of measurement, where the number represents a magnitude and the unit assigns significance to the number. Mohamed et al. (2018) suggest that management across various organizations should implement measures to address issues within the budgetary control system. These measures include fostering increased staff knowledge of budgetary control methods and their consequences, a strong financial connection with performance management, and quarterly financial plan revisions to more regularly reallocate resources, and promoting effective communication between organizational leaders, managers, and finance personnel while aligning the financial plan with appropriate timing. Most performance measures can be categorized into one of the following six overarching classifications; Effectiveness denotes a process attribute indicating the extent to which the process output aligns with specified requirements; Efficiency signifies a process attribute denoting the extent to which the process generates the necessary output with minimal resource expenditure; Quality refers to the guarantee that a

product or service fulfills or surpasses the expectations of the customer; Timeliness assesses whether a work unit was completed accurately and promptly. Establishing criteria is imperative to delineate the definition of timeliness for a specific work unit, with the criterion being grounded on customer prerequisites; Productivity is calculated by dividing the process's value by the cost of the labor and capital used; Safety evaluates the overall well-being of the organization and the work environment for its personnel. This investigation employed quality of service, customer satisfaction metrics, and the number of projects executed to evaluate the performance of CDF initiatives in Nairobi City County.

In Kenya, project selection is first approved by the Constituency Development Fund Board, followed by the dispensation of funds by the National Management Committee. Conversely, in India, projects recommended by members of parliament are managed and approved by the District Authority, with funds allocated accordingly, as described by Tortia (2013). Various African countries, including Ghana, Liberia, Malawi, Namibia, Nigeria, Papua New Guinea, Rwanda, Solomon Islands, Southern Sudan, Tanzania, Uganda, Zambia, Zimbabwe, and Kenya, utilize Constituency Development Funds in their development strategies. Similar to Kenya, these African nations utilize CDFs as local funding mechanisms to direct government funds to electoral constituencies for community development projects

Constituency Development Funded Projects

As stated by Roxana (2019), the utilization of decentralized initiatives has been notably intensified by the Kenyan government within its efforts to address poverty and rectify regional inequalities. An illustrative instance of this methodology is observed in the establishment of the Constituency Development Fund (also known as the CDF) in 2003. The CDF program in Kenya has received praise for its part in providing the local community with essential development initiatives

and services, which guarantees an equitable distribution of resources. The central government swiftly gave community members themselves responsibility for regional development through the CDF process (CDF Act 2003). The Constituency Development Fund (CDF) was formed in 2003 by the CDF Act, which was published in The Kenya Gazette Supplement No. 107 (Act No. 11) on January 9, 2004. The fund's principal goal is to address disparities in regional development, with a particular emphasis on constituency-level projects that are intended to address poverty in the local communities. The fund consists of an annual budgetary allotment equal to 2.5 percent of the general government's overall revenue. A proposition was presented in the legislative body to increase the allocation to 7.5%, which was subsequently approved. The remaining 25% of the fund is allocated in accordance with the poverty levels in each constituency, with the remaining 75% being distributed equally among all constituencies. A program for educational bursaries may receive up to 10% of each constituency's yearly allotment. Four committees oversee the management of the CDF: two at the national and two at the local level.

The CDF Act of 2003 stipulates that the cost of running constituency project offices cannot exceed three percent of the annual constituency allotments. It is required of every constituency to set aside 5% for emergencies. It is forbidden to use the CDF to finance political organizations or initiatives, as well as private endeavors. The current MP is in charge of calling meetings of the CDF Committee in their respective constituency, but they are not permitted to sign the CDF bank account. Misappropriation of funds carries penalties that can include a Ksh. 200,000 fine, a maximum 5-year prison sentence, or both. MPs receive project proposals under the CDF, and after reviewing them, They send them to the Clerk of the National Assembly. The National CDF committee submits its final recommendations to the finance minister after assessing the list of authorized projects. (CDF Act, 2003). Through the encouragement of citizen

engagement, participatory planning, and the efficient execution of CDF procedures and initiatives, this can be instrumental in enhancing fund utilization efficiency and strengthening CDF implementation (Tero, 2014). Furthermore, the CDF seeks to redistribute public resources to communities in order to promote rural economic development, mitigate poverty, create job opportunities, and The CDF strives to enhance the quality of life for Kenyans by bridging the gap between poverty and access to essential services and amenities (Ochieng and Tubey, 2018). It was intended for the creation of CDF to supplement other community-directed funds already in place. Despite the presence of numerous rural development programs in Kenya, their intended objectives remain unmet due to various challenges affecting project performance. Kerosi (2017) noted that despite the existence of multiple rural development initiatives in Kenya, their desired goals have not been achieved due to various factors impacting project performance.

Statement of the Problem

The auditor general has repeatedly noted in reports the CDF funds were mismanaged and embezzled by Constituency Development Fund Committees (CDFC) (Auditor General, 2022). A report issued for the fiscal year 2022/2023 for the Constituency Development Fund revealed that the implementation of most projects, with a total allocation of Kshs.81,168,741, only commenced in late 2023 despite being approved in 2022, thus providing limited information from the Constituencies. Another report published by the Auditor General in 2021/2022 (May, 2022) disclosed that most projects, for which budgetary allocations were made and funds disbursed to NGCDF, were not utilized as intended. An earlier report from 2020/2021 (Auditor Report, 2021), also by the Auditor General, indicated that several constituencies were unable to provide an account of the monies received from the fund, highlighting mismanagement and incomplete projects. According to the National Taxpayers Association (NTA 2020), approximately Ksh. 127 million of the

funds allocated during the fiscal year 2020/2021, funds allocated to the Constituency Development Fund Committees were either embezzled, failed to account for, or misused. Possibly due to inadequate project monitoring and evaluation. Enhanced accountability measures for fund custodians could greatly enhance the management of CDF funds. The significance of Budgeting and Accountability in organizational management has been underscored in light of corporate failures, such as Kenya Co-operative Creameries (KCC) Simutwa (2018). Numerous public projects remain incomplete, and even those that are finished often do not serve their intended purpose (Nganga, 2019), possibly due to insufficient stakeholder involvement and participation. While the government allocates CDF funds for community projects, particularly in the health sector, the provision often falls short of the community's actual needs as outlined in project proposals (Otuya, 2018). The underperformance of CDF-funded projects has led to debates regarding the institutional capacity of implementing bodies, necessitating closer scrutiny (Ochieng & Tubey 2018).

Objective

To investigate the effect of stakeholder participation and involvement on the performance of selected CDF health programs in Nairobi City County.

LITERATURE REVIEW

A theoretical framework is a set of statements or propositions that are formulated to explain a set of facts or events, particularly those that are known or have been rigorously tested and can be used to predict natural events (Lucia, et al., 2009). The four theoretical bases on which the study will be based are; balanced score card, Stakeholder's theory, Control theory. The main theory for this study will be Balanced Score Card.

Balance Scorecard Model

Kaplan and Norton developed the Balanced Scorecard in the early 1990s. Kaplan, affiliated with the Harvard Business School, and Norton, holding the position of president at a consulting firm in

Massachusetts, collaborated on the development of the balanced scorecard (BSC) during that period. The fundamental premise it was constructed upon posits that companies can no longer achieve sustainable competitive advantage merely by focusing on tangible assets. The Balanced Scorecard serves as a tool to convert a business's strategy and vision into a unified set of performance metrics. The four main viewpoints include financial metrics, customer insights, internal business operations, and learning and development. These viewpoints seek to achieve equilibrium between short- and long-term objectives, intended outcomes, and the variables influencing performance outcomes, in addition to between quantitative and qualitative measurements (Kaplan & Norton, 1996).

Budgetary Control Theory

The advocate of budgetary control theory was (Adam, 1985). Additional proponents encompass (Bartle, 2001, Khan, 2002, and Azam et al (2011)). As per this theory, a budgetary control procedure serves as a mechanism utilized by an organization for the allocation of revenue and expenditure. According to Robinson and Last (2019), budgeting is employed by enterprises as a structure for expenditure and revenue allocation. Entities must devise an efficient budgeting system to prevent the squandering of their resources. The budgeting system aids in ensuring that the outcomes generated and services rendered attain their predetermined objectives. The company must establish precise controls to guarantee that the budget is properly managed and distributed as needed, and rigorously adhered to in order to elucidate and minimize variances to the greatest extent possible. Robinson and Last (2009) contend that if a company has insufficient income, it may need to finance its projected budget through borrowing and tax reorganization. It is imperative that an organization comprehends its budgeting system and gives precedence to pressing issues that demand the firm's control mechanisms. This theory substantiates the independent variable – budgetary control techniques in the investigation.

The Stewardship Theory

The theory in question was developed by Donaldson and Davis (1991). Stewardship theory suggests that managers act in a way that is both self-serving and constructive. They have an internal drive for fulfillment and success, leading them to enhance their performance as stewards of organizational resources. Stewardship theory suggests that variations in performance do not stem from internal motivational issues among executives, but rather from the extent to which the structural context enables effective actions by the chief executive. According to Donaldson and Davis (1991), stewardship theory does not focus on the CEO's motivation but instead emphasizes the importance of empowering structures. This theory delineates a scenario where managers are driven not by personal objectives, but by their role as stewards aligned with the goals of their principals. As stewards, they safeguard and enhance shareholder wealth through organizational performance, thereby maximizing their own utility functions (Davies et al., 1997). Stewardship theory advocates for the involvement of stakeholders, participation, and the consideration of human resource elements in the research.

Control Theory

Control is a mechanism or procedure that involves evaluating the variance between expected and real performances, utilizing these evaluations as a foundation for determining appropriate actions in response to actual operational outcomes. Control becomes a supportive component of planning when it is viewed in terms of its direct relationship to it. Three categories of control were established by Donaldson and Preston (1999) for organizational work: self-control, social controls, and administrative controls. Administrative controls include budget monitoring and performance measurement systems, are essential components. However, it is crucial to design them thoughtfully to prevent any demotivating consequences. Social controls, on the other hand, are established through shared perspectives among staff members.

Quality circles and team collaboration exemplify this type of control. Self-control pertains to individual conduct, which can be reinforced by an appropriate reward system like performance-based pay. It is worth emphasizing that these control mechanisms are interconnected. In smaller organizations, daily interactions between management and staff may lead to social controls taking precedence.

Empirical Review

Stakeholder Involvement and Project Performance

In Kenya, Njogu (2016) conducted an assessment on the impact of stakeholders' involvement in the development projects funded by the Constituency Fund. The study focused on Mathira East Constituency and examined various factors such as timely completion, quality output, and efficient budget utilization as indicators of project performance. The impact of stakeholders' involvement in the project's conception, planning, execution, monitoring, and control phases was also examined in this study. The principal objective was to ascertain the extent to which stakeholder engagement enhances the effectiveness of CFDP initiatives in Kenya. In order to obtain both quantitative and qualitative data for this descriptive study, a questionnaire was used to collect data. The Matira East constituency was the target population for the entire CDF initiative, which was initiated in the Mathira East constituency in 2013–2014. To create a study sample for the respondents, stratified and random sampling procedures were used. A pilot study was carried out with 10% of the research sample in order to confirm the validity and reliability of the data gathering method. Using the statistical program SPSS, both descriptive and inferential statistics were used in the data analysis procedure. Their performance was significantly and favorably impacted by the CDF projects' involvement, planning, execution, and start. The study suggests that the CDF management board address the primary issues found in the research, which include information asymmetry, a lack of openness, an insufficient legislative framework to

support stakeholder involvement, and ambiguous stakeholder input, in order to encourage stakeholder engagement. The research was carried out in Mathira constituency, while the upcoming study focused on selected CDF-funded health projects in Nairobi City County.

Otsyula (2015) examined how stakeholder participation affected project performance using the fish farming project in Lurambi Sub-County funded by Economic Stimulus Programs. The study specifically aimed to investigate how stakeholders' participation strategies affect project performance. The sample size comprised 176 participants, reflecting an impressive 85% response rate. Data collection was conducted through the administration of surveys. Utilizing SPSS version 16, a statistical software commonly utilized in the social sciences. To investigate the correlation between the variables under study, the collected data underwent thorough analysis including both descriptive and inferential statistical techniques. The results show a favorable and substantial correlation between the stakeholder participation method on project's performance ($r= 0.320^{**}$, $p<0.01$). The report recommended that stakeholders be consulted as well as involved in project monitoring and evaluation and involved in decision-making on issues that may impact project implementation. Academicians and those working in the field of projects can both benefit from the study's conclusions. The study's context differs from this one because it was conducted in Lurambi, Kakamega County, whereas this one was conducted in Nairobi County.

Nyandika and Ngugi (2014) looked into how stakeholder participation affected the way road projects were carried out in KeNHA. The purpose of the study was to assess how stakeholders' participation in the accomplishment of road projects in KeNHA is impacted by resources available, technology, user involvement, and support from upper management. For this study, a descriptive research design was adopted. In the course of the investigation, both qualitative and

quantitative approaches were used. Prequalified Consultants, KeNHA's top level managers (Job group 7–10), and 251 Prequalified Contractors (NCA1–3) were included in the study. A sample size of 75 respondents was obtained by selecting 30% of the target group. A narrative-based content analysis method was used for the study of qualitative data. Version 21 of the Statistical Package for Social Sciences (SPSS) was used to analyze quantitative data. In addition, an analysis of multiple regression was performed to determine the relationship between the independent and dependent variables. Furthermore, the investigation utilized F-test and T-test analysis of variance to investigate the correlations between the variables. The study's findings showed that a number of factors, such as expertise, viability, user participation in meetings

and workshops, IT competency, computer-assisted designs, intranet and internet usage, and IT rules, are critical to the success of road initiatives. It was found that senior leadership support is required for the oversight of budgetary authorizations, involvement, support/enthusiasm, and project endorsement—all of which are factors that contribute to the success of road projects in KeNHA. The research findings indicate that road project performance is positively impacted by enough money, donor support, human resource availability, and timely resource delivery. According to the study, KeNHA should guarantee stakeholder participation to enhance its performance in road projects. This research is conceptually different from the current study because it focused on health rather than KeNHA roads.

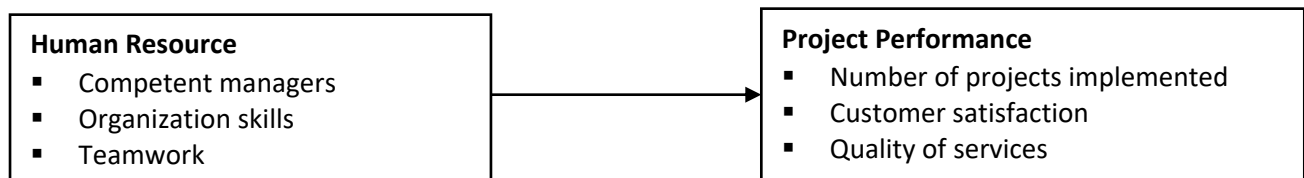


Figure 1: Conceptual Framework

METHODOLOGY

Research Design: In this particular study, a descriptive research design was employed, with emphasis on a sample derived from distinct CDF health projects in Nairobi City County.

Target Population: The study focused on Kangemi Maternity Hospital and Njiru Maternity Hospital, both of which are CDF-funded projects. The target population for this research consisted of 2 project managers, 2 assistant project managers, 18 CDFC board members involved in budgeting and project implementation, and 315 maternity health staff in the hospitals. In total, there were 337 respondents

Sample Size: Mugenda and Mugenda (2013) recommend a sample size of 10% for a large population, whereas a sample size of 20% to 30% is thought to be enough for a smaller population. In this study, 30% of the three hundred and thirty-three employees were selected, including board committees and hospital maternity staff. However,

the numbers of managers and assistant managers were taken in their entirety. Consequently, the study's sample size consisted of one hundred and three (103) participants.

Data Collection Instrument: The research employed semi-structured surveys to collect information from both the CDFC board members and maternity hospital staff.

Pilot Study, Validity and Reliability of Data Collection Instruments: The researcher administered questionnaires to 10% of randomly selected respondents from each of the four categories in the hospital which was 10 respondents. In this study construct and content validity were both used. The internal consistency measure Cronbach's Alpha was used to assess the questionnaire's reliability. Cronbach's Alpha coefficients of 0.7 and higher were regarded as appropriate reliability indicators in this investigation.

FINDINGS AND DISCUSSIONS

The analysis results are presented in this chapter, along with the response rate, respondent characteristics and inferences about the population, as well as the outcomes of the descriptive and inferential statistical analyses.

Response Rate

The study administered 104 questionnaires to the respondents. The response rate achieved is presented in Table 1.

Table 1: Response Rate

Category	Frequency	Percentage
Response	95	91.3
Non response	9	8.7
Total	104	100

Source: Research Data (2024)

For the purposes of the analysis, Table 1 indicated that 95(91.3%) of the questionnaires were completed. However, 8.7(3.5%) of the questionnaires were never returned by the respondents. For generalization and conclusion, the response rate was adequate. This is in accordance with the advice provided by Mugenda and Mugenda (2003), who demonstrate that data analysis benefits greatly from response rates of 70% and higher.

Descriptive Statistics Results

Descriptive statistics were used to analyze the quantitative data, and version 20.0 of the Statistical Package for Social Sciences (SPSS) was used to produce the means and standard deviations. The results are displayed in accordance with the specific objectives of the study, which are described below.

Stakeholder Involvement and Participation

Table 2: Stakeholder Involvement and Participation

Statement	Mean (M)	Standard Deviation (M)
Community members actively engage in the decision-making process throughout every phase of project implementation.	4.54	0.46
The involvement of hospital health staff is crucial in the decision-making process.	4.59	0.41
The decisions made on CDF are consistently influenced by the county government.	4.42	0.58
The decisions regarding CDF Fund disbursement are significantly influenced by board committees.	3.57	1.43
Community boards on CDF ensure representation from all wards for effective decision-making.	4.01	0.99
Aggregate Scores	4.23	0.774

Source: Research Data (2024)

The results in Table 2 indicated that the respondents were in agreement with all the statements describing the impact of stakeholder involvement and participation on the performance of selected CDF health programs in Nairobi City County with an aggregate mean and standard

deviation of 4.23 and 0.774 respectively. The finding concur with Otsyula (2015) who examined how stakeholder participation affected project performance using the fish farming project in Lurambi Sub-County funded by Economic Stimulus Programs. The results show a favorable and

substantial correlation between the stakeholder participation method on project's performance. The respondents agreed strongly on statements that; the involvement of hospital health staff is crucial in the decision-making process (M=4.59, SD=0.41) and community members actively engage in the decision-making process throughout every phase of project implementation (M=4.54, SD=0.46). The finding agrees with Kamau (2017), research which observe that involvement of stakeholders has a positive and substantial impact on project performance. Soliciting opinions and suggestions from employees during budget preparation leads to increased project performance efficiency.

The statements agreed by the respondents were as follows; The decisions made on CDF are consistently influenced by the county government (M=4.42, SD=0.58), Community boards on CDF ensure representation from all wards for effective decision-making (M=4.01, SD=0.99) and the decisions regarding CDF Fund disbursement are significantly influenced by board committees (M=3.57, SD=1.43). The finding agree with Maina (2018) research which found that the influence of Stakeholder involvement on project performance, assessed stakeholder engagement through variables such as stakeholder needs identification, communication, and conflict management in relation to project performance.

Project Performance

Table 3: Project Performance

Statement	Mean (M)	Standard Deviation (M)
Projects are executed and finished within the anticipated timeframes and budgets.	2.90	2.10
Health projects for the constituency achieve their intended objectives and goals.	3.08	1.92
Concluded projects generally meet the prescribed scope and quality standards.	2.85	2.15
Projects are carried out and finished in the anticipated time frames.	3.14	1.86
CDF Health-funded projects are successfully completed to meet customer satisfaction.	3.11	1.09
The number of completed projects exceeds the projected amount.	2.80	2.20
Aggregate Scores	2.98	1.89

Source: Research Data (2024)

The results in Table 3 indicated that the respondents were neutral with all the statements describing the performance of selected CDF health programs in Nairobi City County with an aggregate mean and standard deviation of 2.98 and 1.89 respectively. The finding contradict with Uitto (2016) research observation that the successful completion of high-quality projects is facilitated by the efficient budgeting of each project activity and the prompt reporting of instances of subpar work and resource misappropriation, including labor, money, and materials. The finding also contradicts with Faniran (2010) research finding that the goal of

using project control techniques is to finish the projects while staying within the designated budget, timeline, and quality criteria. Consequently, this demonstrates that control and project performance are inextricably linked.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study sought to ascertain the impact of stakeholder involvement and participation on the performance of selected CDF health programs in Nairobi City County. The study found that stakeholder involvement exerted a positive and significant impact on performance of selected CDF

health projects in Nairobi City County, as evidenced by the beta-values ($\beta=0.0052$, $P=0.001$). The involvement of hospital health staff is crucial in the decision-making process, community members actively engage in the decision-making process throughout every phase of project implementation and the decisions made on CDF are consistently influenced by the county government.

The study concludes that active engagement of stakeholder fosters trust among stakeholders, leading to better collaboration. When community members feel their voices are heard, they are more likely to support health initiatives, leading to higher participation rates. Engaging stakeholders allows for the identification of specific health needs and priorities within the community. This ensures that CDF health initiatives are tailored to address the unique challenges faced by the population, such as maternal health, infectious diseases, or mental health issues. When stakeholders are actively

involved, there is a greater sense of accountability. Community members can hold local leaders and health authorities accountable for the implementation and outcomes of health initiatives, ensuring that resources are used effectively.

The study recommends that the County should conduct a comprehensive mapping of stakeholders, including government agencies, local NGOs, community leaders, health professionals, and beneficiaries. Establish partnerships with local organizations, health institutions, and community groups to leverage resources and expertise. Create a communication plan that includes regular updates on health initiatives through newsletters, social media, and community meetings. Involve stakeholders in the planning process to ensure that health initiatives address the actual needs of the community and provide training and resources to stakeholders to empower them to take active roles in the implementation of health projects.

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