

**ASSESSING THE ROLE OF STRATEGIC LEADERSHIP IN THE EFFECTIVE
MANAGEMENT OF THE NATIONAL GOVERNMENT CONSTITUENCIES
DEVELOPMENT FUND. A CASE OF KITUTU MASABA CONSTITUENCY,
KENYA.**

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DECLARATION AND APPROVAL

Declaration.

This project is my original work and has never been presented for any academic award in any institution.

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Date: 3rd July 2025

Dedication

This project is dedicated to my late grandfather, Samwel Mirera, for the seeds he sowed in me to love and seek education.



Acknowledgements

I thank the Almighty for getting me this far. I also acknowledge the unreserved help, support and guidance I have received from my supervisor Dr Charles Karuga. Completion of this project would never have been possible without the unwavering support and prayers from my family: my father Robert Mirera, who has always wanted and worked for the best for his children, my mother Fransisca Mosinya who has worked tirelessly beside my father to help me achieve my dreams, and my daughter Kayla whose trusting eyes believed in me always.



Abstract

Effective public fund management is essential for fostering equitable development, especially in decentralized systems such as Kenya's National Government Constituency Development Fund (NG-CDF). Established in 2003, the NG-CDF aims to promote grassroots development by financing local projects in education, security, and infrastructure. However, persistent challenges in relation to transparency, community participation, and leadership capacity have affected the efficient utilization of these funds. This study sought to assess the role of strategic leadership in the utilization of NG-CDF in Kitutu Masaba Constituency, focusing on three key dimensions: strategic planning, transparency, and community involvement. The study was guided by three theoretical frameworks: Transformational Leadership Theory, Upper Echelons Theory, and Stakeholder Theory, which collectively explain how leadership behavior, managerial background, and stakeholder engagement influence organizational outcomes. A mixed-methods research design was employed, incorporating both quantitative and qualitative approaches. Structured questionnaires were used as the primary data collection instrument, supplemented by open-ended responses to capture qualitative insights. Respondents were selected using simple random sampling techniques from the six wards within the constituency. Findings from regression analysis showed that strategic planning ($B = 0.478, p < 0.001$) and transparency ($B = 0.333, p < 0.001$) had a significant positive impact on NG-CDF fund utilization, while community involvement ($B = 0.222, p < 0.001$) had a less pronounced effect. The study highlights the critical role of visionary leadership and open governance in fund effectiveness. The study recommends strengthening leadership training, enhancing transparency through digital platforms, and restructuring community engagement mechanisms to ensure inclusive and accountable fund management.

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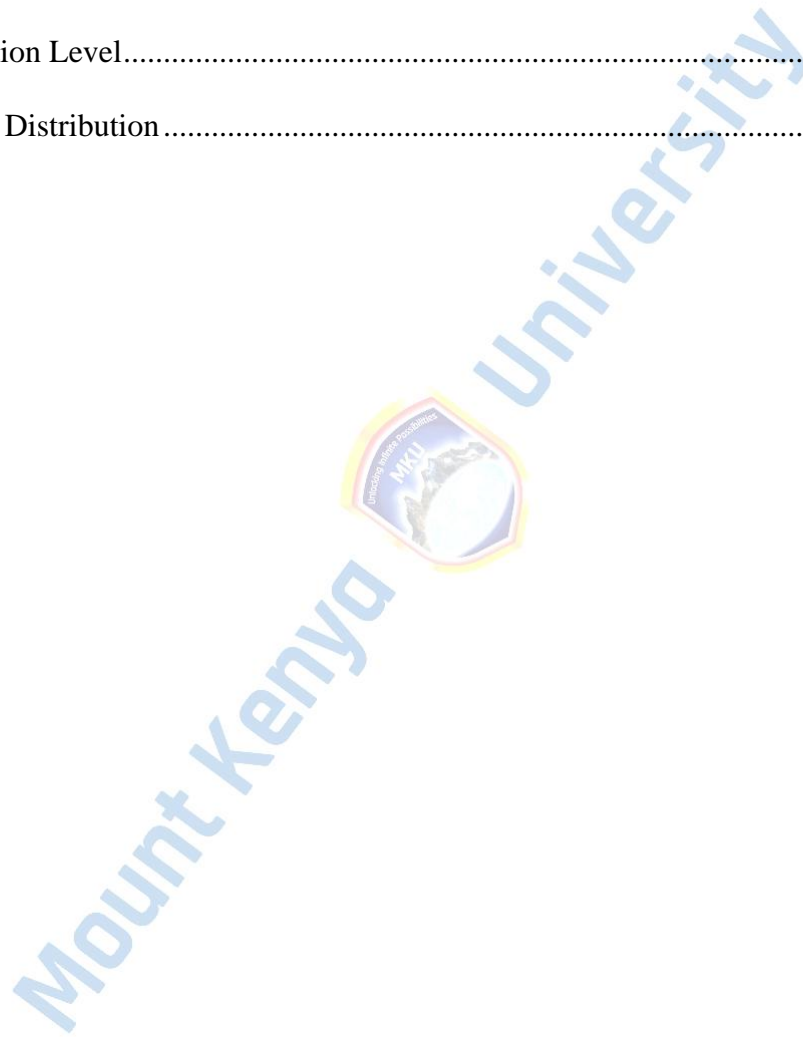
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LIST OF ABBREVIATIONS AND ACRONYMS

CDF	Community Development Fund
CDFC	National Government Constituency Development Committee
CEO	Chief Executive Officer
GDP	Gross Domestic Product
IEBC	Independent Electoral Commission of Kenya
KNBS	Kenya National Bureau of Statistics
MP	Member of Parliament
NACOSTI	National Commission for Science, Technology and Innovation
NASC	National Anti-Corruption Steering Committee
NG-CDF	National Government Constituency Development Fund
NG-CDFB	National Government Constituency Development Fund Board
OAG	Office of the Auditor General
PMC	Project Management Committee
UET	Upper Echelons Theory

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic leadership has emerged as a critical factor in the success or failure of public institutions and development programs across the world. The term is used in reference to the capacity of leaders in various roles to expect, envision, maintain flexible structures, explore their options strategically, and work seamlessly with other members of their team to put in place changes that will ensure a sustainable future for their organizations or jurisdictions (Nahak & Ellitan, 2022). Strategic leaders go beyond daily operational management and focus on long-term planning, resource alignment, stakeholder engagement, and policy implementation (Cheyne, 2021). They are expected to make decisions that influence the overall direction, performance, and accountability of public initiatives.

In the context of public administration, strategic leadership plays an instrumental role in ensuring that development resources are allocated efficiently, transparently, and in alignment with community needs (M'Mugambi, 2024). The success of government-driven development projects depends not only on the availability of financial resources but also on how effectively leaders steer the processes of planning, implementation, monitoring, and evaluation. Therefore, the quality of leadership directly affects service delivery, community participation, and the sustainability of development outcomes.

1.1.1 Overview of Community Development Fund (CDF)

In Kenya, devolved funding mechanisms have been adopted as a strategy to promote inclusive development and correct historical imbalances in the distribution of national resources. For many decades, development in Kenya was largely centralized, with decision-making and resource allocation primarily managed from the national level (Khaunya & Wawire, 2015).

This system often neglected rural and marginalized communities, leading to regional disparities in infrastructure, education, healthcare, and other essential services. To address these inequalities, the Kenyan government initiated various decentralization reforms aimed at empowering local communities and ensuring that development is people-centered, participatory, and responsive to local needs.

One of the key instruments introduced to support Kenya's decentralization agenda is the Fund (NG-CDF). This fund was initially established in 2003 as the Constituencies Development Fund (CDF) through the CDF Act, 2003 (Mwenzwa, 2015). The fund was part of a broader policy effort aimed at addressing the challenges of centralized development planning that had left many regions underdeveloped and politically marginalized. The main goal of the CDF was to ensure that a minimum of 2.5% (Fund Act, 2023) of the national government's income would be allocated directly to various constituencies for projects geared towards improvement of the lives of constituents (Laboso, 2017). Following a legal challenge regarding between the legislature and executive with regard to how powers can be separated, the fund was restructured and renamed as the NG-CDF through the enactment of the NG-CDF Act, 2015 (Mukaindo & Ongoya, 2023). This revision aligned the fund with constitutional requirements, allowing for continued support of grassroots development initiatives under the jurisdiction of the national government.

The composition of the NG-CDF framework includes various actors and institutions that play a vital role in the fund's management and implementation at the constituency level. At the core of this structure is the CDFC, which is a committee responsible for project identification, planning, and implementation (Susiku, 2020). This committee is appointed by the Member of Parliament (MP) representing the constituency and typically includes local representatives,

professionals, youth, women, and persons with disabilities to ensure inclusivity (FUND Act, 2023). The CDFC works in collaboration with the Fund Account Manager, who is a civil servant responsible for the financial management of the fund, including procurement, disbursements, and compliance with government financial regulations (Kenya Law, 2015). The Fund Account Manager reports to both the NG-CDF Board and the MP, ensuring dual accountability in financial and development matters.

Oversight and accountability of the NG-CDF are provided through several mechanisms. At the national level, the NG-CDF Board, headquartered in Nairobi, is responsible for policy formulation, coordination, and disbursement of funds to constituencies (Kenya Law, 2022). The Board also provides technical guidance, capacity building, and monitoring to ensure compliance with the NG-CDF Act and public finance management laws. Additionally, the office of the country's OAG conducts regular audits of NG-CDF expenditures to promote transparency and financial accountability. At the local level, project management committees (PMCs) are formed for individual projects, ensuring that the inhabitants of the community are actively connected with monitoring and evaluating project progress and performance. Parliament, through its NG-CDF Committee, plays an additional oversight role by reviewing reports and summoning MPs or Board officials to respond to concerns raised regarding the management of the fund (Kenya Law, 2022).

Despite the elaborate structures and good intentions behind the NG-CDF, challenges persist, especially related to misuse of funds, politically driven project selection, limited community involvement, and weak monitoring systems. These issues often point to deficiencies in strategic leadership, where decision-making lacks vision, foresight, inclusivity, or accountability. This underscores the need to critically examine how leadership influences the efficiency,

transparency, and developmental impact of the NG-CDF. The present study focuses on Kitutu Masaba Constituency, with the aim of assessing how strategic leadership practices shape the use, outcomes, and preservation of NG-CDF-funded projects in the area.

1.1.2 Strategic Leadership

Strategic leadership is a critical element in how public funds are handled and the implementation of initiatives geared towards improvement of people's lives. It refers to a leader's capacity to anticipate change, set direction, align people and resources with that direction, and inspire commitment to achieve long-term objectives (Tipurić, 2022). Unlike transactional leadership, which focuses on routine operations and short-term goals, strategic leadership emphasizes on vision-building, stakeholder engagement, innovation, and proactive governance (Ng'ang'a & Wekesa, 2022). In the context of public sector development, strategic leadership determines how effectively institutions can adapt to emerging challenges, remain accountable, and deliver services that align with citizens' priorities (Kurzahls et al., 2020).

In the management of constituency-based development funds like the Fund (NG-CDF), strategic leadership plays a fundamental role in ensuring that resources are used efficiently, equitably, and transparently (Imaya, 2020). Leaders entrusted with the oversight and execution of NG-CDF projects are expected to exhibit competencies in planning, policy implementation, risk management, and performance monitoring (Kurzahls et al., 2020). They must also demonstrate inclusivity and accountability by engaging community members and stakeholders throughout the project lifecycle. The effectiveness of NG-CDF projects, therefore, hinges not only on financial allocation but also on the quality of leadership that drives the process. This study focuses on examining how strategic leadership influences the use of the Fund (NG-CDF) in Kitutu Masaba Constituency, with particular emphasis on three critical dimensions: strategic

planning, community involvement, and transparency. These components represent core functions of strategic leadership that determine if public development programs will succeed or fail.

Strategic planning enables leaders to establish long-term goals, anticipate community needs, and formulate action plans that align available resources with developmental priorities (Farahmand, 2019). Without proper planning, NG-CDF projects risk being reactive, uncoordinated, or misaligned with local realities. A clear vision is fundamental for guiding public sector institutions toward long-term development objectives. Strategic leaders in government must articulate a compelling vision that aligns with national and local priorities (Bryson, 2018). For instance, in Kenya's devolved system, leaders who set well-defined development agendas such as prioritizing education, healthcare, or infrastructure tend to achieve better outcomes in NG-CDF utilization (Musau, 2022). Strategic planning complements vision-setting by ensuring that goals are translated into actionable policies, budgets, and timelines. A study by Njuguna and Kirima found that constituencies with structured strategic plans recorded higher project completion rates under NG-CDF compared to those with ad-hoc implementations (Njuguna & Kirina, 2022).

Equally important is community involvement, which ensures that development is participatory and responsive. Strategic leaders must actively engage citizens and key stakeholders in identifying, prioritizing, and implementing projects (Hakim et al., 2021). This builds local ownership, enhances transparency, and ensures that NG-CDF-funded initiatives genuinely reflect the needs of the community. Effective community participation also fosters accountability and minimizes the risk of elite capture or politicization of development efforts. According to Ketoyo, constituencies that hold regular public participation forums and maintain open communication channels exhibit higher levels of project ownership and reduced conflict

during implementation (Ketoyo, 2017). Furthermore, effective communication fosters downward and upward feedback loops, enabling leaders to make timely, informed decisions that reflect grassroots realities.

Transparency also plays a key part in improving the efficiency and credibility of public fund utilization, especially in decentralized development models like Kenya's NG-CDF (Ochieng, 2023). Transparency, in this context, refers to the consistent and open disclosure of information about project planning, budgeting, implementation, and financial disbursements to all stakeholders (Olaoye & Oluyori, 2024). When effectively practiced, it ensures that constituents are fully aware of how development decisions are made, how resources are distributed, and the status of ongoing or completed projects (Olaoye & Oluyori, 2024). In turn, this openness promotes community engagement, minimizes speculation, and fosters a culture of trust between leaders and the public.

The NG-CDF framework includes clear provisions for transparency, requiring Constituency Development Fund Committees (CDFCs) to publicize all project proposals, budgets, tender awards, and implementation progress through accessible channels such as community meetings, notice boards, and digital platforms. Despite this, studies have shown that these transparency mechanisms are inconsistently applied across constituencies. For example, research by Mbavati revealed that many CDF offices do not routinely share project documents with the public, making it difficult for community members to track how funds are spent or even which projects have been approved (Mbavati, 2017). This lack of information creates a communication gap, limits stakeholder involvement, and may result in the misalignment of projects with local needs.

Moreover, the absence of proper information-sharing practices often leads to confusion and suspicion among citizens. Constituents may be unaware of how projects are selected or the criteria used to allocate resources. Performance reviews of constituency project management further highlight gaps in transparency. In North Mugirango constituency, Oisanga's 2022 study reported that only 40%–60% of project activities involved community participation, largely due to limited dissemination of project information, which hindered stakeholder engagement and oversight (Oisanga, 2022). This indicates that poor information flow directly undermines community empowerment and project accountability.

Overall, these findings illuminate a systemic issue: while transparency is prescribed in law, its implementation remains uneven. Constituencies embracing proactive communication such as publishing timely project reports or holding open forums tend to exhibit better trust, engagement, and project delivery. Strengthening transparency practices is therefore essential to improve citizen oversight, ensure fund integrity, and maximize the developmental impact of NG-CDF expenditures.

1.2 Statement of the problem

Under a well-functioning governance system, the Fund (NG-CDF) is envisioned as a tool for equitable, transparent, and community-driven development at the grassroots level (Bagaka, 2010). It is intended to empower local leaders to work collaboratively with their constituents in identifying priorities, allocating resources wisely, and ensuring that the funded projects are properly monitored and evaluated. Such a framework should result in timely project completion, improved access to education, healthcare, and infrastructure, and ultimately, enhanced socio-economic development. However, across Kenya, numerous NG-CDF projects are characterized by delays, poor quality, lack of community participation, and insufficient

oversight. National audits have revealed that many constituencies, including Embakasi North, Ruiru, and Rongai, have mismanaged funds, with projects either stalled, abandoned, or poorly executed due to weak planning and oversight structures (Auditor-General, 2024; Nairobi Wire, 2025).

Kitutu Masaba Constituency is not exempt from these challenges. Although the NG-CDF has been used to fund chiefs's camps, classrooms, and bursary schemes, there are persistent concerns regarding the effectiveness, transparency, and sustainability of these initiatives (NG-CDF Board, 2023). Furthermore, although several public projects have been launched, there is limited evidence of robust community engagement or systematic monitoring and evaluation. These challenges suggest that strategic leadership particularly in areas such as planning, resource management, stakeholder involvement, and accountability plays an essential role in the effectiveness of the Fund's utilization. This study seeks to deal with this gap by examining how strategic leadership influences the application and impact of NG-CDF resources in Kitutu Masaba.

1.3 Purpose of the study

The purpose of this study is assessing the role of strategic leadership in the effective management of the NG-CDF, a case of Kitutu Masaba Constituency, Kenya.

1.4 Objectives of the study

The primary objective of the study is to scrutinize the role of strategic leadership in the management of the Constituency Development Funds.

The study focuses on the following specific study objectives:

- i. To examine the influence of strategic planning on the utilization of NG-CDF funds in Kitutu Masaba Constituency.
- ii. To determine the effect of transparency on utilization of NG-CDF funds in Kitutu Masaba Constituency.
- iii. To evaluate the effect of community collaboration on the use of NG-CDF funds in Kitutu Masaba Constituency.

1.5 Research questions

- i. What is the influence of strategic planning on the utilization of NG-CDF funds in Kitutu Masaba Constituency?
- ii. How does transparency affect the utilization of NG-CDF funds in Kitutu Masaba Constituency?
- iii. What is the effect of community collaboration on the use of NG-CDF funds in Kitutu Masaba Constituency?

1.6 Significance of the study

Several people and organisations will benefit from this study. One of the beneficiaries will be the Kenyan government. Proper use of the Fund will ensure that the goal of transforming the country into a medium income economy will be achieved. Appropriate use and management of the Fund ensures that grass root development is achieved, poverty is alleviated and the regional imbalances are eliminated. Additionally, the study will help the constituents such as the residents of Kitutu Masaba to receive better and transparent services and thus have better lives. Through the study, the people will realise the power they have over the Fund, and how better they can use this power for their benefit. Strategic leadership plays a very important part in development, and the constituents determine the kind of leadership they will get. Through

this research they will realise how important strategic leadership is. Additionally, through this research, they are able to realise their role and thus ensure active participation in public forums to ensure their opinions are heard. This study will also encourage advocacy of transformational, collaborative and visionary leadership which is key in ensuring the goals of the NG-CDF are met. The study will change the overall view on leadership and show individuals in communities the key role they play in ensuring that they receive the services due to them. It will also help reduce the complacent attitude that communities have when it comes to how public funds are managed. The study emphasizes the crucial role of leadership in management of any organization or public fund; however, it also points out the important role that communities play in ensuring the public fund goals are met. Additionally, this study will play a key role in highlighting how impactful the Fund has been, where it has failed and what the various stakeholders can do to ensure that it is more effective in achieving the goals it was intended for.

1.7 Scope of the study

The scope of the research is used in reference to the parameters within which the study is organised (Simon, 2011). The study seeks to discover the purpose strategic leadership plays in the effective management of the NG-CDF. Five parameters are used to fulfil the objectives of the study. These include time frame that the study is covering, sample population under study, geographical location of the study, theoretical review and content scope.

The research has been conducted from a period of seven years. This time is considered sufficient in presenting data that is sufficient in meeting the objectives of the study. The study uses 399 respondents collected from each of the six wards in Kitutu Masaba Constituency some of whom include the members of the constituency committee. The geographical scope is also considered with the study conducted in Kitutu Masaba which is a constituency located in

Nyamira County. The constituency is one of the 290 in Kenya and is considered an appropriate reflection of what happens in most constituencies. Under theoretical review, several theories have been used to explain the different variables. These include; Transformational Leadership Theory, Stakeholder Theory and Upper Echelons Theory. The content scope involves the analysis of three explanatory variables and one response variable. The controlled variables under study include transparency, strategic planning and community collaboration. On the other hand, the response variable under study will be the utilization of the Fund.

1.8 Study limitations

Limitations in a study refer to the factors or circumstances in a study that affect the research and even the outcome of the research (Simon, 2011). Several limitations were encountered during the course of this research. Firstly, the study concentrated exclusively on the views of constituents, without incorporating perspectives from Members of Parliament (MPs), NG-CDF committee officials, or other key stakeholders directly involved in fund allocation and management. This limited scope means that the findings primarily reflect the public's perception rather than a full institutional analysis. Including these factors could have provided richer insight into decision-making processes and internal operational challenges.

Secondly, the research was done in a single constituency—Kitutu Masaba—limiting the generalizability of the findings to other constituencies with different socio-economic and political dynamics. Thirdly, data collection relied on self-reported information, which may be prone to incomplete disclosure. Some respondents might have hesitated to express dissenting opinions due to fear of repercussions or mistrust in confidentiality. Ensuring anonymity in the responses ensured that the people who responded were honest with their responses.

Additionally, some residents from the constituency were not eager to fill the questionnaires as they thought that the intentions for the collection of data were different than those expressed by the researcher. Some of the respondents also wanted compensation for their participation in the data collection process. These factors slowed down the process of collecting data. Furthermore, some of the people who responded expressed lack of knowledge in how the NG-CDF works, what it is supposed to be used for and the implementation process, this may have a negative influence on how they filled the questionnaires. Lastly, the cross-sectional structure of the study restricts the capability to determine causality. Longitudinal data has a better chance of capturing the evolving relationship between leadership, transparency, participation, and fund utilization over time. As much as the use of cross-sectional design is quick and relatively inexpensive to conduct, they also limit the capability to find out the temporary association between the outcomes and risk factors.

1.9 Delimitations

Delimitations refer to boundaries declared by the researcher to guarantee that the research is focused and manageable (Simon, 2011). The study will only examine the following aspects of strategic leadership: transparency, collaboration, strategic planning and active listening because of their supposed efficiency in ensuring good leadership. Additionally, the study will only be limited to the constituency of Kitutu Masaba. Although other constituents may offer valuable information regarding leadership and the use of the Fund, the researcher believes that Kitutu Masaba constituency mirrors the issues faced in the other constituencies.

1.10 Assumptions of the study

Various assumptions were formed in this study. The first assumption that formed the basis of this study is the presupposition that there is an association between the controlled variables and

the response variable. Additionally, the study assumed that it will be simple to contact the sampled population and that the selected respondents will be willing to provide truthful answers to ensure significant findings. The assumption presupposed that people who will respond will be able to understand and interpret each question appropriately. It is assumed that the respondents will easily comprehend the subject under study and thus avoid ambiguous answers. Another assumption is the belief that the data collected from Kitutu Masaba constituency will be a reflection of the other constituencies and thus the findings of the research and the developed recommendations could be applied to other constituencies. A final assumption is that the researcher will not manipulate the research findings to suit research objectives and there will be no or limited capacity for personal bias with regard to this research.



1.11 Operational Definition of Key Terms

Community	Residents of a particular area; defined as the constituency for the Study.
Community Participation	Engagement of individuals in various stages of the CDF projects such as identification, planning, implementation, evaluation and handing over.
Demographic data	Information about people in reference to attributes such as age, gender, place of residence, and education level.
Misuse of funds	The illegal appropriation of CDF funds on items not permitted by law, and on extraordinary purchases not included in the CDF manual, use of public funds indirectly or directly for personal enrichment or the enrichment of others to the degree that the funds are not available for their intended purposes.
Project	Eligible development project as described in the NG-CDF Act
Strategic leadership	Practice Allowing leaders to use different styles of management that enable them to adapt to changing economic and technological climates and meet their goals.
The Board	The National Government Constituency Development Fund Board

The Fund

The FUND

Transformational leadership A leadership style that can inspire positive changes in the followers. It encourages, inspires and motivates people to innovate and create changes that are necessary to shape the future.

Transparency This is the quality of being honest by sharing information freely and acting in an open manner.



CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the knowledge on strategic leadership and the use of the NG-CDF with regard to the research's goals. The section serves as a framework for the critical analysis of the body of literature that already exists on strategic leadership and the NG-CDF, thus forming a basis for our study. The contents of the chapter include; Empirical Literature review and Knowledge Gap, Theoretical approach, Conceptual paradigm, and Recap of the literature.

2.2 Empirical Literature Review

A study conducted in 2023 titled “Public Participation in Allocation of NG-CDF: A Case of Dagoretti South Constituency, Nairobi, Kenya”, had the objective of examining how public mobilization, sensitization, and community involvement influence NG-CDF allocation. The study targeted 178,691 residents and used Krejcie and Morgan’s (1970) sampling formula to arrive at 407 respondents, who were chosen through stratified random sampling. Data from the people who responded was collected using semi-structured questionnaires and analyzed using descriptive statistics in SPSS (version 25), while qualitative responses were examined through thematic content analysis. Reliability of the collected data was assessed using Cronbach’s Alpha, and expert judgment used to validate the instruments. The findings showed that high levels of public mobilization significantly enhanced community engagement in fund allocation, while public sensitization improved understanding of the NG-CDF process and enabled residents to make informed contributions. Community involvement in decision-making led to more inclusive and balanced project choices, although the study highlighted gaps in youth and gender representation. The study recommended enhancing civic education, promoting

inclusive participation, improving mobilization strategies, respecting cultural norms, and institutionalizing transparent communication to strengthen participatory development in NG-CDF-funded projects (Gitonga, 2023).

Community participation has emerged as a critical factor in improving how the NG-CDF projects in Kenya perform. A group of researchers conducted a study in 2024 to assess how community engagement influences the implementation of NG-CDF projects. The study was premised on the stakeholder theory and employed a cross-sectional research design, targeting a population of 176,243 individuals, including NG-CDF Fund Account Managers, PMC members, and project contractors. Using the Krejcie and Morgan formula, a representative sample of 382 respondents was selected and data was collected through structured questionnaires to maintain consistency. The instruments' reliability was measured using Cronbach's Alpha, and their validity was confirmed through content and construct validation. The data was analyzed using both summary statistics such as percentages, means, and standard deviations and special statistics. The findings indicated a significant consensus ranging from 37.9% to 60.1% on the importance of inclusive decision-making, needs assessment, and transparent communication in improving project performance. Specifically, between 44.8% and 60.1% of respondents affirmed that participating in making decisions and the equitable distribution of project benefits improved project outcomes. The study concluded that community member involvement is important for the effectiveness and viability of NG-CDF projects, emphasizing the role of transparent communication and eliminating participation barriers. In conclusion, the authors suggested the adoption of participatory strategies and open communication channels to enhance project relevance, stakeholder trust, and long-term impact (Oketch et al., 2024).

Understanding the influence that governance has on how the Fund performs is essential for improving the effectiveness of decentralized development efforts in Kenya. This study explored this relationship using a census survey of all 290 NG-CDF constituencies across the country. Adopting a positive research philosophy and a descriptive cross-sectional survey design, the study combined both primary and secondary data sources, including structured and unstructured questionnaires, and publicly available data from the National Treasury, KNBS, the OAG reports, and the NG-CDF website. The data covered the period from 2014 to 2018, and simple regression analysis was implemented in the testing of the study hypotheses at a 95% confidence level. The findings demonstrated a statistically significant link between governance practices and the performance of the Fund. This indicates that well-structured and consistent governance frameworks are critical in ensuring optimal fund utilization and improved project outcomes. The study further recommends that the NG-CDF board should work toward establishing uniform governance standards across constituencies to enhance performance. Additionally, it suggests the adoption of Data Envelopment Analysis (DEA) as a performance measurement tool for NG-CDF operations (Keya, Aduda, Nyamute, & Pokhariyal, 2020).

A study conducted to assess the impact that corporate governance principles has on the financial handling of the Fund in Kenya's Nyanza region provided critical insights into how internal governance structures influence public fund administration (Ochieng, 2023). The research focused on four key governance pillars: accountability, transparency, fairness, and integrity, and sought to determine how each contributed to effective financial oversight. Using a descriptive research design, the study targeted 42 constituencies in Nyanza, comprising 420 potential respondents (42 fund managers and 378 NG-CDF committee members). A sample of 205 participants was determined through Taro Yamane's proportional sampling technique, and

collection of data was done using structured questionnaires. Analysis of the statistical aspect was performed using SPSS version 26, with normality confirmed through Q-Q plots, and multicollinearity ruled out as all VIF values ranged between 1.564 and 1.683. The study found that the four governance principles explained 77.8% of the variation in financial management practices ($R^2 = .778$, $p = 0.000$), confirming a strong and statistically significant influence. Correlation coefficients revealed robust relationships between financial management and each principle: accountability ($r = 0.757$), transparency ($r = 0.702$), fairness ($r = 0.618$), and integrity ($r = 0.587$). The findings underscore the necessity for NG-CDF offices to uphold governance practices aligned with the Constitution of Kenya, particularly Chapter VI on leadership and integrity. It was recommended that policy frameworks be established to institutionalize independent, transparent, and ethically grounded boards for sustainable fund management (Ochieng, 2023).

A study by Ali in 2019 on how stakeholder roles influence how the Fund performs when used in projects in Wajir West Constituency found that stakeholder involvement had a significant positive impact on how projects perform, especially in planning and implementation phases. The study employed a descriptive survey design, targeting project committee members and local community stakeholders. Data collection tools included questionnaires and interviews, and the data was analyzed using descriptive statistics and regression analysis. The research concluded that while community engagement improved outcomes, political interference and limited literacy levels hindered effective participation. It recommended strengthening stakeholder inclusion frameworks (Ali, 2019).

Additionally, Muusya in 2019 conducted a study on factors influencing how community members participated in Fund projects in Mwingi Central Constituency and found that low levels of information dissemination, limited civic education, and top-down decision-making limited effective community involvement. The research utilized a descriptive research structure and targeted NG-CDF officials, local administrators, and community members. Structured questionnaires were the primary data collection tool, and analysis of data was done using SPSS, generating frequencies, means, and regression analysis outputs. The study recommended enhanced communication strategies and civic education to improve project ownership and sustainability.

Two researchers, Nthiga and Moi in 2021 explored the effects of public involvement on the execution of CDF projects in Makueni County. This study applied a descriptive research design to evaluate the impact of public participation on the Fund's project execution in Makueni County. Data was collected via surveys distributed to a sample of community members, and analyzed using descriptive statistics. The research focused on the execution phase, examining the intensity of community member involvement during the actual execution of the projects. The findings indicated that active community participation during the execution phase of projects led to higher satisfaction levels and more successful project outcomes. Respondents reported that the employment opportunities created during the project execution phase significantly contributed to positive community engagement. The study concluded that public participation positively affected the efficiency and effectiveness of CDF projects, and recommended the continuation of these participatory practices for better project outcomes (Nthiga & Moi, 2021).

A study by Mohamed and Otieno in 2017 assessed the impact of beneficiary participation on the implementation of CDF-funded projects in Lamu East Constituency. This research employed a descriptive case study structure that was focused on Lamu East Constituency. Data was collected from 107 members of Project Management Committees (PMCs) through structured questionnaires. The data was analyzed using instruments such as SPSS and Microsoft Excel. The study specifically looked into beneficiary participation in how projects are selected, evaluated, and implemented. The study found that there was minimal beneficiary involvement in key project stages, especially in the areas of project selection and evaluation. A significant portion of the population was unaware of the ongoing projects, their budgets, and their impact. The research also indicated that low education levels among the community contributed to limited participation. The authors suggested that enhancing awareness and actively involving beneficiaries in decision-making processes could significantly improve the outcomes of CDF-funded projects.

Furthermore, researchers Chelimo and Moi in 2022 explored the impact that community members' participation had on how on how NG-CDF education projects in Teso South Constituency, Busia County performed. A mixed-methods approach was implemented in this research, combining both quantitative and qualitative data. Questionnaires were delivered to community members, while Key Informant Interviews were done with local leaders and project stakeholders. The analysis used both thematic and statistical procedures to interpret the data and draw conclusions regarding how community member participation affected the execution and success of education projects. The study found that community participation had a direct and positive impact on the performance of education projects. In particular, involvement in project identification, planning, and decision-making processes enhanced accountability,

resource allocation, and overall project success. The findings also pointed out that higher participation levels led to more efficient use of resources, better project outcomes, and increased community ownership of the projects. The study emphasized the importance of further integrating the community in decision-making processes to sustain the success of NG-CDF education projects (Chelimo & Moi, 2022).

Additionally, in 2015, Ngigi conducted a study assessing 'community members' involvement in CDF-funded projects in Laikipia East District'. This study utilized a descriptive survey structure to find out how community member involvement in CDF-funded projects in Laikipia East affected project execution. The study used random sampling techniques to choose participants, and data was collected through structured questionnaires. The analysis was performed using descriptive statistics to understand the level of participation and awareness among the community. The research showed that a high number of respondents (69.5%) had never taken part in CDF projects, and about 50% of the community members had a moderate awareness of the projects. The results further showed that dissatisfaction with project outcomes was common, with 80% of respondents expressing discontent with the results of CDF-funded projects. This lack of engagement and awareness was identified as a key hindrance to successful project implementation, leading to the conclusion that increased community participation and improved information dissemination are critical (Ngigi, 2015).

Another study done by Ng'anga, Kithinji and Mutegi in 2024 on how strategic leadership affected the execution of NG-CDF in construction projects showed that strategic leadership played a crucial role towards ensuring that the projects were successful by ensuring that there was an alliance between the project vision, objectives and resources. The research adopted a descriptive research design and was only conducted in 17 constituencies in the Westlands area

with attention paid on construction projects only. The use of questionnaires, analysis of documents on the use of the Fund and personal observations by the researcher was central in the data collection process. The study suggested that enhancing strategic leadership with an organisation is crucial in achieving its roles (Ng'anga et al., 2024).

A study done by Bogers and other researchers in 2020 explored the complicated relationship between strategic leadership and the realisation of goals in the construction industry. The study discovered that strategic leadership makes an exponential contribution to the success of any project. Strategic leaders employ various strategies that impacted various facets of project execution. The ability of strategic leaders to encourage innovation and creativity in project teams enhanced the project's outcomes. These leaders were found to have unique skills that enabled them to collect relevant information, analyse complicated situations and make informed decisions. Additionally, communication skills among these leaders were highlighted as effective communication ensured alignment in stakeholder goals, proper conveyance of project vision and comprehension among all the involved parties (Bogers et al., 2020).

2.3 Theoretical Review.

This section outlines a review of the theories and how they help make sense of the several variables in the research. The variables under study include the use of the NG-CDF, the various aspects of strategic planning, transparency, and community collaboration. The theories that will be explored include Transformational Leadership Theory, Stakeholder Theory and Upper Echelons Theory.

2.3.1 Theory of Transformational Leadership.

The transformational theory of leadership is a key aspect in strategic leadership; it emphasizes on the importance of leaders having good relationships with the people they are in charge of.

The concepts of transformational leadership were brought into existence by James MacGregor Burns in the late 1970s (Reza, 2019). Burns identified transformational leadership as a situation where a leader connects with their followers in a way that raises their morality and motivation. By having strategic leaders running the NG-CDF, there is a high probability of ensuring that the goals of the fund that include elimination of poverty and ensuring better services for the community are achieved.

According to Bass, transformational leadership “occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir employees to look beyond their own self-interest for the good of the group.” (Bass & Riggio, 2010). The theory is based on the supposition that leaders are able to raise people from their low level of need and also encourage their followers to put aside their own interests for the collective interest of everyone (Feinberg, Ostroff & Burke, 2005). The ability of transformational leaders to cultivate trust, loyalty, admiration and respect from their followers is crucial in ensuring that organizational objectives are achieved. Transformational leadership covers a wide scope. This includes: enabling intellectual stimulation, building a vision and goals, offering support structured to suit the specific needs of their followers, illustrating high performance expectations, developing frameworks that encourage participation in decisions and symbolizing professional practices and values (Hay, 2006).

However, as amazing as transformational leadership is, it has various limitations. With their traits, transformational leaders can abuse the powers they have and be able to motivate and influence their followers to achieve deeds that are not of benefit to the society. Leaders may abuse the power they have over their followers and this can lead to undesirable consequences

(Berkovich & Eyal, 2021). Therefore, it is very important for transformational leaders to be anchored in moral foundations such as honesty, loyalty, fairness and the end values associated with human rights, equality and justice (Hay, 2006).

Additionally, cases of favouritism by transformational leaders can cause unfair staff development and generate internal conflicts if some of the team's members feel that they are overlooked and that their efforts are unrecognised. This can cause strife among team members something that hinder operations in a group. In the structure of the NG-CDF, the committee is required to team up and work together so as to achieve the Fund's goals. Therefore, disagreements can hinder effective management of the Fund.

The NG-CDF in the communities is managed by the constituency level committees. The members of the committees are selected from the local community thus acting as representatives. However, transparency in the CDCs is affected as the committee is dominated by politician proxies. Therefore, decisions regarding development are made with reference to political capital instead of social welfare. When the political aspect is prioritised over the societal good, the ground is ripe for corrupt practices, and unavailability of essential civic services to the people. The poor management and participation of the community renders the NG-CDF ineffective leading to misuse. Additionally, there are no clear strategies regarding the professional skills and competencies of the CDF committee. This is a critical flaw in the running of the Fund as people who lack the relevant skills can be easily manipulated to participate in or overlook malpractices. Moreover, they may not be able to identify when funds are being embezzled (Mapesa & Kibua, 2006).

Transformational leadership theory plays an important part in this research especially in examining the impact of transparency in ensuring accountability and efficiency on the use of

NG-CDF. Transparency plays a crucial role in many organizations especially in the management of public funds such as the NG-CDF. It guides the vision and mission of any organization thus ensuring that the desired goals are achieved and that stakeholder expectations are met. It also facilitates the decision-making process thus ensuring that the relevant decisions are made by ensuring that decisions are made with full knowledge of all determining factors and the end goal. Moreover, factors such as transparency ensure long term organizational sustainability and helps in building a robust organizational culture (Samini et al., 2022).

2.3.2 The Stakeholder Theory

The research was guided by the stakeholder theory which was advanced by Edward Freeman in 1984. According to the stakeholder theory, it is important that all stakeholders be considered when organizational affairs are planned and executed (Freeman et al., 2010). This theory is grounded on the presumption that organisations are considered seffective and accomplished when the major stakeholders are satisfied with the value of services received. Involvement of all stakeholders ensures that their interests are considered and the decisions made impact them positively. Stakeholders refer to individuals or organizations that are negatively or positively affected in project execution. In the corporate world, stakeholders can refer to the employees, customers and the suppliers of an organization. However, with regard to government activities such as the use of public funds, the stakeholders involve the citizens. The theory provides a strong foundation in advocating for the participation and active involvement of an institution's stakeholders (Harrison et al., 2015). According to Freeman, leaders who consider the interests of their stakeholders are likely to progress well. On the other hand, ignoring the needs and interests of an organization's stakeholders can prove detrimental to an organization. This theory addresses the moral values of leaders who are managing an organization.

Leaders who are managing public resources should ensure that the management of these resources is to the benefit of the electorates. In management of the Fund, the committee should ensure that the approved and implemented projects are of benefit to the constituents. This is crucial because the Fund is community based and thus should be benefiting the community. As much as the community should participate in decision making, the political and organizational aims of the Fund collide and the decisions end up being made for them. The stakeholder theory is therefore essential in grounding the Fund management and ensuring that the community's needs greatly influence the decision making. Moreover, stakeholder theory also ensures that measures are taken to ensure that the funds are not embezzled and that the funds are utilized properly.

There are various criticisms against the stakeholder theory. One of the arguments against stakeholder theory is the management of conflicting interests. This refers to the difficulty in reconciling the needs and interests of the various stakeholder groups equitably (Freeman et al., 2020). It is impossible to please every stakeholder in the group, and managers deploying the stakeholder theory may not agree. To overcome this, it is essential to consider the stakeholders with the most interest and influence. In the use of public funds, it is important to prioritize projects that are urgent and in areas where there is greater need. The stakeholder management plan can help to overcome this challenge by listing each group of stakeholder's expectations, their level of influence and how much they care about the outcome. With regard to the use of the Fund, this will ensure that various essential projects are implemented and that the community's needs guide the use of the Fund.

The theory, introduced by Freeman in 1984, emphasizes that the accomplishments and success of an institution or initiative depend on how effectively it considers and manages the interests

of all its stakeholders. In relation to this study, which focuses on the utilization of NG-CDF funds in Kitutu Masaba Constituency, the theory gives a strong foundation for understanding the dynamics between strategic leadership and community-based development. It aligns closely with the objective of examining community collaboration, as it advocates for the active involvement of all groups affected by decisions particularly local residents, civil society, and project beneficiaries. The theory also supports the importance of transparency, suggesting that accountability to stakeholders builds trust and promotes responsible fund utilization. Furthermore, strategic planning within NG-CDF projects must reflect the diverse needs and expectations of these stakeholders to ensure equitable and effective development outcomes. By applying Stakeholder Theory, this study underscores the need for inclusive leadership practices that engage all relevant actors in decision-making thus enhancing the legitimacy and effect of NG-CDF initiatives.

2.3.3 Upper Echelons Theory

The Upper Echelons Theory which is also called the top management team theory was developed by Donald Hambrick and Phyllis Mason in 1984. It was meant to provide solutions to the questions on why organizations act and perform the way they do. The UET says that the outcomes of organisational activities are partially influenced by the managerial background qualities of the top-level management team (Bekos &Chari, 2023). It explains the correlation between four key concepts. These include; strategic situations, top management traits, strategic choices and organizational performance. The theory dictates that the cognitive base and values of the top-level managers determine how they decode strategic situations thus moulding their decisions and affecting in market and financial performance outcomes (Bekos & Chari, 2023). These cognitive base and values can be reflected in observable characteristics such as their background and process related characteristics. The background characteristics include

demographics, education, age, personality and employment. Process related characteristics refer to the process that is used in decision making in a team; if the team is collaborative or competitive while trying to make decisions.

The top management team's characteristics influences the directions they look to and what they listen to while making decisions, what they actually see and hear while trying to make decisions and how they each find meaning and explanations to what they see and listen to. The theory assumes that the top executives work as a team and collaborate for the common good, and that there is a lot of discretion in making decisions that influence organizational outcomes. Studies show that both strategic leadership and the Upper Echelons Theory explain how traits of top managers affect the performance of an organization. In summary, this leadership theory states that the state of the organisation reflects the top management. A study done by Kleinbauer and Antonakis shows that leaders are responsible for the state of their organizations. A study of 500 governors from 50 states in the District of Columbia were studied and results showed that the governors were responsible for 4.45% variation in real GDP growth (Kleinbauer & Antonakis, 2022). Additionally, a study by Wang et al. shows that CEO characteristics such as tenure, formal education, employment, experience and positive self-concept greatly influenced organizational performance (Wang et al., 2015).

Limitations of the UET include the assumptions that the top management as the unit of analysis presume that all senior managers make an equal contribution during the making of decisions. Additionally, the theory does not focus on the underlying mechanisms through which the top management impacts organisational outcomes. The psychological processes that result in strategic choices and performance are neglected (Neely et al., 2020). This leads to ambiguity

and inconsistency in findings because the use of demographics and background as proxy indicators is not precise and reliable.

The Upper Echelons Theory is particularly essential to this specific study, as it underscores the idea that the background, values, and cognitive base of NG-CDF leadership directly affect how strategic decisions are made and executed. In relation to the study objectives, the theory supports the examination of how strategic planning shaped by the perspectives of constituency leaders impacts the allocation and utilization of NG-CDF resources. It also informs the role of transparency, as leaders who value openness and accountability are more likely to adopt governance practices that enhance fund effectiveness and public trust. Additionally, the theory relates to the objective of community collaboration, suggesting that the leadership's orientation toward inclusivity and participatory governance will determine how actively community members are involved in development decisions. By applying this theoretical lens, the study highlights how the personal attributes and leadership styles of those at the helm influence not only policy direction but also the efficiency, equity, and responsiveness of NG-CDF implementation in Kitutu Masaba Constituency.

2.4 Conceptual Framework

The conceptual framework defines the correlation between groups of variables in research. Normally, the variables under study are the explanatory and the response variables. However, other variables such as the moderating variables may be at play in a study. The conceptual framework therefore, is used to provide a picture on how the response and manipulated variables associate. Normally, the independent variables which are also referred to as the controlled variables influence the outcome of the dependent variable which is also called the responding variable. By measuring the responding variable, a researcher is able to find the

degree of influence that the controlled variables have on the responding variable (Mugenda & Mugenda, 2003).

In this study, the controlled variables include; strategic planning, transparency and community collaboration. Under transparency, various aspects of transparency will be studied. These include transparency in deciding which project needs funding, in the implementation process and in contractor allocation. Additionally, in community collaboration, various aspects are studied in respect to community involvement. These include; involvement in Project identification, participation in planning and decision-making, and awareness of NG-CDF projects. Under this variable, the study determines whether the community participated in the kind of projects that are selected and implemented, and whether they are informed on the different stages in implementation until the project is given to the community for use.

The response variable under study is the use of the Fund. To gauge the level of proper use or misuse in the fund, the nature of the projects funded by the fund are studied, nature and scope of the groups benefitting from the implemented projects are gauged and the number of completed projects in the constituency is also measured. The proper use and management of the fund will be measured by the secondary records on the amount of money released for projects and the completed projects. On the other hand, evaluation of the nature of the implemented projects and scope of the beneficiaries also helps determine if the funds were used appropriately. Lastly, the number and state of the completed projects in the constituency will help in measuring the level of misuse. The figure 1 shows the interaction between the strategic leadership and the use of the NG-CDF.

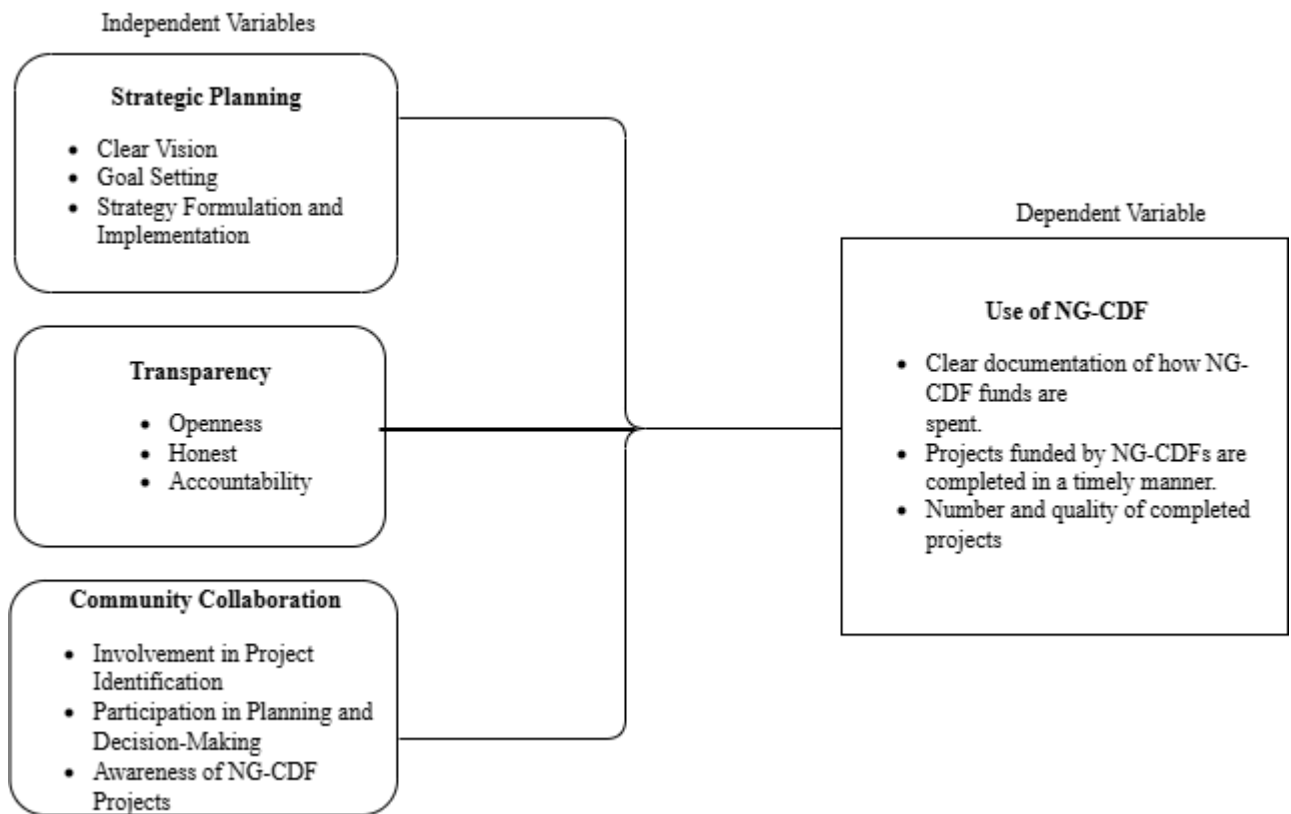


Figure 1: Conceptual Framework

Source: Researcher (2024)

The framework illustrates that the use of NG-CDF is significantly influenced by three key strategic leadership variables: strategic planning, transparency, and community collaboration. When leaders engage in effective strategic planning through clear vision, goal setting, and structured implementation, NG-CDF resources are more likely to be used efficiently, resulting in timely and high-quality project completion. Transparency in project funding decisions, implementation processes, and contractor allocation fosters accountability and public trust, ensuring that funds are properly documented and utilized as intended. Additionally, involving the community in project selection, implementation, and monitoring enhances relevance, ownership, and sustainability of development initiatives. Collectively,

these variables shape how well NG-CDFs are managed, ultimately affecting the number, quality, and timely completion of funded projects.

2.5 Recap of literature review

There have been several studies done on the use of NG-CDF and other public funds. A study done by the Cambridge University came to the conclusion that 80% of projects were not successful because of poor leadership (Zhang & Faerman, 2007). This helps to emphasize the critical role that leadership plays. Good leadership is essential in the success of any activity. Poor leadership on the other hand, can be reflected in actions such as poor or no teamwork, poor communication and the incompetence at solving conflicts. Other studies done on the subject include a study done by Oenga in 2013 which investigated the effectiveness of the management of the CDFs. The study investigated how the funds allocated to projects are used and monitored, the degrees of misappropriation in the Fund and the possible solutions that can be used to improve the efficiency in management of the CDFs (Oenga, 2013). Another study by Awiti in 2008 studied whether members of the national assembly are using the Fund for their own political gains in their respective constituencies and whether the mechanisms employed in the distribution of the Fund have contributed towards efficiency in resource use (Awiti, 2008).

Another study on the Fund as done by Malala in 2015 has explored the factors impacting how NG-CDF funds are executed in Kenya. This study investigates the effects of observing and examination in the efficacy of CDF projects while also coming up with recommendations on how the CDF projects can better their performance (Malala, 2015). Community participation has been quoted as a crucial factor in the execution of the CDF projects. However, it has been observed that the community is not as involved as it should be in the development and

execution of the projects. A study by Miano in 2016 has studied the various factors affecting community involvement in CDF funded projects. These factors include the degree of awareness, level of education and political factors (Miano, 2016). Public funds such as the NG-CDF have been studied from different angles. However, the effect that strategic leadership has and its influence on the effective use of the NG-CDF has not been explored and this is a gap that this research aims to fill.

2.6 Research Gap

Despite a growing body of literature examining various aspects of NG-CDF utilization and performance, notable gaps remain. For instance, Gitonga in 2023 focused on public participation in NG-CDF allocation, highlighting the significance of mobilization and sensitization in enhancing citizen involvement (Gitonga, 2023). However, the study was limited to Dagoretti South Constituency and did not explore how strategic leadership practices such as planning, transparency, and collaboration influence fund utilization outcomes across other regions. Similarly, while Keya and other researchers in 2020 provided valuable insights into governance and its impact on NG-CDF performance at the national level, their study primarily adopted a broad approach and did not delve into specific components of strategic leadership or community engagement in fund management (Keya et al., 2020). Moreover, Ochieng in 2023 advanced the discussion by assessing the influence of corporate governance principles—accountability, transparency, fairness, and integrity—on financial management, yet this study was restricted to Nyanza Region and did not consider strategic planning or community collaboration as key drivers of fund effectiveness (Ochieng, 2023).

Moreover, research by Ng'ang'a, Kithinji, and Mutegi in 2024 concentrated on strategic leadership in NG-CDF construction projects within Westlands, but it did not examine broader

fund utilization across diverse project types, nor did it integrate transparency or participatory governance in its scope (Ng'ang'a, Kithinji, & Mutegei, 2024). Bogers and other researchers in 2020 emphasized the relevance of strategic leadership in the construction industry more generally, underscoring its role in innovation and decision-making, but their study lacked contextual alignment with Kenya's NG-CDF framework and grassroots fund management challenges (Bogers et al., 2020). Collectively, these studies emphasize the importance of leadership and governance in project success, but few have comprehensively investigated how the combined elements of strategic planning, transparency, and community collaboration influence NG-CDF utilization, particularly at the constituency level. This research seeks to address this gap by paying attention to Kitutu Masaba Constituency to provide localized, evidence-based insights that can inform more effective and participatory NG-CDF governance strategies.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the investigation designation, exploration methodology, population under study, sampling procedure, statistics collection methods, and statistics analysis methods. The chapter also explores testing for validity and reliability of data and ethical considerations.

3.2 Research methodology

Research methodology describes the various approaches used in collecting, analyzing, and interpreting data (Mishra & Alok, 2011). This study utilized a mixed-research method; the research project used both qualitative and quantitative research methodologies. Quantitative research methodology was used due to its ability to ensure that the researcher collects objective, reliable, and generalizable data. Through the use of structured instruments such as questionnaires and statistical analysis, quantitative methods allow for the measurement of relationships between variables such as community involvement, transparency, and strategic leadership in relation to the use of NG-CDF funds. This approach ensures consistency in data collection, enables hypothesis testing, and facilitates drawing conclusions based on numerical evidence. Additionally, it facilitates the analysis of data from large samples, enhancing the representativeness and validity of the study's findings within the context of Kitutu Masaba Constituency. On the other hand, qualitative research enabled the researcher to collect and analyse textual data.

3.3 Research design

The research design refers to how the data in a research is collected, analysed, interpreted and presented (Creswell & Creswell, 2018). This study adopted a descriptive research design to

study the effect of strategic leadership practices namely strategic planning, transparency, and community collaboration on the utilization of the Fund in Kitutu Masaba Constituency in Kenya. Descriptive design is befitting for studies that aim to systematically collect data, describe characteristics of a population or phenomenon, and establish patterns or relationships between variables without manipulating them. The intent of this design is to come up with a complete picture of how the explanatory variables affect the response variable, which in this case is the effective use of NG-CDF.

The selection of a descriptive design was informed by the study's objective to generate factual, current, and contextual insights into fund utilization processes. It made it possible for the researcher to gather data from respondents to determine how leadership decisions influence the execution and outcomes of CDF-funded projects. Through structured questionnaires and possibly key informant interviews, the design supported both quantitative and qualitative analysis, allowing for triangulation of data to enhance validity. Moreover, this approach was preferred because it accommodates the use of statistical tools to examine correlations between variables, and presents findings that can inform policy and practice in local development management. Given the case study focus on Kitutu Masaba Constituency, the descriptive design provided a structured yet flexible framework for capturing detailed, constituency-specific information that reflects the real-world dynamics of strategic leadership in public fund management.

3.4 Location of the study.

Constituencies were the proposed units of study. The country of Kenya has 290 constituencies. However, for this study, only one constituency was under study and used as a reflection for the other constituencies. The location under study was Kitutu Masaba Constituency; a beneficiary

of the NG-CDFs. In Kitutu Masaba Constituency, data was collected from 6 of its wards. These include Gesima Ward, Rigoma Ward, Magombo Ward, Kemera Ward, Gachuba Ward and Manga Ward.

3.5 Target population

The term target population is used in reference to a group of objects having similar observable characteristics that have information which a researcher is interested in (Lune & Berg, 2017). It is a group of individuals, where a study will take place and from which conclusions will be drawn from. The target population for this project was the registered voters of Kitutu Masaba Constituency. The total target population is shown in Table 1.

Table 1: Target Population

Wards in Kitutu Masaba Constituency	Number of Registered Voters as per IEBC Report 2022
Rigoma Ward	19808
Gachuba Ward	16245
Kemera Ward	18264
Magombo Ward	13683
Manga Ward	19212
Gesima Ward	19057
TOTAL	106269

Source: Researcher (2022)

3.6 Sampling procedures and techniques

This research used a simple random sampling technique to select respondents from the population of registered voters in Kitutu Masaba Constituency. Simple random sampling is a method based on probability where each unit of the population under study has an equal and independent chance of being chosen for the study (Raifman et al., 2022). This approach ensured that the selection process was objective, unbiased, and representative of the constituency's diverse population.

Simple random sampling was chosen due to its strength to produce statistically valid results by eliminating selection bias. Since the research aimed to assess the effect of strategic leadership practices such as strategic planning, transparency, and community collaboration on the use of NG-CDF from the perspective of ordinary citizens, it was important to ensure that all voters had an equal opportunity to participate. The assumption was that voters, as residents and beneficiaries of NG-CDF-funded projects, possess relevant perceptions and experiences that are crucial for understanding how leadership practices affect project planning, implementation, and outcomes. Furthermore, simple random sampling increases the applicability of the findings, as the selected sample reflects the wider constituency population across various demographical properties such as the age, gender, and educational backgrounds. This method also allowed for a manageable and scientifically selected sample size, which supports valid statistical analysis and reliable conclusions about NG-CDF utilization in the constituency.

3.7 Sample Size

The study employed Yamane's (1967) formula to come up with a representative sample size from the total population of 106,269 in Kitutu Masaba Constituency. At a 95% confidence level and a margin of error of 5%, the formula yielded a sample size of approximately 399

respondents. This sample size was deemed adequate to ensure statistical representativeness and allow for generalization of the findings to the wider constituency population. The formula is expressed as:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = the sample size

N= The target population for the study was the 106,269 in Kitutu Masaba Constituency.

e = margin of error which is 0.05

The confidence level is 95%.

$$n = \frac{106,269}{1+106,269(0.05)^2} = \frac{106,269}{1+106,269(0.0025)} = \frac{106,269}{1+265.6725} = \frac{106,269}{266.6725} \approx 398.68$$

Therefore, the sample size for the research using the Yamane formula is 399.

Table 2 shows sample size for each ward and it was calculated using the formula:

number of constituents from a constituency / total population* sample size (399)

Table 2: Sample Size from each Ward

WARD (STRATUM)	REGISTERED VOTERS (IEBC 2022)	SAMPLE PER WARD
RIGOMA	19808	75 Respondents
GACHUBA	16245	61 Respondents
KEMERA	18264	69 Respondents
MAGOMBO	13683	51 Respondents
MANGA	19212	72 Respondents
GESIMA	19057	71 Respondents
TOTAL	106269	399 Respondents

Source: Researcher (2024).

3.8 Definition and Measurement of Variables

Table 3 below contains the variables used along with their measurements.

Table 3: Definition and Measurement of Variable

Variable	Type	Indicators	Measurement Scale
Utilization of NG-CDF	Dependent	Timeliness, completion rate, budget use, satisfaction	Likert (1–5)
Community Involvement	Independent	Forums, participation, awareness, monitoring	Likert (1–5)
Transparency	Independent	Openess, honest, accountable	Likert (1–5)
Strategic planning	Independent	Vision, resource use, decision-making, communication	Likert (1–5)

Source: Researcher (2025)

3.9 Research Instrument

The primary research instrument utilized in this study was a structured questionnaire, tailored to collect quantitative data from selected respondents in Kitutu Masaba Constituency. The

questionnaire was developed based on the study objectives, which paid attention to the impact of strategic planning, transparency, and community collaboration on the utilization of Fund (NG-CDF). It was divided into sections that captured demographic information, and each independent variable was addressed through a set of close-ended Likert scale items to ensure clarity and consistency in responses. The questionnaire was preferred due to its capability to gather standardized data from a large group of participants within a limited timeframe, facilitating efficient data analysis. To enhance the validity of the instrument, the items were reviewed by research supervisors and refined based on their feedback. Reliability testing was conducted using Cronbach's Alpha coefficient, with all variable sections meeting the acceptable threshold of ≥ 0.7 , indicating internal consistency. The structured questionnaire ensured that data collected was relevant, measurable, and aligned with the study objectives, making it suitable for statistical analysis and interpretation.

3.10 Testing for validity and reliability

To ensure the quality and credibility of the data collected, the research instrument was subjected to both validity and reliability testing prior to full-scale data collection. These tests were critical in confirming that the questionnaire accurately measured the intended constructs and yielded consistent results across different respondents and settings.

Validity refers to the level to which a chosen instrument computes what it is meant to compute. In this study, content validity was employed to assess the appropriateness and relevance of the questionnaire items in relation to the objectives of the research (Taherdoost, 2016). The questionnaire was reviewed by research supervisors to ensure that the variables being measured were well captured. These experts assessed whether the questions were clear, comprehensive, and aligned with the theoretical constructs of strategic planning, transparency, and community

collaboration. Based on their feedback, modifications were made to improve clarity, remove ambiguities, and ensure that each item accurately reflected the concept it was designed to measure.

In addition, a pilot test was conducted with a small sample of 8 respondents from a neighboring constituency with similar demographic and socio-economic characteristics. The intention of the pilot was to assess the instrument's face validity, confirm question clarity, and point out any technical or logistical issues that could arise during collection of data in the main research. Feedback from the pilot test informed further refinement of the questionnaire before final administration.

On the other hand, reliability refers to the degree with which a research instrument measures the same way each time it is used under the same conditions (Taherdoost, 2016). To test internal consistency reliability, Cronbach's Alpha coefficient was calculated for each construct represented in the questionnaire like strategic planning, transparency, and community collaboration (Goforth, 2015). A Cronbach's Alpha value of 0.7 or above was deemed acceptable for this study, thus showing good internal consistency among the items in each subscale. The Cronbach's results are shown in Table 4 below.

Table 4: Cronbach alpha coefficient

Variable	Items	Alpha coefficients
Transparency	3	0.78
Strategic planning	3	0.81
Community involvement	3	0.84

Source: Researcher (2025)

3.11 Data collection methods and procedures

The primary source of data in this study was primary data. Primary data collection techniques involved gathering first-hand details from the constituents of Kitutu Masaba Constituency. The use of questionnaires involved the administration of questions to the constituents that will give insight on the current and possibly past state of leadership in the constituency and the administration of NG-CDFs. The use of questionnaire was a cheap and efficient way to gather copious amounts of data (McLeod, 2018). Quantitative data was collected using a 5-1 Likert Scale containing closed ended questions.

3.12 Data Analysis

This study used both quantitative and qualitative methods to analyse the collected data and to thoroughly explore the effect of strategic leadership on the utilization of NG-CDF in Kitutu Masaba Constituency. The utilization of a mixed-method approach improved the depth and reliability of the findings by allowing for triangulation between numeric trends and narrative insights.

The quantitative data, collected from closed-ended questions in the structured questionnaire, was analyzed using SPSS, Version 25. Before analysis, data was cleaned to ensure accuracy, completeness, and consistency. This involved checking for missing values, coding responses, and reverse scoring where necessary.

Descriptive statistics such as percentages, means, and standard deviations were used to summarize demographic information and to describe the distribution of responses related to the study variables strategic planning, transparency, community collaboration, and NG-CDF utilization.

To test the relationships and determine the influence that the explanatory variables had on the response variable (NG-CDF fund utilization), inferential statistics were applied. Pearson Correlation was used to examine the strength and direction of the linear relationships between the explanatory variables (strategic planning, transparency, and community collaboration) and the dependent variable (NG-CDF utilization). This helped in identifying whether statistically significant associations existed among the variables. A multiple linear regression analysis was also conducted to determine the extent to which each of the independent variables predicts the utilization of NG-CDF funds. The regression model took the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y= Use of NG-CDF

β_0 = the regression coefficient

$\beta_1, \beta_2,$ and β_3 =are the slopes of the regression equation

X_1 = Strategic Planning

X_2 = Transparency

X_3 = Community Collaboration

On the other hand, ε is an error term that is normally distributed about a mean of 0 and for the intention of computation n, the ε is assumed to be 0.

In addition to the quantitative data collected through closed-ended items, the study also included open-ended questions to gain deeper insights into respondents' perspectives on the utilization of NG-CDF funds. These responses provided rich, narrative data that helped

contextualize and elaborate on the numeric findings. To analyze this qualitative data, thematic content analysis was employed as the most appropriate approach for identifying patterns and meaning within textual responses.

The first step in the analysis involved familiarization with the data, where all responses were read thoroughly and repeatedly to get a complete and in-depth understanding of the content. This step helped the researcher become engrossed in the data and identify initial impressions and recurring ideas. Following this, a coding process was undertaken, during which key phrases, concepts, and significant statements were highlighted and categorized into initial codes. These codes represented important features of the data relevant to the research objectives.

Once initial coding was complete, related codes were systematically examined and grouped into broader themes that clearly showed the essence of the participants' views on strategic leadership and NG-CDF utilization. These themes reflected the lived experiences of the respondents and brought to light issues such as transparency challenges, community exclusion in project planning, misallocation of resources, and the importance of leadership accountability.

Finally, these emergent themes were interpreted and aligned with the study objectives to draw meaningful conclusions. The analysis was supported by illustrative quotes from respondents that exemplified each theme and provided real-life context to the findings. These narratives not only added depth to the interpretation of the results but also strengthened the credibility of the study by incorporating the voices of the community. The integration of qualitative insights thus enriched the study's overall findings by highlighting the underlying perceptions, attitudes, and challenges influencing the strategic use of NG-CDF resources in Kitutu Masaba Constituency.

3.13 Ethical considerations

Ethics in research is crucial in ensuring that the aims of research are achieved. These include avoidance of errors, acquisition of knowledge and truth. Ethics in research help in the promotion of values for collaborative work and this is important in ensuring cooperation among different people and institutions involved in research (David, 2015). For this study, moral consents were obtained from NACOSTI and the university's ethics review board. Consents from these institutions show that the research study has been evaluated and complies with ethical standards and regulations.

Additionally, other ethical issues were considered during this research process. These included; ensuring that the research participants are at liberty to opt in and out of the study at any stage. That force was not used to coerce the participants into participation in the study and when they participated, they did so at free will. Moreover, the potential participants in the study will receive and understand all information that they need to enable them to make a decision on whether or not they want to take part in the research. To ensure discretion and preservation of the right to privacy, personally identifiable data was removed from the report. In cases where personally identifiable data was collected, it was kept confidential. The work was also free from plagiarism and research misconduct and the results collected from the study were accurately presented and analysed.

CHAPTER 4: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings of the study based on the collected data from respondents in Kitutu Masaba Constituency, Kenya. The chapter is organized according to the study objectives, providing a detailed analysis of the utilization of NG-CDF funds, the relationship between strategic leadership and fund utilization, and the effect of community members' involvement and transparency on the utilization of NG-CDF funds.

The analysis includes both summary and special statistics. Summary statistics such as percentages, means, and standard deviations are used to outline demographic characteristics and key study variables. Graphs are also used where appropriate to present data in a visual format that enhances understanding.

Inferential statistics including regression analysis were employed to determine causal relationships between the explanatory variables such as strategic leadership, transparency, community involvement and the response variable use of funds. The findings are interpreted and discussed in the context of the study objectives, and they form the basis for the conclusions and recommendations presented in the last chapter.

4.2 Demographic Characteristics

This subsection presents the demographic profile of the respondents. Understanding the properties of the population provides a foundation for interpreting the findings and assessing the relevance of the responses across different groups. The key demographic variables considered include gender, age, level of education, ward of residence, and voter registration status. Out of 399 targeted respondents, only 350 participated in this study.

4.2.1 Gender of Respondents

The gender distribution of the respondents shows that a high number were male, accounting for 66.0% (n = 231) of the total sample, while female respondents constituted 34.0% (n = 119). This representation indicates that both male and female perspectives were included in the study, although male respondents were more prevalent. This is shown in Figure 2 below.

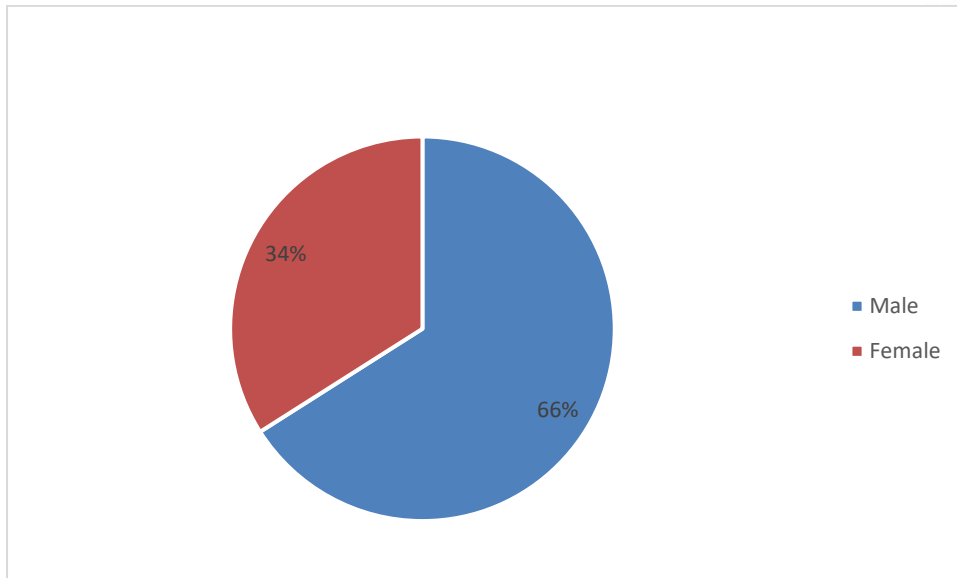


Figure 2: Gender Respondents

Source: Researcher (2025)

4.2.2 Age Distribution

The age distribution of the respondents was varied, with the largest group being those aged 26–35 years, accounting for 34.0% of the total sample. This was followed by respondents aged 18–25 years, who made up 26.9%. Participants aged between 36–50 years constituted 22.0% of the sample, while those aged 51 years and above represented 17.1% as shown in Figure 3. These findings indicate that the study captured a wide range of age groups, with a majority

being youth and middle-aged individuals, which is vital in assessing perspectives across different stages of adulthood.

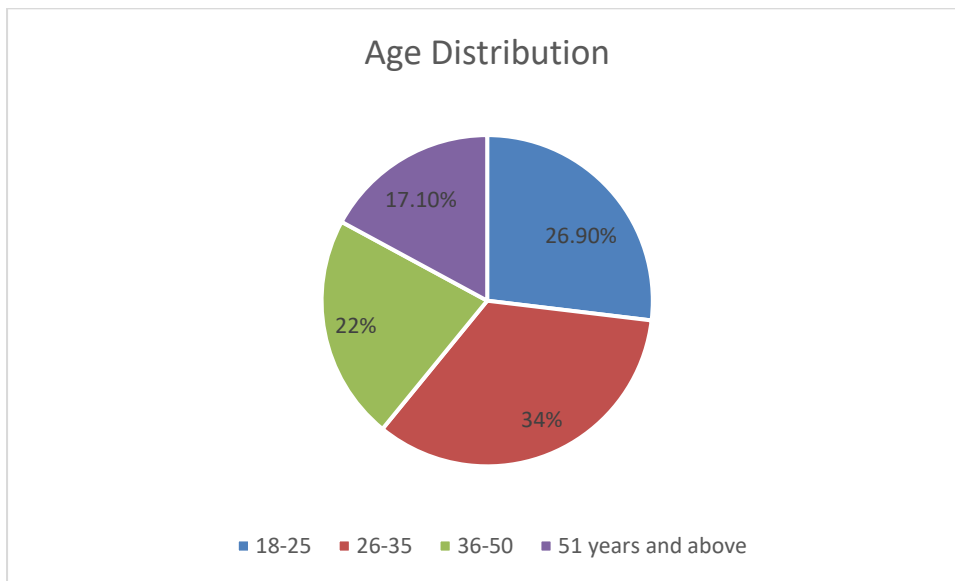


Figure 3: Age Distribution

Source: Researcher (2025)

4.2.3 Ward of Respondents

The study collected responses from all six wards in Kitutu Masaba Constituency to ensure wide representation across the region. The ward with the highest number of respondents was Kemera, comprising 18.9% of the total sample, followed closely by Magombo at 18.0%. Gachuba accounted for 17.1%, while Manga and Gesima represented 16.6% and 15.7% respectively. Rigoma had the fewest respondents, making up 13.7% of the total. This distribution demonstrates a fairly balanced representation across the wards, enabling insightful data into the factors affecting the use and misuse of NG-CDFs throughout the constituency. This is shown in Table 5 below.

Table 5: Ward Respondents

Ward	Frequency	Percent
Rigoma	48	13.7
Gachuba	60	17.1
Gesima	55	15.7
Kemera	66	18.9
Manga	58	16.6
Magombo	63	18.0

Source: Researcher (2025)

4.2.4 Education Level

The educational background of the respondents was diverse, reflecting varying levels of formal education among the participants. A large percentage of the respondents had attained university education, accounting for 128 of the sample, followed closely by those with tertiary education at 113. Respondents with a secondary education were 109 as shown in Figure 4. This distribution suggests that the major number of the respondents had at least a secondary level of education, which may have influenced their understanding and perception of the use and management of NG-CDF funds within their community. There was no respondent who had primary education.

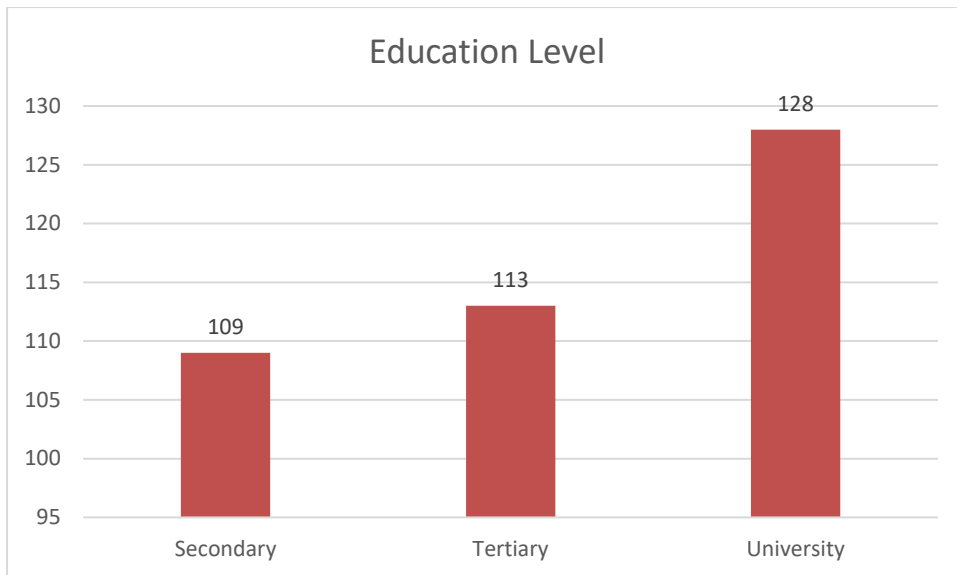


Figure 4: Education Level

Source: Researcher (2025)

4.2.5 Registered Voters

The findings on voter registration status showed that a high number of the people who responded were registered voters. Specifically, 67.4% of the participants showed that they were registered to vote, while 32.6% were not. This suggests a relatively high level of civic engagement within the community, as most respondents had taken the step to register for electoral participation. The high percentage of registered voters may reflect increased awareness and interest in governance issues, including how Fund is managed and utilised in in Kitutu Masaba Constituency. Figure 5 shows the distribution of registered voters.

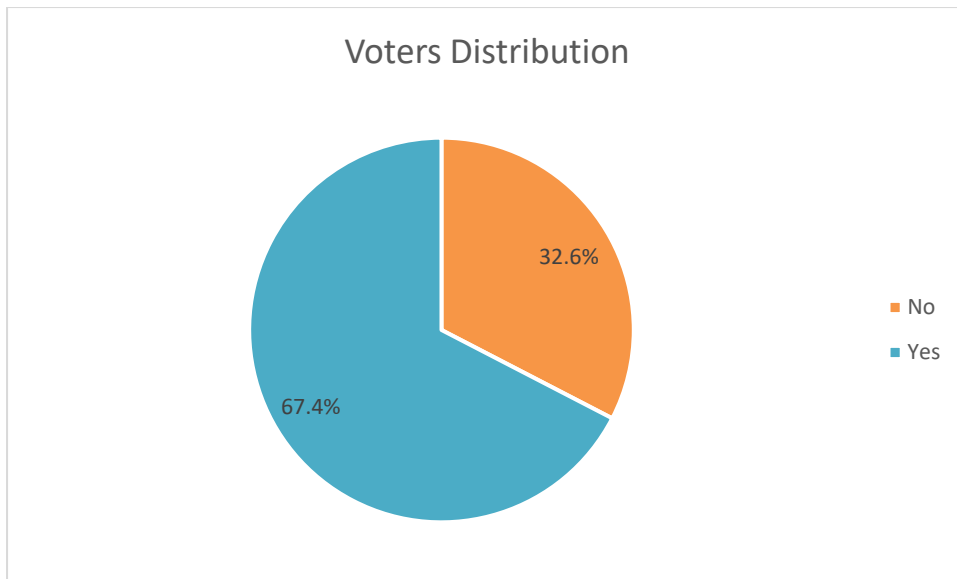


Figure 5: Voters Distribution

Source: Researcher (2025)

4.3 Descriptive Statistics

Descriptive statistics were employed to compile and present the basic features of the dataset in a meaningful way. This included the use of measures of central tendency such as the mean and measures of dispersion like standard deviation to describe the distribution and variability of responses for each variable. These statistics helped to establish patterns and trends in the data before conducting further inferential analysis.

4.3.1 Transparency

This construct was assessed using a Likert scale, where Strongly Disagree (SD) was coded as 1 and Strongly Agree (SA) was coded as 5. Transparency as a concept reflects the degree to which community members perceive the management of NG-CDFs to be open, honest, and accountable. It includes aspects such as public access to fund allocation information, openness in decision-making processes, and communication clarity from leaders to constituents. High

levels of agreement indicate that respondents perceive NG-CDF operations in Kitutu Masaba Constituency as transparent and trustworthy, while lower scores suggest perceived opacity and potential for mismanagement.

As shown in Table 6, the results suggest that a substantial portion of respondents perceive transparency as limited in NG-CDF processes. When asked whether project selection criteria are clearly communicated to the public, 51.1% either disagreed or strongly disagreed, while only 10.6% agreed or strongly agreed. The mean score for this item was 2.48 (SD = 0.842), indicating a tendency toward disagreement.

Similarly, 45.2% of respondents disagreed or strongly disagreed that NG-CDF financial reports are accessible to community members, with a mean score of 2.80 (SD = 1.063). Although this is slightly higher, it still reflects limited perceived accessibility to financial information.

Finally, 49.8% of participants expressed disagreement with the statement that there is clear information on how NG-CDF funds are used, compared to only 18.8% who agreed or strongly agreed. The corresponding mean score was 2.72 (SD = 1.052).

These findings indicate that many community members feel excluded or uninformed about the financial and procedural aspects of NG-CDF operations, highlighting the need for enhanced transparency and better public communication.

Table 6: Transparency in NG-CDF usage

	SD	D	N	A	SA	Mean	Standard deviation
Project selection criteria are clearly communicated to the public.	11.7%	39.4%	38.3%	10.3%	0.3%	2.48	0.842
NG-CDF financial reports are accessible to community members.	6.3%	38.9%	34.6%	9.4%	10.9%	2.80	1.063
There is clear information on how NG-CDF funds are used.	6.9%	42.9%	31.4%	9.1%	9.7%	2.72	1.052

Source: Researcher (2025)

4.3.2 Strategic Planning

The Strategic Planning construct was evaluated using a five-point Likert scale where 1 = Strongly Disagree (SD) and 5 = Strongly Agree (SA). This construct aimed to measure respondents' perceptions of how well NG-CDF activities in the constituency are guided by clearly defined goals, structured planning processes, and evidence-based prioritization of development projects. Strategic planning is a critical component of fund utilization, as it ensures that resources are allocated in alignment with long-term community development needs and priorities.

As presented in Table 7, the responses reflected moderately positive views regarding the presence and quality of strategic planning within Kitutu Masaba Constituency. A total of 47.8% of respondents agreed, and 6.2% strongly agreed that NG-CDF projects are guided by well-documented plans aligned with constituency development priorities, resulting in a mean score of 3.49 (SD = 0.768).

Furthermore, 44.5% of respondents agreed and 5.8% strongly agreed that community needs assessments are routinely conducted before project implementation, suggesting a moderately positive perception of evidence-based planning, with a mean score of 3.44 (SD = 0.782). Additionally, 46.1% of participants agreed, and 7.0% strongly agreed that NG-CDF project selection and budgeting are informed by realistic timelines and achievable goals, yielding a mean score of 3.51 (SD = 0.755).

Overall, the findings indicate that while strategic planning practices are being implemented to some extent, there is still room for enhancing stakeholder engagement, data-informed decision-making, and the documentation of long-term plans. Strengthening these elements would likely lead to more efficient allocation of NG-CDF resources and increased community satisfaction with project outcomes. These results suggest that while there is room for improvement, a considerable number of community members recognize efforts by leaders to exercise accountability and provide strategic direction in NG-CDF management.

Table 7: Strategic Planning

	SD	D	N	A	SA	Mean	Standard Deviation
NG-CDF projects are guided by well-documented plans aligned with development priorities	0.3%	8.2%	37.5%	47.8%	6.2%	3.49	0.768
Community needs assessments are conducted before project implementation	0.6%	9.4%	39.7%	44.5%	5.8%	3.44	0.782
Project selection and budgeting follow realistic timelines and achievable goals.	0.5%	6.1%	40.3%	46.1%	7.0%	3.51	0.755

Source: Researcher (2025)

4.3.3 Community Participation

This construct was measured using a Likert scale ranging from Strongly Disagree (SD = 1) to Strongly Agree (SA = 5). Community participation refers to the extent to which residents are engaged in the planning, implementation, and monitoring of NG-CDF projects. It is a key component in fostering transparency, accountability, and ensuring that funded projects align with the actual needs of the community.

As shown in Table 8, the results indicate generally low levels of community member' participation in NG-CDF-related activities in Kitutu Masaba Constituency. A majority of respondents disagreed or strongly disagreed with the statement that there are platforms for community members to give input on NG-CDF usage, with 24.9% strongly disagreeing and 30.6% disagreeing, resulting in a low mean score of 2.63 (SD = 1.381).

Similarly, 51.7% of respondents either strongly disagreed or disagreed that members of the community take part in the identification of NG-CDF projects, with a mean score of 2.64 (SD = 1.449). Moreover, the lowest level of agreement was observed in participation in monitoring or giving feedback on projects, where 68.9% of respondents either strongly disagreed or disagreed, yielding a mean of 2.40 (SD = 1.315).

Thus, these findings suggest a limited inclusion of the community in decision-making and oversight roles within the NG-CDF framework, which could hinder transparency and reduce the effectiveness of development initiatives.

Table 8: Community Involvement

	SD	D	N	A	SA	Mean	Standard deviation
There are platforms for community members to give input on NG-CDF usage	24.9%	30.6%	15.7%	14%	14.9%	2.63	1.381
Community members are involved in identifying NG-CDF projects.	30.6%	21.1%	18.3%	13.7%	16.3%	2.64	1.449
I have taken part in monitoring or giving feedback on ongoing or completed NG-CDF projects.	26.9%	42%	7.7%	11.4%	12%	2.40	1.315

Source: Researcher (2025)

Following the thematic analysis of the qualitative data, four major themes emerged in relation to the utilization of NG-CDF funds: Transparency and Accountability, Community Involvement, Project Prioritization, and Challenges in Fund Management. These themes provide a deeper understanding of the perceptions and experiences of stakeholders that take part in the management and implementation of NG-CDF-funded projects.

Many respondents expressed concerns about the transparency of NG-CDF operations. They urge for the publication of all allocations and expenditures, equitable distribution of resources irrespective of political affiliations, and the establishment of clear feedback mechanisms. This sentiment is echoed in research indicating that lack of community involvement can lead to fund misappropriation and hinder effective project implementation.

"We rarely see detailed reports about how the funds were used. Sometimes it feels like the community is kept in the dark."

“There should be civic education on the importance of public participation... Leaders should be held accountable for funds allocated to them from the national government and stop politicizing these funds.”

This theme indicates a perception that a lack of transparency can lead to mismanagement or public mistrust in the fund’s utilization.

A significant number of respondents emphasized the necessity for regular and inclusive public participation. They advocate for frequent barazas (public meetings), early announcements of participation dates, and the utilization of diverse platforms—including digital tools—to ensure broader community engagement. This aligns with study findings from a study in Dagoretti South Constituency, which concluded that public participation in planning meetings positively impacts NG-CDF allocation and project implementation.

“The community should be informed early enough when public participation forums are scheduled, and not just through word of mouth. We need posters, social media updates, and even text messages so that more people can attend and give their views.”

“The Constituency funds should be evenly distributed. Our MP Honourable Gisairo is doing better than the other former MPs.”

This highlights the need for a more inclusive participatory approach to ensure that projects meet the actual needs of the constituents.

There was a consensus that some NG-CDF-funded projects did not reflect the immediate needs of the community. Participants suggested that prioritization is sometimes influenced by political interests. Additionally, some responses reflected on the lack of knowledge of some respondents on the use of the Fund and the various voteheads it can be used for. For instance,

some respondents suggested use of the Fund to improve health centres which is a devolved function.

"Instead of improving the health center, they built a chief's office — yet people are dying from lack of medicine."

These findings underscores the importance of needs-based planning and community-driven project selection coupled with education.

4.4 Correlation Analysis

This section shows the association between transparency, strategic planning, community involvement, and usage of NG-CDF funds. The study assessed the association between these variables, their level of strength, direction, magnitude, and significance. This part used the Pearson correlation to evaluate this relationship.

Among these, transparency exhibited a statistically significant negative correlation with usage of NG-CDF funds ($r = -0.189$, $p < 0.01$). This indicates that higher levels of transparency are associated with a decrease in the misuse of funds. In practical terms, when project selection criteria, financial reports, and fund usage are clearly communicated and accessible to the public, the likelihood of fund misappropriation diminishes.

Similarly, strategic planning exhibited a statistically significant positive correlation with NG-CDF fund utilization ($r = 0.362$, $p < 0.01$). This suggests that constituencies where NG-CDF projects are guided by clear goals, structured planning processes, and evidence-based prioritization tend to achieve better outcomes in fund usage. Effective strategic planning aligns projects with local needs and enhances the efficiency and impact of fund allocation.

Community Involvement also showed a positive and statistically significant association with fund utilization ($r = 0.243$, $p < 0.01$), albeit weaker than strategic planning. This indicates that participatory approaches, such as community input in identifying and monitoring projects, contribute meaningfully to fund effectiveness though not as strongly as strategic planning does. Therefore, the findings in Table 9 highlight that transparency, strategic planning, and community participation are key factors in how NG-CDF resources are utilized.

Table 9: Pearson Correlation

		Transparency	Strategic Planning	Community Participation	Utilization of NG-CDF Funds
Transparency	Pearson Correlation	1	-.005	.026	-.189**
	Sig. (2-tailed)		.927	.630	.000
	N	350	350	350	350
Strategic Planning	Pearson Correlation	-.005	1	-.092	.362**
	Sig. (2-tailed)	.927		.085	.001
	N	350	350	350	350
Community Involvement	Pearson Correlation	.026	-.092	1	.243**
	Sig. (2-tailed)	.630	.085		.000
	N	350	350	350	350
Utilization of NG-CDF Funds	Pearson Correlation	-.189**	.362**	.243**	1
	Sig. (2-tailed)	.000	.001	.000	
	N	350	350	350	350

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher (2025)

4.5 Regression analysis

This section aimed to examine the relationships between the explanatory variable, which includes strategic planning, transparency, and community involvement, and response variable, the usage of NG-CDF funds in Kitutu Masaba Constituency, Kenya. To investigate these relationships, a multiple linear regression analysis was employed.

4.5.1 Regression Model Summary

The model summary results reveal a strong and positive relationship between the explanatory variables strategic planning, transparency, and community involvement and the response variable, utilization of NG-CDF funds. The correlation coefficient (R) is 0.723, showing a substantial linear association between the predictors and the outcome variable. This is an implication that improvements in strategic leadership practices are closely linked with better utilization of NG-CDF resources.

The model's coefficient of determination (R^2) stands at 0.522, implying that approximately 52.2% of the variation in NG-CDF fund utilization can be explained by the compound effect of the three explanatory variables. This highlights the significance of strategic leadership dimensions in influencing fund use at the constituency level. The adjusted R^2 , which represents the number of predictors and adjusts for the sample size, is 0.519, reinforcing the effectiveness and generalizability of the model across similar populations.

Moreover, the standard error of the estimate is 0.743, suggesting a relatively moderate dispersion of observed values around the predicted values. A lower standard error shows greater predictive accuracy of the model. Overall, the model demonstrates good explanatory power and provides evidence that strategic planning, transparency, and community

involvement significantly contribute to the effective utilization of NG-CDF funds in the study area.

Table 10: Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimation
a	.723 ^a	.522	.519	.743
a. Predictors: (Constant), strategic Leadership, transparency, community involvement)				

Source: Researcher (2025)

4.5.2 Analysis of Variance

Table 11 shows the results of the ANOVA test done on the regression model. The total sum of squares (SST) is 399.6, representing the overall variation in fund utilization. Of this, 208.6 is explained by the regression model (SSR), while 191.0 remains unexplained (SSE). With 3 degrees of freedom for regression and 346 for residual, the mean square for regression is 69.53, and the mean square error is 0.552. The resulting F-statistic of 125.96 and a p-value of 0.001 indicate that the model is statistically significant at the 0.05 level. This implies that the explanatory variables strategic planning, transparency, and community involvement collectively have a significant effect on the effective utilization of NG-CDF funds. Therefore, the regression model provides a good fit for the data and supports the conclusion that these leadership and governance factors influence fund usage outcomes.

Table 11: Analysis of Variance

ANOVA	Sum of Squares	Df	Mean Square	F	Sig.
Regression	208.6	3	69.53	125.96	0.001
Residual	191.0	346	0.552		
Total	399.6	349			

a. Dependent Variable: Use of NG-CDF Funds

b. Predictors: (Constant), strategic Leadership, transparency, community involvement

Source: Researcher (2025)

4.5.3 Regression Coefficient

The regression coefficients is used to show the strength and direction of the association between each explanatory variable and the response variable, use of NG-CDF funds. A positive coefficient shows that as the independent variable goes up, the use of funds also increases, while a negative coefficient implies an inverse relationship. These coefficients help determine the individual impact of variables such as strategic planning, community involvement, and transparency on fund usage, holding other variables constant. Statistically significant coefficients typically with p-values less than 0.05 provide evidence of meaningful contribution to the model.

Table 12: Regression Coefficients

MODEL		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.248	.357		.693	.497
	Community Involvement	.222	.054	.194	4.111	.000
	Transparency	.333	.055	.301	6.095	.000
	Strategic Planning	.478	.067	.359	7.159	.000

Source: Researcher (2025)

A. DEPENDENT VARIABLE: USE OF FUNDS

The resulting model is as shown in the following equation;

$$\text{Use of NG-CDF funds} = 0.248 + 0.222 \text{community involvement} + 0.333 \text{transparency} + 0.478 \text{strategic planning} + e$$

The regression coefficient results presented in Table 12 provide insights into the individual contribution of each predictor variable to the response variable, namely the use of NG-CDF funds in Kitutu Masaba Constituency.

The regression analysis reveals that all the independent variables Community Involvement, Transparency, and Strategic Planning positively influence the Utilization of NG-CDF Funds. Starting with the constant term ($B = 0.248$, $p = 0.497$), it is statistically insignificant, indicating that in the absence of the three predictor variables, the baseline utilization of funds is not meaningful on its own.

Focusing on the predictors, Community Involvement has a positive unstandardized coefficient of 0.222 ($p < 0.001$), which means that a one-unit rise in community involvement leads to a rise of 0.222 units in fund utilization, holding other factors constant. This demonstrates that engaging citizens in decision-making and oversight plays a role in enhancing how resources are deployed at the constituency level.

Transparency contributes more significantly with a coefficient of 0.333 ($p < 0.001$), implying that clear communication, access to information, and openness in fund allocation and project implementation result in better use of NG-CDF resources. Transparency fosters trust, reduces the risk of mismanagement, and facilitates citizen scrutiny, which ultimately promotes more effective use of funds.

Among the three variables, Strategic Planning exhibits the strongest positive influence with a coefficient of 0.478 ($p < 0.001$). This suggests that robust planning—defined by clear goals, prioritization, alignment with community needs, and long-term vision—significantly enhances fund utilization. It emphasizes the importance of having structured and evidence-based approaches to guide NG-CDF projects.

In conclusion, all three independent variables have a statistically significant and positive effect on fund utilization, with Strategic Planning contributing the most, followed by Transparency and Community Involvement. These findings underscore the importance of strengthening these strategic leadership dimensions to ensure that NG-CDF resources are managed efficiently and equitably.

4.6 Discussion of Findings

This section focused on the study's key findings and was structured in alignment with the research objectives. The discussion interpreted the results from the regression analysis, identifying notable patterns and insights concerning the use of the Fund in Kitutu Masaba Constituency.

4.6.1 The influence of strategic planning on the effective use of NG-CDF.

The regression analysis showed that strategic planning had a huge positive impact on the utilization of NG-CDF funds ($B = 0.478, p < 0.001$). This suggests that visionary, accountable, and forward-thinking leadership significantly enhances how effectively funds are managed and used in community development initiatives.

This finding is offered credibility by a study done by Ng'anga, Kithinji, and Mutegi in 2024, who conducted a descriptive survey design involving structured questionnaires administered to 150 project managers and NG-CDF committee members across four Kenyan constituencies.

Their study found that strategic leadership measured in terms of vision articulation, stakeholder communication, and decision-making transparency was a key enabler of timely and efficient project execution under NG-CDF (Ng'anga, Kithinji, & Mutegi 2024). The researchers used multiple regression analysis to examine the association between leadership practices and project performance, confirming that strategic leadership positively influenced fund utilization. Similarly, Bogers in 2020 employed a qualitative multiple case study approach, examining innovation ecosystems and strategic leadership within ten multinational organizations operating in complex environments. Data was put together through in-depth interviews with senior executives and secondary data analysis of internal reports and project evaluations. Their study concluded that effective strategic leaders are instrumental in fostering innovation, aligning resources with long-term goals, and navigating institutional complexities factors that are equally applicable to public sector contexts like NG-CDF fund management (Bogers et al., 2020). Together, these studies emphasize that strategic planning is not merely an administrative function but a critical enabler of fund accountability, transparency, and alignment of development goals with community needs.

4.6.2 Effect of transparency in ensuring accountability and efficiency in NG-CDF usage.

The regression analysis from the current study indicates that transparency has a statistically significant positive relationship with the utilization of NG-CDF funds ($B = 0.333$, $p < 0.001$). This shows that enhanced openness in procurement processes, accessibility of information, and regular reporting mechanisms are associated with improved accountability and effective use of funds.

Similarly, in 2019, Ali conducted a study focusing on the effect of stakeholders' roles on how the Fund projects in Wajir West Constituency perform. Utilizing a descriptive survey design, the study involved questionnaires administered to various stakeholders, including project

managers and community members. The findings indicated that NG-CDF funds were not managed transparently, and communities were insufficiently involved in fund management, leading to loss of public funds and poor project performance (Ali, 2019).

Contrastingly, Muusya in 2019 explored factors that had an impact on members of the community participating in NG-CDF projects in Mwingi Central Constituency. The study utilized a descriptive survey design, collecting data through questionnaires and interviews with community members and project officials. Findings revealed that despite mechanisms for community involvement, actual participation was minimal, often due to lack of awareness and limited access to information, which adversely affected transparency and project outcomes (Muusya, 2019). These studies collectively emphasize the crucial role of transparency in the proper utilization of NG-CDF funds.

4.6.3 Effect of community involvement on the success usage of NG-CDF funds.

Community Involvement has a positive unstandardized coefficient of 0.222 ($p < 0.001$), which means that community members' involvement has a statistically remarkable effect on the utilization of NG-CDF funds. This demonstrates that engaging citizens in decision-making and oversight has a part in enhancing how funds are deployed at the constituency level. This finding is in alignment with the study done by Nthiga and Moi in 2021, which examined the impact of public participation on the execution of these public funded projects in Makueni County. Employing a descriptive research design, the study utilized questionnaires and interviews to collect data. The results revealed that, despite Makueni County's commendable public participation framework, actual involvement in project execution was limited, affecting the effectiveness of CDF projects (Nthiga & Moi, 2021).

Similarly, Mohamed and Otieno conducted a case study in 2017 in Lamu East Constituency to find out the effect of beneficiary involvement on the implementation of CDF-funded projects. The study adopted a descriptive case study research design, targeting 107 project management committees. Data were collected through questionnaires and analysis was done using SPSS and Excel. Findings indicated low beneficiary participation, with community members not given opportunities to evaluate, select, or prioritize projects, leading to low awareness and limited influence on project outcomes (Mohamed & Otieno, 2017).

Oketch and Wambua also studied the impact of members of the community participating in the performance of NG-CDF education projects in Teso South. The study employed a mixed-methods approach, combining questionnaires and key informant interviews. Data analysis involved both thematic and quantitative procedures. The findings indicated that involvement of the community in project identification, planning, and making of decisions had a really high positive impact on project performance, suggesting that effective community involvement can enhance fund utilization (Oketch & Wambua, 2022).

Additionally, Ngigi assessed community member involvement in CDF-funded projects in Laikipia East District. Using a descriptive survey research design, the research study collected data through questionnaires and analyzed it using descriptive statistics. The study found out that community member participation in the management of the Fund was very minute, with 69.5% of respondents indicating they had never been involved in any role whatsoever in CDF-funded projects. This lack of participation contributed to dissatisfaction with project outcomes (Ngigi, 2015).

These studies collectively highlight that while community involvement has the ability to exert positive influence the utilization of NG-CDF funds, its effectiveness is contingent upon the implementation of robust engagement mechanisms. Factors such as awareness, education

levels, and genuine opportunities for participation play critical roles in ensuring that community involvement translates into improved fund management and project outcomes.



CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is focused on the summarising findings from the research and conclusions with regard to the collected data. The recommendations of the research to different stakeholders are also represented. Additionally, recommendations for further studies are explored. The section also presents the conclusions in relation to research findings by other scholars as presented under literature review.

5.2 Summary of the Result Findings

The intention of the research was to assess the function that strategic leadership plays in the effective utilization of NG-CDF funds in Kitutu Masaba Constituency, with a focus on three key variables: community involvement, transparency, and strategic planning. The research used a mixed-methods approach, that put into perspective both qualitative and quantitative data to get a holistic perception of how these variables contribute to the use of public development funds.

5.2.1 Examining the influence of strategic planning on the utilization of NG-CDF funds

The research was seeking to find the impact that strategic planning has on the utilization of NG-CDF funds in Kitutu Masaba Constituency. The impact of strategic planning was weighed using a five-point Likert scale that measured the level to which NG-CDF activities were guided by clear goals, structured planning, and evidence-based prioritization. Descriptive findings from Table 7 indicated moderately positive perceptions of strategic planning practices. Specifically, 47.8% of the people who responded agreed and 6.2% strongly agreed that projects were guided by well-documented plans aligned with development priorities, resulting in a mean

score of 3.49 (SD = 0.768). Similarly, 44.5% agreed and 5.8% strongly agreed that community needs assessments were routinely conducted prior to project implementation (mean = 3.44, SD = 0.782). Additionally, 53.1% believed that project selection and budgeting were informed by realistic timelines and achievable goals, with a mean score of 3.51 (SD = 0.755). These responses suggest that while strategic planning practices are evident, there remains potential to strengthen stakeholder engagement and long-term planning to further enhance fund efficiency.

Correlational analysis showed that a statistically strong and positive association between strategic planning and NG-CDF fund utilization ($r = 0.362$, $p < 0.01$), indicating that effective planning processes are associated with improved use of development resources. Regression analysis further reinforced this relationship, with strategic planning showing the strongest positive influence on fund utilization among the three constructs, with a coefficient of 0.478 ($p < 0.001$). This implies that constituencies employing clear goal-setting, prioritization based on local needs, and structured implementation frameworks are more likely to achieve optimal outcomes in fund allocation.

These findings align with the Upper Echelons Theory, which says that outcomes in organizational activities are largely shaped by the experiences, values, and orientations of top leaders. In the context of NG-CDF operations, this suggests that the strategic choices and planning capabilities of constituency leadership significantly influence how effectively funds are utilized. Leaders who are visionary, data-driven, and strategically oriented are better positioned to align projects with local development needs, thereby maximizing the impact of limited public resources.

5.2.2 Determine the effect of transparency on utilization of NG-CDF funds

The study's intent was to find out how transparency influences the utilization of NG-CDF funds in Kitutu Masaba Constituency. Transparency was measured using a Likert scale assessing public access to information, clarity in project selection, and openness in financial reporting. Descriptive statistics revealed that a majority of respondents perceived NG-CDF operations as lacking in transparency. For instance, 51.1% disagreed or strongly disagreed that project selection criteria were clearly communicated, resulting in a low mean score of 2.48 (SD = 0.842). Similarly, 45.2% of respondents indicated that NG-CDF financial reports were not easily accessible (mean = 2.80, SD = 1.063), while 49.8% disagreed with the statement that information on fund usage was clear (mean = 2.72, SD = 1.052). These figures point to a general perception of limited openness and communication regarding fund management.

Correlational analysis revealed a statistically significant negative relationship between transparency and fund misuse ($r = -0.189$, $p < 0.01$), implying that increased levels of transparency are associated with reduced misuse of funds. Regression analysis further confirmed the importance of transparency, with a coefficient of 0.333 ($p < 0.001$), indicating that improved access to information, clear communication, and open decision-making contribute significantly to effective fund utilization. The findings from the research are supported by Transformational Leadership Theory, which puts a lot of emphasis on the function of ethical and visionary leadership in ensuring transparency, trust, and accountability. Transformational leaders encourage open communication and integrity, setting a tone that promotes responsible management of public resources. In the context of NG-CDF operations in Kitutu Masaba, enhancing transparency through transformational leadership practices could

increase public trust, minimize fund misappropriation, and ensure more impactful use of development resources.

5.1.3 Evaluate the effect of community collaboration on the use of NG-CDF

The variable of community participation was calculated using a Likert scale that was spanning from 1 (Strongly Disagree) to 5 (Strongly Agree), assessing the level to which residents were took part in the planning, execution, and monitoring of the Fund's projects. Community participation is fundamental to promoting transparency, accountability, and ensuring development projects address actual community needs. Descriptive results from Table 8 revealed generally low levels of participation in NG-CDF-related activities in Kitutu Masaba Constituency. A significant proportion of respondents (24.9% strongly disagreed and 30.6% disagreed) indicated that there were no platforms for members of the Kitutu Masaba community to provide input on NG-CDF usage, yielding a low mean score of 2.63 (SD = 1.381). Similarly, 51.7% disagreed or strongly disagreed that members of the Kitutu Masaba community took active roles in identifying NG-CDF projects (mean = 2.64, SD = 1.449), and the lowest level of engagement was reported in project monitoring and feedback, with 68.9% disagreeing or strongly disagreeing and a corresponding mean of 2.40 (SD = 1.315). These findings point to a limited inclusion of the members of the community in making decisions with regard to NG-CDF, potentially undermining transparency and the overall effectiveness of development interventions. Correlational analysis from Table 9 showed that community involvement had a reliable and statistically impactful association with fund utilization ($r = 0.243$, $p < 0.01$), though the association was weaker compared to that of strategic planning. Nonetheless, this suggests that participatory mechanisms such as involving citizens in identifying and monitoring projects contribute to better fund utilization. Regression analysis

further confirmed this, with community involvement exhibiting a positive unstandardized coefficient of 0.222 ($p < 0.001$), indicating that for every unit rise in members of the community involvement, there is a 0.222-unit rise in fund utilization, holding other factors constant. These results align with Stakeholder Theory, which emphasizes that actively involving stakeholders particularly community members enhances project relevance, legitimacy, and sustainability. Therefore, strengthening community engagement mechanisms could significantly improve transparency, accountability, and resource use within the NG-CDF framework.

5.3 Conclusions

The results found in this study demonstrate that strategic planning, transparency, and community involvement all play crucial roles in the successful utilization of NG-CDF funds in Kitutu Masaba Constituency. The regression analysis revealed that strategic planning had the strongest positive influence ($B = 0.478$, $p < 0.001$), indicating that visionary leadership, clear goal-setting, and structured decision-making significantly enhance fund management. This aligns with Ng'anga, Kithinji, and Mutegi's study in 2024, who found that strategic leadership improves project execution efficiency through vision articulation and transparent decision-making. Similarly, Bogers et al. (2020) emphasized that strategic leaders in complex environments drive innovation and resource alignment factors equally applicable to public fund management. These studies collectively affirm that strategic planning is not merely an administrative formality but a critical driver of accountability and development success.

Transparency also emerged as a key factor, with a statistically noteworthy favourable association ($B = 0.333$, $p < 0.001$) between open governance and fund utilization. This finding contrasts with Ali (2019), whose study in Wajir West found that poor transparency led to mismanagement and inefficiency. However, it supports the argument that accessible

procurement records, public reporting, and stakeholder engagement enhance accountability. Muusya (2019) further highlighted that weak community awareness undermines transparency, suggesting that proactive disclosure mechanisms are necessary. Thus, while transparency is essential for curbing misuse, its effectiveness depends on institutional commitment to openness and public accessibility of information.

Community involvement, though impactful ($B = 0.222$, $p < 0.001$), presented mixed results in practice. While Oketch and Wambua's study in 2022 found that participatory decision-making improves project outcomes, Nthiga and Moi in 2021 and Mohamed and Otieno in 2017 observed that actual engagement remains low due to limited awareness and bureaucratic barriers. Ngigi in 2015 further noted that weak participation leads to dissatisfaction with project results. These disparities suggest that while community involvement has strong theoretical benefits, its real-world application often falls short due to inadequate implementation. Strengthening grassroots participation through civic education, inclusive planning, and feedback mechanisms is therefore critical for maximizing NG-CDF effectiveness. Therefore, this research confirms that planning actions strategically, being transparent, and engaging the community are fundamental to optimizing NG-CDF fund utilization. However, gaps in execution particularly in participatory governance and institutional openness must be addressed.

5.4 Recommendations

Given the significant positive influence of strategic planning on fund utilization, it is recommended that the NG-CDF committee in Kitutu Masaba Constituency adopts a more structured and participatory planning framework. This includes conducting regular community needs assessments, developing clear project implementation timelines, and aligning budget

allocations with long-term development goals. Training and capacity-building programs should be introduced for committee members and project managers to enhance their strategic planning skills and improve data-driven decision-making.

Since transparency was shown to significantly contribute to efficient and accountable fund utilization, mechanisms for open access to NG-CDF information should also be institutionalized. This includes timely publication of project selection criteria, budget summaries, and financial reports on both physical notice boards and digital platforms. The constituency office should also hold regular public forums to provide updates and invite feedback. These steps will increase public trust, reduce suspicion of fund mismanagement, and promote a culture of accountability.

Although community involvement showed a positive impact on fund utilization, findings indicated low levels of actual participation. The NG-CDF leadership should prioritize inclusive community engagement by establishing formal participatory structures, such as project advisory committees comprising local residents. Awareness campaigns using local media, community meetings, and sensitization workshops should be conducted to educate citizens on their role in project identification, monitoring, and evaluation. Emphasizing inclusivity will ensure that development initiatives reflect genuine community needs and foster ownership and sustainability.

5.5 Further Areas of Study

Future research could address these limitations by conducting comparative studies across multiple constituencies to identify regional variations in NG-CDF fund utilization and governance. Different constituencies have different needs and different causal factors. Therefore, it would be important to understand how the different constituencies use the fund

and the factors that improve its effectiveness. Longitudinal studies may also be beneficial to explore causal relationships between transparency, leadership, participation, and fund utilization over time.

Additionally, a more in-depth investigation into the structure, quality, and impact of community involvement mechanisms would be valuable. For instance, studies could examine how different forms of participation such as consultative forums, feedback loops, or citizen-led monitoring affect fund utilization. Studying the function of digital technologies and data transparency in enhancing participation and oversight may also offer insights into modern governance innovations. Additionally, further research could explore how political dynamics, constituency size, education levels, and local economic conditions interact with governance factors to shape the effectiveness of public fund utilization.

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APPENDICES

APPENDIX A: CONSENT FORM

CONSENT FORM

Project title: Assessing the role of strategic leadership in the effective management of the National Government Constituency Development Fund – (NG-CDF): A case study of Kitutu Masaba Constituency.

I am a student at Mount Kenya University pursuing Masters of Business Administration- Strategic Management course. As part of my study requirements, I'm conducting research within Kitutu Masaba Constituency on the use of the NG-CDF and I wish to request you to participate in the research.

A questionnaire will be used to collect data which will be treated with utmost confidentiality and only used for the purposes of the research. Transcripts, notes and computed data will be stored securely and will be destroyed once the research is completed. Your responses will be made anonymous and no part of the findings of this research will be linked to you but will be used strictly for the purposes of the Researcher's thesis.

You have a right to/not to respond to any questions asked. Pseudonyms will be used during journal and conference presentation of the results to further ensure confidentiality. Your participation in this research is voluntary and you may pull out at any time without reason, simply inform the Researcher. If you have questions pertaining to the research or its findings, contact the Researcher through scholasticanyabuti@gmail.com or mobile +254 791521964. Should you wish to make any complaint contact:

Office of the Secretary
MKU Ethics Review Committee
P.O. Box 342 – 1000
Thika.

Consent

I have read, I understand the above information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Researcher's signature



Date 9th Jan 2025

APPENDIX B: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DATA

1. What is your gender?
 - A. Male
 - B. Female
2. What is your age bracket?
 - A. 18-25 years
 - B. 26-35 years
 - C. 36-50 years
 - D. 51 years and above
3. Are you a registered voter?
 - A. YES
 - B. NO
4. Which ward do you come from?
 - A. Magombo ward
 - B. Kemera ward
 - C. Manga ward
 - D. Gesima ward
 - E. Rigoma ward
 - F. Gachuba ward
5. What is your highest level of education?
 - A. Primary
 - B. Secondary
 - C. Tertiary
 - D. University

SECTION B: STRATEGIC PLANNING

For each of the following statements about strategic planning, please indicate (by ticking) the extent to which you agree with them. Use the following scale (Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree)

6. NG-CDF projects are guided by well-documented plans aligned with constituency development priorities.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
7. Community needs assessments are routinely conducted before selecting and implementing NG-CDF projects.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
8. NG-CDF project selection and budgeting are based on realistic timelines and achievable goals.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

SECTION C: TRANSPARENCY

For each of the following statements about leadership, please indicate (by ticking) the extent to which you agree with them. Use the following scale (Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree)

6. Project selection criteria are clearly communicated to the public.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

7. NG-CDF financial reports are accessible to community members.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

8. There is clear information on how NG-CDF funds are used.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

SECTION D: COMMUNITY COLLABORATION

9. Community members are involved in identifying NG-CDF projects.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
10. I have taken part in monitoring or giving feedback on ongoing or completed NG-CDF projects.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
11. There are platforms for community members to give input on NG-CDF usage.
- Strongly Disagree



- Disagree
- Neutral
- Agree
- Strongly Agree

SECTION E: USE OF NG-CDF Fund

- 12. NG-CDF funds are allocated based on community priorities.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
- 13. Projects funded by NG-CDFs are completed in a timely manner.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
- 14. There is clear documentation of how NG-CDF funds are spent.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
- 15. Projects funded by NG-CDFs meet intended community needs.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
- 16. Funds are used for projects that have long-term value.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree


SECTION F: Open Ended Questions

- 17. How would you describe the level of community involvement in identifying and prioritizing projects funded by NG-CDF in your area?
- 18. What are your perceptions about the transparency of processes such as project selection, procurement, and financial reporting in the use of NG-CDF funds?
- 19. Can you share your experience or observation regarding how leaders manage NG-CDF projects, including their communication, integrity, and responsiveness?
- 20. What suggestions would you make to improve community engagement, transparency, and leadership in the implementation of NG-CDF-funded projects?

Thank you for your time.



APPENDIX C: ETHICS REVIEW COMMITTEE CLEARANCE CERTIFICATE


Mount Kenya University

REF: MKU/ISERC/4653
TO: NYABUTI SCHOLASTICA MORAA
REG: MBA/43887/2023 (Amended)

Date: 09 January 2025

Dear Sir/Madam,


RE: STRATEGIC LEADERSHIP EFFECT ON USE OF NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUND (NG-CDF): A CASE STUDY OF KITUTU MASABA CONSTITUENCY, KENYA.


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3375**. The approval period is **08/01/2025 - 07/01/2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

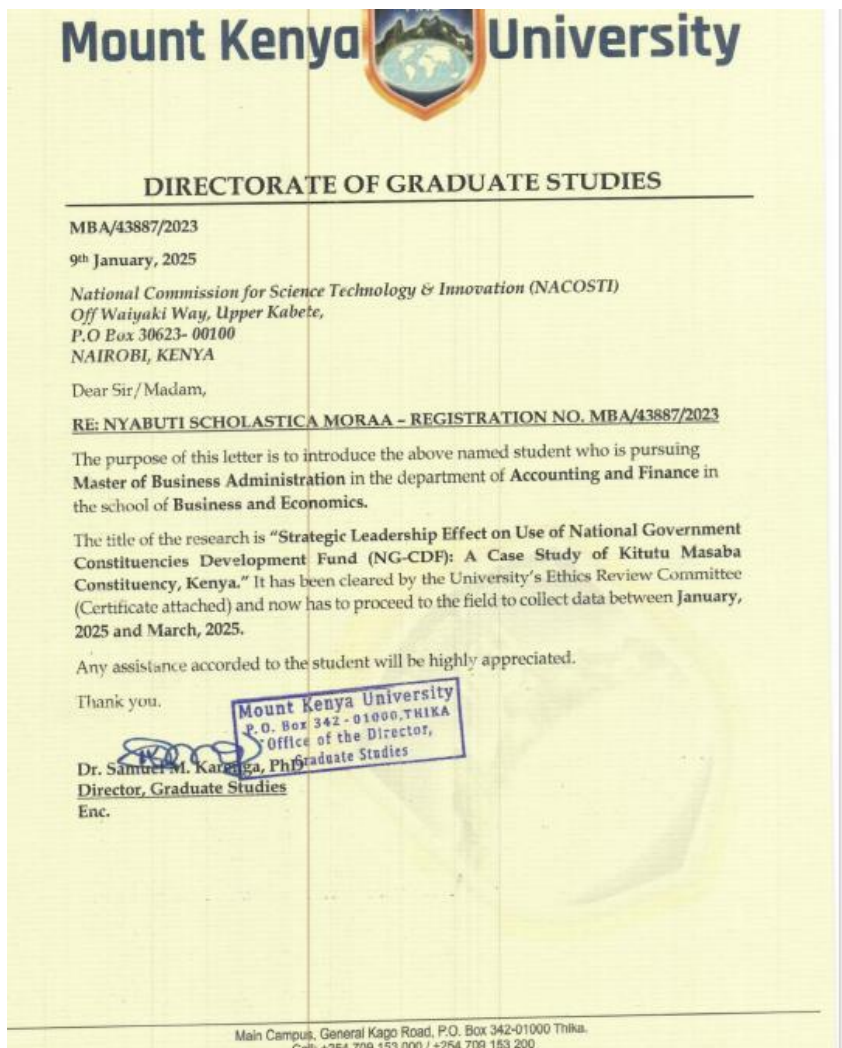
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC


MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

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Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified

APPENDIX C: INTRODUCTION LETTER




APPENDIX D: NACOSTI RESEARCH LICENSE

Republic of Kenya
National Commission for Science, Technology and Innovation
NACOSTI
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

RefNo: 903251

RESEARCH LICENSE




This is to Certify that Miss. SCHOLASTICA MORAA NYABUTI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nyamira on the topic: STRATEGIC LEADERSHIP EFFECT ON USE OF NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUND(NG-CDF): A CASE STUDY OF KITUTU, MASABA CONSTITUENCY, KENYA for the period ending : 20January2026.

License No: NACOSTI/PP25415229

903251
Applicant Identification Number

Walter Mwangi
Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions

APPENDIX E: TURNITIN REPORT

ASSESSING ⁷THE ROLE OF STRATEGIC LEADERSHIP IN THE EFFECTIVE
MANAGEMENT OF THE ⁸NATIONAL GOVERNMENT CONSTITUENCIES
DEVELOPMENT FUND. A CASE OF KITUTU MASABA CONSTITUENCY,
KENYA.

NYABUTI SCHOLASTICA MORAA

¹A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE IN BUSINESS
ADMINISTRATION OF
MOUNT KENYA UNIVERSITY

JUNE 2025

SCHOLASTICA MORAA PROJECT

ORIGINALITY REPORT

15%	13%	5%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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3	erepository.uonbi.ac.ke Internet Source	1%
4	erepository.uonbi.ac.ke:8080 Internet Source	<1%
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9	core.ac.uk Internet Source	<1%



APPENDIX F: WARDS IN KITUTU MASABA CONSTITUENCY

- 1. Rigoma Ward**
- 2. Gachuba Ward**
- 3. Kembra Ward**
- 4. Magombo Ward**
- 5. Manga Ward**
- 6. Gesima Ward**

