

**STAKEHOLDER INVOLVEMENT IN THE PROJECT LIFECYCLE AND
SUSTAINABILITY OF FUNDING PROJECTS IN WAJIR WEST SUB-COUNTY,
WAJIR COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration by the Student

This research project is my original work and has not been presented for a degree in any other university.

Signature.....

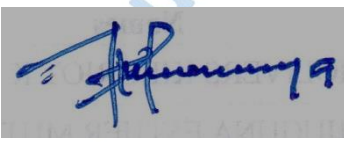
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Approval by the Supervisor

This research project has been submitted for examination with our approval as university supervisors.

Signature...

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DEDICATION

To my wife Hawo Ahmed and my brother Abdirahman Abdikadir parents, who taught me the value of education and hard work.



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I want to thank God for the care and protection during my project process to successful completion. I also thank my Supervisor Dr. Charles Mogote who provided the necessary direction for each stage in this Project. Special thanks to management of World Vision South Sudan and specially Malakal sub office management for always granting me with the unlimited time and encouragement during my academic period. I also thank Mount Kenya University for giving me opportunity to carry out my studies.

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ABSTRACT

This research project sought to explore the pivotal role of stakeholder involvement throughout the project lifecycle and its influence on the sustainability of funding projects in Wajir County. The study was anchored by specific objectives aimed at determining how stakeholder engagement in project identification, planning, implementation, and monitoring affects the sustainability of these initiatives. Understanding these dynamics was crucial, especially in the context of decentralized governance, where community participation is essential for the success of development projects. The research was also examining the varying levels of engagement among different stakeholder groups and how these differences impact project outcomes. The theoretical framework for this study was grounded in two key theories: Stakeholder Theory and Stewardship Theory to fulfill these objectives, a mixed-methods research design was employed, integrating qualitative interviews, surveys, and document analysis. This approach allowed for a comprehensive exploration of stakeholder perspectives and experiences, providing a richer understanding of the factors that contribute to project sustainability. The target population encompassed community members, local government officials, non-governmental organizations (NGOs), and project implementers, ensuring a diverse representation of voices. A stratified sampling technique was utilized to capture insights from various stakeholder groups, reflecting the socio-economic diversity of Wajir west Sub-County. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS) software, version 26, which facilitated the identification of patterns and correlations between stakeholder involvement and project sustainability. The findings were presented in multiple formats, including tables, graphs, and narrative descriptions, to provide a comprehensive understanding of the results and their implications for practice. Results showed that the p-value for the deviation from linearity was 0.172. <0.05 implying that project identification and sustainability of ward development fund are linearly related. Sustainability of ward development Fund in Wajir West Sub-County and project planning have a significant positive correlation ($r=0.765$, $p\text{-value}<0.05$). there was a linear relationship between project monitoring and sustainability of ward development fund since 0.366 0.05 level of significance and there existed linear relationship between project implementation and sustainability of ward development fund $0.876<0.05$. The study found a positive and significant effect of stakeholder involvement in project identification on the performance of ward-funded projects. A board's opinion on how and how much businesses should invest in the project, prompt decision-making, and project managers receiving updates on the project's status are all examples of how stakeholders can participate in project planning. Additionally, the study found that project supervision and monitoring have a big impact on how well ward-funded projects perform. The ward development fund must make sure that every level of the project has sufficient stakeholder participation. It suggests that a study on stakeholder participation be carried out on a project of a similar nature somewhere else than Wajir County's Wajir West Sub-County.

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LIST OF ABBREVIATIONS AND ACRONYMS

CP	: Comprehensive Peace agreement
FAO	: Food and Agriculture Organization
FF	: Food For asset
FGD	: Focus Group Discussion
GAM	: Global Acute Malnutrition
GFD	: General Food Distribution
GOSS	: Government of South Sudan
IDP	: Internally Displaced Person
NGO	: Non-Governmental Organization
POC	: Protection of Civilians
R-RCSS	: Revitalize agreements on the Resolution of Conflict in South Sudan
SLF	: Sustainable Livelihoods Framework
SPLM/A	: Sudan People's Liberation Movement/army
SPLM/A-IO	: Sudan People's Liberation Movement/army In Opposition
SPSS	: Statistical Package for Social Sciences
UN	: United Nations
UNMISS	: United Nations Mission in South Sudan
UNOCHA	: United Nations Office for Coordination of Humanitarian Affairs
USAID	: United States Agency for International Development
USD	: United States Dollars
WFP	: World Food Programme
WDF	: Ward Development Fund

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Public projects are pivotal in both developed and developing countries, with governments increasingly investing in such initiatives to foster economic development and social welfare (Council of Governors, 2014). Globally, stakeholder involvement throughout the project life cycle is crucial for successful project completion, as stakeholders collectively influence project implementation and can determine its success or failure (Silvius and Schipper, 2019). The role of stakeholders—ranging from teams and individuals to institutions—is essential for analyzing and summarizing the interests of various parties involved in a project (Alhiddi et al., 2019). Stakeholders can be classified as internal or external, with their actions significantly impacting project outcomes based on the institution's economic and social context.

Regionally, effective stakeholder engagement entails building and maintaining relationships that garner support for project delivery. Understanding stakeholders' motives and agendas can positively influence project outcomes (Miller and Oliver, 2015). The stakeholder engagement approach involves assessing interests, identifying concerns and risks, and developing communication strategies based on stakeholder mapping. The personal agendas and perceptions of stakeholders shape project outcomes, highlighting the necessity of their involvement to ensure project success and sustainability.

Locally, in the context of Wajir County, beneficiaries are often considered vital stakeholders due to their direct input on a project's viability. Research by Dobrovolskiene et al. (2017) underscores the significance of sustaining Corporate Social Responsibility Programs (CSRPs) within the development agenda, advocating for active stakeholder

involvement to secure long-term benefits. Managing stakeholders effectively is critical in navigating project lifecycles, as it addresses essential issues from project identification to closure (Silvius & De Graaf, 2019). Recent reports from the Kenya Institute of Project Management (2021) highlight best practices for stakeholder engagement in public projects, emphasizing lessons learned from successful initiatives. Oyeyipo et al. (2019) note that stakeholder support enhances sustainability prospects, while Sarpong and Ayarkwa (2021) emphasize the importance of balancing diverse stakeholder interests to ensure organizational survival.

The perspectives from Lithuania reveal a corporate-focused approach to sustainability that aims for mutually beneficial outcomes, integrating sustainability into organizational practices amid broader governance challenges. However, despite ongoing research, a gap remains in understanding the long-term societal impacts of projects and the rights of marginalized communities within a democratic context.

Globally, the complexity of construction projects, as seen in Australia, presents challenges in managing stakeholder involvement due to varying characteristics among stakeholders (Nguyen & Mohamed, 2020). This literature primarily addresses stakeholder involvement processes while overlooking project complexity's impact on success measures, particularly sustainability. Empirical findings by Lozano (2015) underscore the significance of both internal leadership and external drivers in fostering project sustainability, urging companies to adopt a holistic approach that mitigates risks from external influences.

In Finland, Aaltonen et al. (2015) highlight the importance of engaging stakeholders from the project's outset and understanding their influence throughout different lifecycle phases. Sustainability principles are often inadequately addressed in development

projects (Tsuma, 2020), with Silvius (2018) pointing to a lack of comprehensive guidelines regarding stakeholder involvement's role in ensuring project sustainability.

In Nigeria, Amadi et al. (2018) identified key factors enabling effective external stakeholder involvement in public-private partnership (PPP) projects, which can inform policymakers and practitioners in ensuring stakeholder engagement. Mhlanga and Moloji (2020) emphasize the need for integrating stakeholder theory into companies to navigate the challenges posed by the fourth industrial revolution.

In Kenya, the introduction of devolution has led to the establishment of Ward Development Funds (WDF), promoting grassroots development through active stakeholder engagement in the decision-making process (Council of Governors, 2014). However, the replication of previous funding models has raised legal and participatory concerns (Mandala, 2018).

This study, therefore, aims to explore the impact of stakeholder involvement in the project life cycle and the sustainability of Sub- County fund projects in Wajir County. The findings will contribute to a deeper understanding of how stakeholder engagement can enhance project outcomes and ensure sustainability in local governance initiatives, ultimately aiming to benefit marginalized communities in this specific region.

1.2 Statement of the Problem

Managers are always focused on public project performance since it must be finished on schedule, under budget, according to specifications, and in accordance with management goals and customer expectations (Mburu & Ouma, 2017). The majority of community projects fail in most aspects, despite management' best efforts to ensure project success (Auditor-General Report, 2021).

Stakeholders are eager to participate in every stage of the project, including the decision-making phase. Stakeholder involvement in NG-CDF initiatives has been minimal. As a result, many of the projects have fallen behind schedule or never got done. According to The National Government Constituency Development Fund (2020), Wajir County is one of 47 counties in Kenya that get NG-CDF kitty allocations each year, totaling Kshs. 788,410,466.53 for the last seven fiscal years.

However, as the projects also benefit from funding distribution from other organizations, which raises the alleged development vote, a cross-sectional view of the area does not support them. Despite being declared as appropriated for constituency projects, Kshs. 67,022,240 in the 2021–2022 fiscal year alone could not be accounted for from a total allocation of 100,455,597.00 (Auditor-General, 2021). Furthermore, in violation of the Public Procurement and Asset Disposal Act of 2021, value for money in the amount of Kshs. 934,000 on the usage of goods and services could not be determined in the same year (Auditor-General, 2020).

NG-CDF projects in Kenya are characterized by a lack of public accountability regarding the use of funds, according to Omia (2021), as cited by Khaemba and Sang (2019). This is caused by a lack of knowledge about the public's rights to participate in decision-making regarding the use of funds. The participation of stakeholders in various community projects has been the subject of numerous research studies.

Miano (2019) claims that because community members are rarely involved in different project management phases, there is limited community involvement in CDF projects in Kenya. According to Wamugu and Ogollah (2019), 60% of the community is completely excluded from the selection and execution of initiatives.

For the NG-CDF projects to be fully sustainable, all stakeholders must be fully involved in time management, cost management, and quality control at the local level. Furthermore, project management abilities have a significant impact on sustainability and success (Taherdoost & Keshavarzsaleh, 2021). However, little is known about how stakeholder involvement impacts these projects' sustainability at several phases, including planning, execution, monitoring, and evaluation. This research aimed to investigate the extent of stakeholder involvement in the project lifecycle and how it influences the sustainability of Ward based development fund in Wajir west sub-county funded projects.

1.3 Purpose of the Study

The purpose of this study was to find out the effect of stakeholders' involvement in the project life cycle and sustainability of Ward based Development Fund in Wajir West Sub-county, Wajir County, Kenya.

1.4 Objectives of the Study

- i. To Determine the influence of Stakeholders' Involvement in Project Identification on the Sustainability of Ward based Development Fund in Wajir west sub-county, Wajir County, Kenya.
- ii. To Determine the influence of Stakeholders' Involvement in Project Planning on the Sustainability of Ward Development Fund in Wajir West Sub-County.
- iii. To Determine the influence of Stakeholders' Involvement in Project Implementation on the Sustainability of Ward Development Fund in Wajir west-sub-county.
- iv. To Determine the influence of Stakeholders' Involvement in Project Monitoring on the Sustainability of Ward Development Fund in Wajir West Sub-County.

1.5 Research Questions

- i. How does Stakeholders' Involvement in Project Identification Affect the sustainability of Ward Development Fund Projects in Wajir West Sub-County?
- ii. Do Stakeholders' Involvement in Project Planning Affect the Sustainability of Ward Development Fund in Wajir West Sub- County?
- iii. What is the Influence of Stakeholders' Involvement in Project Implementation on the Sustainability Wajir West Sub-County Fund Projects in Wajir County?
- iv. does Stakeholders' Involvement in Project Monitoring Influence the Sustainability of Ward Development Fund in Wajir West sub-county?

1.6 Significance of the Study

The study's results will offer valuable insights in multiple ways. Firstly, they will be beneficial to the WDF management committee, government development agencies, non-governmental organizations (NGOs), and community workers. These stakeholders will gain a better understanding of both the strengths and weaknesses of stakeholders' participation in the planning and management of development actions they are involved in or oversee. Secondly, the study will comprehensively examine various aspects of stakeholders' involvement throughout the project cycle. As a result, the findings will encompass a wide array of dimensions that can be considered by policymakers responsible for designing, planning, and managing grassroots-centered development initiatives. Finally, for academics and development professionals, the study's conclusions will make a substantial addition to the body of knowledge on participatory approaches to development, with an emphasis on the settings of stakeholders.

1.7 Scope of the Study

The proposed study focused on stakeholder involvement in the project lifecycle and its influence on the sustainability of Ward Development funding projects in Wajir County.

Specifically, the research explored how stakeholders' participation in key stages of the project lifecycle—project identification, planning, implementation, and monitoring—affects the sustainability of projects initiated between 2019 and 2024. The geographical scope of the study was limited to Wajir west sub-county projects in the region. Key stakeholders, including the ward administrators, community leaders, project managers, and local residents, were engaged to provide comprehensive insights. The research was conducted over a period of six months, allowing for an in-depth analysis of the relationship between stakeholder engagement and the long-term viability of the projects..

1.8 Limitations of the Study

This study faced several limitations that influenced its findings. It was geographically limited to Wajir West Sub- County, which affected the generalizability of the results to other regions. The focus on projects from 2019 to 2024 excluded insights from older projects with longer sustainability outcomes. Data relied on self-reported information, risking response biases such as over-reporting. The six-month data collection period may not have captured long-term impacts, and access to key stakeholders was limited due to their availability. Logistical challenges in the remote location, as well as language barriers, hindered effective data collection. Stratified sampling underrepresented certain stakeholder groups, and the study's quantitative approach did not fully capture the complexity of stakeholder dynamics. Financial constraints restricted follow-up studies, and ethical concerns related to confidentiality that required careful management. Nonetheless, the study offered important insights into stakeholder involvement and project sustainability in Wajir County.

1.10 Assumptions of the Study

This study operated under several key assumptions that guided its methodology and analysis:

- i. **Active Stakeholder Participation:** It is was assumed that stakeholders, including community members, ward administrators, and project managers, were actively involved in the various stages of the project lifecycle— identification, planning, implementation, and monitoring.
- ii. **Accurate Self-Reporting:** The study assumed that respondents provided honest and accurate information in response to questionnaires, minimizing bias in self-reporting and recalling.
- iii. **Sustainability Measurement:** It was assumed that the sustainability of Wajir - sub-county funding projects was reliably assessed through the indicators selected, such as project longevity, maintenance, and continued community benefits.
- iv. **Access to Key Stakeholders:** The study assumed that access to key stakeholders for data collection was granted and that they were available to participate within the research timeframe.
- v. **Representativeness of the Sample:** The sample selected for the study was assumed to be representative of the broader stakeholder population involved in wajir -sub-county projects in Wajir County
- vi. **Uniform Stakeholder Influence:** The study assumed that all stakeholders involved regardless of their role had a significant and measurable impact on the sustainability of the projects.
- vii. **Minimal External Interference:** It was assumed that external factors, such as political changes or economic instability, did not significantly alter the stakeholder involvement during the course of the study.

viii. **Consistency Across Projects:** The study assumed that Wajir West sub-county projects in the larger Wajir county are similar in structure and management, allowing for a uniform assessment of stakeholder involvement and sustainability.



1.11 Operational Definition of Key Terms

Stakeholder: An individual or group with a vested interest in a project, including government officials, community members, and NGOs.

Stakeholder Participation: The active involvement of stakeholders in such as identification, planning, implementation, and evaluation.

Sustainability: The capacity of a project to maintain its benefits and operations over the long term without compromising future needs.

Project Lifecycle: The sequence of phases a project undergoes from initiation to completion, including identification, planning, implementation, monitoring, and evaluation.

Wajir West sub-county Funding Projects: Development initiatives funded at the local sub-county level, aimed at addressing community needs and priorities.

Descriptive Research Design: A research design focused on providing detailed accounts of participants' experiences and opinions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter aims to provide a theoretical and empirical framework for the study, including an explanation of the problem being investigated. It includes a conceptual framework and a review of relevant literature to identify research gaps and establish the relationship between independent and dependent variables.

2.2 Empirical Review

2.2.1 Stakeholders Participation

Stakeholder's participants involved consists of several stages: Identification, planning, implementation and monitoring. It's worth noting that equal representation irrespective of political, gender, tribal, racial affiliations among others is vital for successful implementation of CDF projects. There is need for gender balance at every stage a project undergoes to ensure the concerns and experiences of women as well as of men are addressed in the design, implementation, monitoring and evaluation of policies and programmes, so that women and men benefit equally, and inequality is not perpetuated. In Kenya, Kinyoda (2019) did a study on the level of participation in project identification and selection by constituents a case of Makadara CDF. The study recommended that the government & civil society should facilitate public awareness campaigns. Further there should also be guidelines in how public participation should take place.

Mochiemo (2017) did a study on the contribution of the community in successful completion of CDF projects in Kitutu Chache constituency Kisii central District and found that the government NGO's, CDF and any other body which would like to start a

project in a community should involve and encourage contributions of the community from the initial identification of a project to end and ensure successful completion and sustainability. Further, Kairu (2018) did an analysis of the factors that influence successful management of the CDF. The case of Gatanga constituency and recommended that there should be adequate transportation at the constituency level for effective Monitoring and evaluation of the projects.

2.2.2 Stakeholders' Involvement in Project Identification on Project Life Cycle and Sustainability

The identification processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the community needs (Ackermann & Eden 2019). The key project controls needed here are an understanding of the project environment and making sure that all necessary controls are incorporated into the project. According to Albert (2018) any deficiencies should be reported and a recommendation should be made to fix them. The initiation stage should include a plan that encompasses the following areas: Analyzing the needs/requirements in measurable goals, Reviewing of the current operations, Financial analysis of the costs and benefits including a budget, Stakeholder analysis, including users, and support personnel for the project, Project charter including costs, tasks, deliverables, and schedule.

Task initiation marks the primary phase of the project cycle. During this stage, the project concept is formulated, the objective is defined, and the feasibility of the project is assessed. Project identification aims to establish a concrete plan to meet specific development goals in a particular region or context, considering the most appropriate strategies, actions, timelines, and budget constraints (Mburu & Ouma, 2017).

Additionally, decisions are made regarding project actors, stakeholders, implementers, and the availability of sufficient support. In this phase, stakeholders conduct a needs assessment by identifying requirements, prioritizing essential elements, and pinpointing the root causes of problems. Once the problem is identified, beneficiaries engage in extensive discussions to reach a consensus. Objective analysis is conducted, and potential solutions are examined based on the underlying causes of the problem.

Galaz's research (2015) examined the rejection of expensive measures by stakeholders who opposed certain choices made within a water common-pool resource institution in Sweden. To ensure that requirements and gaps are recognized and to minimize implementation opposition, all project stakeholders are currently employing a participatory approach, where almost all stakeholders are involved. However, it is challenging to satisfy all stakeholders when deciding on the project type, as different stakeholders have divergent interests, as discussed in adoption studies (Kibera, 2013). When conflicting interests are present in participation, the decision-making process tends to be prolonged and often leads to unsatisfactory compromises.

Ali's study (2019), which utilized community leaders, investigated how stakeholders influenced the performance of the Wajir West Constituency development project fund (CDF). The research found that scheduling and planning had a significant impact on the successful execution of the CDF agenda. Similarly, Kibera (2013) examined the implementation of an ICT project in Kenya and discovered that stakeholder participation during the development of information systems significantly contributed to the project's successful implementation. Multiple studies have demonstrated that stakeholder participation in projects can lead to a higher rate of acceptance and successful implementation of the project (Abdallah & Otieno, 2017).

2.2.2 Stakeholders' Involvement in Project Planning on Project Life Cycle and Sustainability

Project planning is a crucial step in ensuring the efficiency and success of a project. It involves the development of various steps to define project objectives, determine the scope, and establish the tasks to be carried out (Salvato & Vassolo, 2018). Engaging stakeholders in the planning process can have several benefits, including facilitating information sharing, promoting a democratic decision-making process, fostering communication between the community and project leaders, generating innovative solutions, and reaching a consensus on addressing community issues (Wamugu & Ogollah, 2017). Community members should be considered equal partners in project discussions during the implementation phase. They need to understand the project details to evaluate its significance, costs, and benefits (Cheshire, 2017). Failure to inform and involve the public can lead to significant delays due to public hesitancy or outright opposition to the projects.

Heravi, Coffey, & Trigunarsyah (2015) conducted a study to assess stakeholder involvement in the planning process of building projects in Australia. The analysis identified the levels of engagement among four stakeholder groups involved in the planning process and provided insights for improving stakeholder engagement. The findings of this study can guide project managers and owners in improving stakeholder involvement. However, the planning process requires effective engagement and significant contributions from all major parties involved, which, according to Basu (2015), may need enhanced decision-making strategies and efficiency enhancement plans from the project's initial stages to its completion.

Matu, Kyalo, Mbugua, and Mulwa (2019) emphasized the importance of stakeholder participation in project planning for the successful completion of urban road

infrastructure projects in Kenya. Their study revealed a positive influence of stakeholder involvement on project completion. The researchers recommended increased training and awareness on participation in project planning, as well as the development of a guiding policy document to highlight the significance of stakeholder involvement in road construction projects.

Nyabera (2015) highlighted the close relationship between stakeholder involvement in project planning and project execution. Stakeholder inclusion during the planning phase plays a crucial role in shaping the project's direction. The study emphasized the importance of involving a wide range of stakeholders with distinct roles and responsibilities during the planning phase for higher project success rates.

In 2019, the Muute study aimed to examine the impact of project planning procedures on the success of building projects in Nairobi City County, Kenya. The study's results indicated that businesses generally consider human resource management to be crucial and provide training to their project teams. The findings demonstrated that the project was being executed smoothly and that the allocated finances were sufficient for its completion. Additionally, the analysis revealed that the project's objectives were clearly defined, and all the designated material resources had been utilized. The survey also uncovered effective project planning practices, including accurate determination of activity length, time schedules, and project scope during the planning phase. The study concluded that proper planning for human resources, time management, material allocation, and financial planning significantly and positively impact the efficiency of construction projects. As per the study, construction companies should implement ongoing training programs to foster the professional growth of their workforce. Furthermore, the study emphasized that project scope and schedule should form the basis

for cost estimation. Notably, the investigation did not explore the influence of time planning on the success of construction projects.

After the initiation stage, the project is planned to an appropriate level of detail. The main purpose is to plan time, cost and resources adequately to estimate the work needed and to effectively manage risk during project execution. As with the Initiation process group, a failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals (Ackermann& Eden, 2019). It defines the mature the project scope, develop the project scope, develop the project management plan, and identify and schedule the project activities that occur within the project.

Rao (2020) defines planning as a common thread that intertwines all the activities from conception to commissioning and handing over the clockwork to client. This shows that planning encompasses the essential activities such as scheduling, break down structures, time estimates and statement of work. Harold (2019) argues that project management is planning, directing and controlling of company resources for a relatively short – term project which has been established for the completion of specific goal. Project planning generally consists of: determining how to plan, developing the scope statement; selecting the planning team; identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities; developing the schedule; developing the budget; risk planning; gaining formal approval to begin work (Rosario, 2020).

In Additional processes, such as planning for communications and for scope management, identifying roles and responsibilities, determining what to purchase for the project and holding a kick-off meeting are also generally advisable. The most common

tools or methodologies used in the planning stage are project Plan and Milestones Reviews. The C.D.F.C, P.M.C and government official are involved fully in the planning stage. At this level, the PMC prepare the project budget, work plan and open a bank account for the project funds to be channeled through. The District Works Officer who is a Government official assists in preparation of bill of quantity for the project. The other relevant departmental heads e.g. D.E.O, D.A.O and District Water Engineer will approve the budget and work plan for the projects in their relevant fields. (Wee,2020).

The objectives of planning involves analyzing, anticipating, scheduling, coordinating and controlling and information management. According to Rao (2019) the benefits of systematic planning as being breaking down complex activities into manageable chunks, determining logical sequences of activities, providing a logical basis for making decisions, showing effects on other systems, providing framework for the assessment of programmes, allowing lessons to be learned from practice and facilitating communication of ideas in a logical form to its use.

2.1.3 Involvement in Project Implementation on Project Life Cycle and Sustainability

Implementation stage is where all the planned activities are put into action. Before the implementation stage of a project, the implementers, spearheaded by the project committee or executive, should identify their strength and weaknesses, which are internal forces, as well as opportunities and threats, which are the external forces (Wee, 2020). The strength and opportunities are positive forces that should be exploited to implement a project efficiently. The weaknesses and threats are hindrances that can hamper project management and implementation. Monitoring is important at this stage to ensure that the project is implemented as per schedule (Rosario, 2020). This continuous process should be put in place before project starts. As such, the monitoring

activities should appear on the work plan and should involve all stakeholders. If activities are not going well, arrangements should be made to identify the problem so that they can be corrected.

This is the stage at which the institutions are established and facilities constructed. It is the stage which involves the disbursement of the largest portion of the project funds. For example, the procurement of materials and equipment for constructing a water project and the actual construction works. This phase ensures projects' activities are properly executed and controlled (Rosario, 2020). The planned solution is implemented to solve the problem specified in the project's requirements. The most common tools or methodologies used in the implementation phase are an update of Risk Analysis and Score Cards, in addition to project Plan and Milestones.

Reviews. Implementation phase consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. Implementation process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The deliverables are produced as outputs from the processes performed as defined in the project management plan.

Clearer guidance and increased incentives for programme managers are therefore required if these projects are to be mainstreamed' in donor agencies. Country programming could focus more on delivering benefits to the poor and actual results should be monitored. Most project managers, therefore, need a broader range of poverty-relevant skills and relocate them in field offices, with the authority and flexibility to build up pro-poor partnerships through dialogue (Rosario,2019). Good project implementation is essential. An individual or group of people should be given

responsibility to drive success in project implementation (Rosario, 2020). First, scope should be established (Rosario, 2020; Holland *et al.*, 2019) and controlled. The scope must be clearly defined and be limited. This includes the amount of the systems implemented and amount of projects process reengineering needed. Any proposed changes should be evaluated against projects benefits and, as far as possible, implemented at a later phase (Collier, 2016; Wee, 2020). Additionally, scope expansion requests need to be assessed in terms of the additional time and cost of proposed changes (Collier, 2016).

According to Holland *et al.*, 2019, the project must be formally defined in terms of its milestones. The critical paths of the project should be determined. Timeliness of project and the forcing of timely decisions should be also be managed (Rosario, 2020). Deadlines should be met to help stay within the schedule and budget and to maintain credibility (Wee, 2020). Project implementation should be disciplined with coordinated and active human resource involvement (Cheung *et al.*, 2018). Additionally, there should be planning of well- defined tasks and accurate estimation of required effort.

According to Wee, (2020), delivering early measures of success focus on results and constant tracking of schedules and budgets against targets are important. Project sponsor commitment is critical to drive consensus and to oversee the entire life cycle of management (Rosario, 2020). Someone should be placed in charge and the project leader should "champion" the project throughout the organization (Duncan, 2016). Cheung *et al.*, 2018, there should be a high-level executive sponsor, who has the power to set goals and legitimize change. Duncan, 2016), states that a projects leader should be in charge, so there is the project perspective. The leader must continually strive to resolve conflicts and manage resistance. Project implementation often constitutes the most important stage in project development (Wayne and Wittig, 2022).

Depending on how it is managed, the project thus contributes to the economic development. Project implementation is the principal means through which government and private sector meet in order to focus on developmental needs such as the provision of physical infrastructure and the supply of essential health facilities (Obuya, 2018). Because the deployment of the project implementation system to pursue these developmental goals, it therefore entails governmental exercise of enormous discretion. Project implementation is often an extremely controversial subject matter. This is especially the case where “the ability to exercise discretion in the award of government contracts has been a source of valued political patronage” and procurement has been “a means for the illicit transfer of funds from governmental responsibility to private hands”, (Obuya, 2018).

Another important attribute of project implementation is that the so-called development partners who finance a considerable part of it as part of either bilateral or multilateral development. But a significant proportion of it remains tied to the numerous conditions from the parties concerned, leading many commentators to question whether there are the real beneficiaries of development assistance (love et al, 2018). (2016) argues that the structure of local public private partnerships encourages stakeholder participation as a primary success factor for project planning. This type of participation reduces “partnership fatigue” by integrating overlapping policy agendas for modernization and social inclusion. The partners require joint vision objectives, performance measures, resource needs and identifications, regular monitoring of objectives and measures and streamlined process improvement.

The stage where plans and ideas are turned into reality is called project implementation, sometimes referred to as project execution. This phase follows the evaluation, decision-making, ideation, planning, and securing of financial resources for a project (Dillon,

2019). During the implementation stage, the actions and strategies developed during the planning phase are put into practice by those responsible for executing the project. This stage must be participatory and guided by the stakeholders. Beneficiaries also could contribute to the project during this phase, whether through financial resources or in-kind contributions such as labor and materials (Ruwa, 2016). The support received from communities, both in terms of in-kind and monetary contributions, plays a significant role in fostering a sense of ownership and ensuring the sustainability of development projects, according to Basu (2015).

Karimi (2017) examined the effect of enterprise resource planning (ERP) implementation on organizational performance in a different study. With a research population of 300 participants, the study used a descriptive technique and focused on the management teams of small and medium-sized firms (SMEs) as respondents.

The study used a "stratified random sampling" approach to collect primary data through a questionnaire containing both open-ended and closed-ended questions. Multiple regression analysis was employed to analyze the data. According to the report, communication, training, assistance from upper management, and managerial skills all have an impact on the transportation sector's adoption of ERP. It should be noted that the prior study examined the relationship between project implementation and project performance, whereas Karimi's study concentrated on the impact of ERP installation on organizational performance in the transportation sector.

2.1.4 Stakeholders' Involvement in Project Monitoring on Project Life Cycle and Sustainability

Monitoring is also important to ensure that activities are implemented as planned. The methodologies used include direct observation, project files document perusal where

available, photographic recordings, and interviews with people on site. In conducting monitoring and evaluation, the teams should look at: Project Work plans, Activity Progress Report and Project financial, procurement and overall management. Emphasis must be given to participatory monitoring with actors being: The community, Project Management Committee, CDFC Constituency Development Fund Committee, DPC and Relevant Government Departments, and the community. The following are the key prerequisites in community project monitoring: Must be Community friendly monitoring; Measure the achievement against the work plan and cost estimates; All PMCs must be advised to keep record of materials, Equipment, Funds received and utilized; All PMCs must prepare progress reports on project implementation; All PMCs must be advised to identify problems and bottlenecks. (Foltin, 2019).

The advantages of participation in monitoring include:

(a) a common undertaking, (b) enhancing accountability, (c) better decisions, (d) performance improvement, (e) improved design, and (f) more information. Regardless of whether the project audit is conducted mid-term on a project or at its conclusion, the process is similar. It is generally recommended that an outside facilitator conduct the project audit. This ensures confidentiality, but also allows the team members and other stakeholders such as the CDFC, PMC and government officials to be candid. They know that their input will be valued and the final report will not identify individual names, only facts (Arndt and Oman, 2016). Often, individuals involved in a poorly managed project will find that speaking with an outside facilitator during a project audit allows them to openly express their emotions and feelings about their involvement in the project and/or the impact the project has had on them.

This "venting" is an important part of the overall audit. A successful project audit consists of three phases: Success Criteria, Questionnaire, and Audit Interview Development; In-depth Research and Report Development. This stage consists of investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized and whether these benefits have had their intended consequences. Foltin,2019).

This phase ensures sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved (Love *et al.*, 2018). Monitoring and Evaluation consists of those processes performed to observe project Implementation so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the implementation of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan. Monitoring and Evaluation includes: Measuring the ongoing project activities (*where we are*); Monitoring the project variables (cost, effort, scope, etc.) against the project management plan and the project performance baseline (*where we should be*); Identify corrective actions to address issues and risks properly (*How can we get on track again*); Influencing the factors that could circumvent integrated change control so only approved changes are implemented (Wayne and Wittig, 2022).

Monitoring is a continuous assessment process that takes place during a project with the goal of improving project design and execution. The process of evaluation, on the other hand, is systematic and involves gathering, documenting, and organizing data regarding project outcomes, such as deliverables and impacts. Participatory monitoring and control entails involving stakeholders at different levels in order to keep an eye on and manage certain initiatives.

Stakeholders participate in determining the best group actions and have some influence over the information. This strategy not only guarantees efficacy but also promotes project beneficiaries' empowerment, accountability, transparency, and ownership.

Ali (2019) sought to ascertain how the responsibilities of stakeholders affected the NG-CDF (National Government-Constituency Development Fund) projects' performance in Kenya's Wajir West Constituency. According to the report, the projects financed by the constituency development funds directly and favorably benefited from the involvement of stakeholders in the oversight and assessment of community-initiated projects. Additionally, the report suggested increasing the amount of talents allocated to community projects.

In a same vein, Muchiri (2014) examined how community involvement in project management procedures affected the accomplishment of CDF projects in the Kirinyaga Central Constituency's Kanyekini ward. The investigation came to the conclusion that the project implementation team did not hold regular meetings to update the beneficiaries on the status of the CDF projects, and that the beneficiaries' thoughts, concerns, or suggestions were not solicited.

Chege and Bowa (2020) analyzed monitoring, assessment, and project performance in non-governmental organizations (NGOs) carrying out education programs in Nairobi County, Kenya. The study employed a descriptive survey methodology, utilizing key informant interviews and questionnaires as data collection methods. The findings revealed that the strength of the monitoring and evaluation (M&E) team, as indicated by a p-value of 0.000, was a significant predictor of project performance, accounting for 19.4% of the variations observed. Furthermore, the appropriateness of the M&E methodologies used, with a p-value of 0.010, was found to be a valuable predictor of

project success, explaining 7.3% of the changes in project performance. The study concluded that the effectiveness of monitoring and evaluation is linked to the strength of the M&E team and the suitability of the M&E strategies employed. To ensure proper execution of M&E tasks, which significantly impact project performance and ultimately the achievement of desired outcomes, management must fully embrace and support the team's work while providing sufficient financial resources.

2.2 Theoretical Framework

The study will be guided by four theories, stakeholders' theory, systems theory, and stewardship theory.

2.2.1 Stakeholder Theory

A lens through which to view the dynamics of stakeholder involvement in project management and its consequences for project sustainability is provided by stakeholder theory. The significance of identifying and interacting with varied stakeholders at every stage of the project lifecycle is emphasized by recent studies like Freeman's (2010) work. This theory aids in clarifying the many interests, power dynamics, and connections among stakeholders, including members of the community, local government representatives, non-governmental organizations, and project implementers, in the context of Wajir West Sub-County funded programs in Wajir County.

The study can examine how various stakeholders view their roles, responsibilities, and advantages within the project as well as how their degree of involvement affects project outcomes and sustainability by utilizing stakeholder theory. Furthermore, recent research by Mitchell et al. (2019) offers a framework for assessing the relevance and priority of various stakeholders in the context of Wajir West sub-county funding projects,

highlighting the importance of stakeholder salience and legitimacy in forming stakeholder engagement strategies.

2.2.2 Stewardship Theory

The concept of communal accountability was developed to assess situations where senior management, acting as trustees, has a significant incentive to promote and benefit from their core values. Stewardship theory characterizes relationships based on various behavioral patterns and seeks to explain scenarios in which managers prioritize their self-interests instead of acting as stewards aligned with the objectives and interests of their project superiors. A crucial assumption of stewardship theory is that agents strongly identify with the organization's mission (Welchman, 2018). This theory provides a more comprehensive understanding of the dynamics in principle-agent relationships (Keay, 2017).

Stewardship theory delineates relationships based on different behavioral patterns and elucidates situations where managers prioritize their self-interests rather than acting as stewards in line with the goals and interests of their project superiors (Davis, Schoorman & Donaldson, 2019). A fundamental assumption of stewardship theory is that agents strongly identify with the organization's mission. Consequently, agents attribute the organization's success to themselves, which influences their self-concepts and how they perceive their contributions (Van Puyvelde et al., 2018).

According to the stewardship theory, stewards exhibit collective behavior as they are determined to pursue the organization's interests without conflicting self-interests (Van Puyvelde et al., 2018). The limitations of the agency theory and the recognition of its individualistic assumptions regarding utility motivations, which often lead to conflicts between principals and agents, have contributed to the widespread acceptance of

stewardship theory. Some authors consider stewardship theory as a complementary approach, acknowledging the complexity of organizational lifecycles that agency theory fails to capture (Davis, Schoorman & Donaldson, 2019).

Governments face pressure to improve the performance of their assets based on economic indicators while striving for sustainable use and responsible intergenerational relations. Different types of corporate and governmental organizations control significant infrastructure assets, each with distinct roles in ownership, policy, and maintenance. Stewardship theory has emerged as a valuable framework for understanding the characteristics of government configurations and the principal-agent relationships that aim to maximize the agent's actions in the principal's interest (Mills & Keast, 2019). From a public sector perspective, stewardship theory emphasizes the importance of viewing private sectors through the lens of public goods, as it serves as a guiding principle or public standard. It has evolved in response to broader initiatives related to long-term sustainability, intergenerational responsibility, and effective management practices (Cullen, Kirwan & Brennan, 2016).

A limitation of stewardship theory is the need for appropriate governance structures within organizations to safeguard stakeholder interests (Donaldson & Davis, 2019). These structures should establish clear and consistent role expectations, grant authority, and motivate senior management. The concept of stewardship theory supports the objectives of project planning and project monitoring. This is because decision-making at these levels is typically led by management, and the theory emphasizes that managers should prioritize the aims of their principals over their interests. Managers should focus on organizational goals rather than personal interests when organizing and evaluating project implementation. Additionally, the results of current research on stewardship

theory in the public sector are inconsistent, at times confirming and at other times challenging aspects of agency theory (Schillemans & Bjurstrøm, 2019).

2.2.3 Stakeholder Engagement Theory

Stakeholder engagement, according to Freeman (2018), is a trust-based partnership between people and/or social institutions that have disparate goals that can only be accomplished in concert. One such objective is promoting sustainable development, which requires the cooperation and confidence of organizations and their stakeholders in order to succeed. Furthermore, while working toward sustainable development goals, businesses understand that they cannot create a sustainability report on their own (Freeman, 2019). This is because they need the collaboration of their stakeholders to identify the social and environmental challenges that stakeholders see. Stakeholder engagement theory research revealed various engagement levels (Harry, 2020).

In order to enlighten 15 about the project, informative approaches to stakeholder interaction involve defining and mapping the roles of important stakeholders. The next step is the instrumental approach, which aims to promote societal acceptability by understanding local issues. Increasing transparency, customizing information for various stakeholder groups, and incorporating stakeholders' roles and interests into the project and process are all part of this. The democratic approach, which takes stakeholder engagement to the next level, is the key to success; genuine participation includes feedback loops from process interactions.

Incorporating stakeholders' problems, priorities, satisfaction, and suggestions into the process is the initial feedback loop. This could entail speaking with specialists and doing additional studies to examine the effects of project operations. The second is enhanced transparency and communication as a result of engagement. The readiness to modify the

project execution, or the design, is the third and last feedback loop. The last lessons learnt in effective stakeholder involvement in the context of CDF projects are the formation of an expert team in the process, thorough examination of expectations and perspectives, and alignment of these expectations among internal and external stakeholders (Harry, 2020).

The researcher was able to determine how different stakeholders function in specific projects by using this theory, which makes it relevant to the current study. During the interaction phase, the researcher was able to pinpoint the difficulties people face. Improving understanding and alignment between businesses and their stakeholders is the goal of stakeholder engagement.

2.2.4 Theory of Constraints

According to Lawther et al. (2020), a restriction is anything that keeps the system from accomplishing its objectives. According to this management paradigm, there are very few constraints that prevent any manageable system from accomplishing more of its objectives. From the standpoint of project management, limitations like limited time, budget, scope, and knowledge variables are critical to the success and performance of a project. Several steps must be taken to guarantee that a project's primary objective is met, according to Lawther et al. (2020). These include identifying constraints, investigating constraints, allocating resources to constraints, and ultimately implementing modifications to enhance constraints' capacity. All parties involved must participate in the activities. Participation from stakeholders is intended to help overcome these limitations, in this case for the projects in the Wajir West Subcounty.

2.4 Agency Theory

The development of agency theory is greatly influenced by a number of presumptions about humans (Davis et al. 2017). Most people think that Agency Theory is founded on the human economic model (Shapiro, 2015). Despite the undeniable impact of Principal-Agent theory (Freeman, 2019), new research has raised serious concerns about the empirical and practical aspects of Positive Agency Theory as well as its consequences for stakeholders. The stewardship hypothesis is another name for this theory, which has been frequently applied in business and economics studies.

According to the notion, independent asset managers (in this example, CDF funds) are supposed to act in the best interests of the people who voted or selected them (the constituency). In contrast to the constituent principal, they are the agents. This suggests that the CDF project should be implemented in a way that benefits all parties involved. The project's constituents and beneficiaries are the principals, according to agency theory, while the members of CDF boards and parliament are the agents. Since the agents are in charge on behalf of the principal, it is expected that they will use their authority to ensure enough returns for the principal's benefit.

Agency theory, according to Bingi et al. (2019), outlines procedures that lessen loss and increase advantages (wealth creation) for the primary. The best interests of the residents should therefore always be the first priority for the CDF management, CDF committee, and elected leader. This idea is important for managing CDF projects since it does stress how important it is to consider stakeholders' interests in all management decisions.

2.5 Conceptual Framework

The study's conceptual framework describes how important variables relate to one another and how intervening variables may affect this relationship. At its core, the framework seeks to understand how stakeholder involvement impacts the sustainability of Wajir -sub-county funding projects in Wajir County.

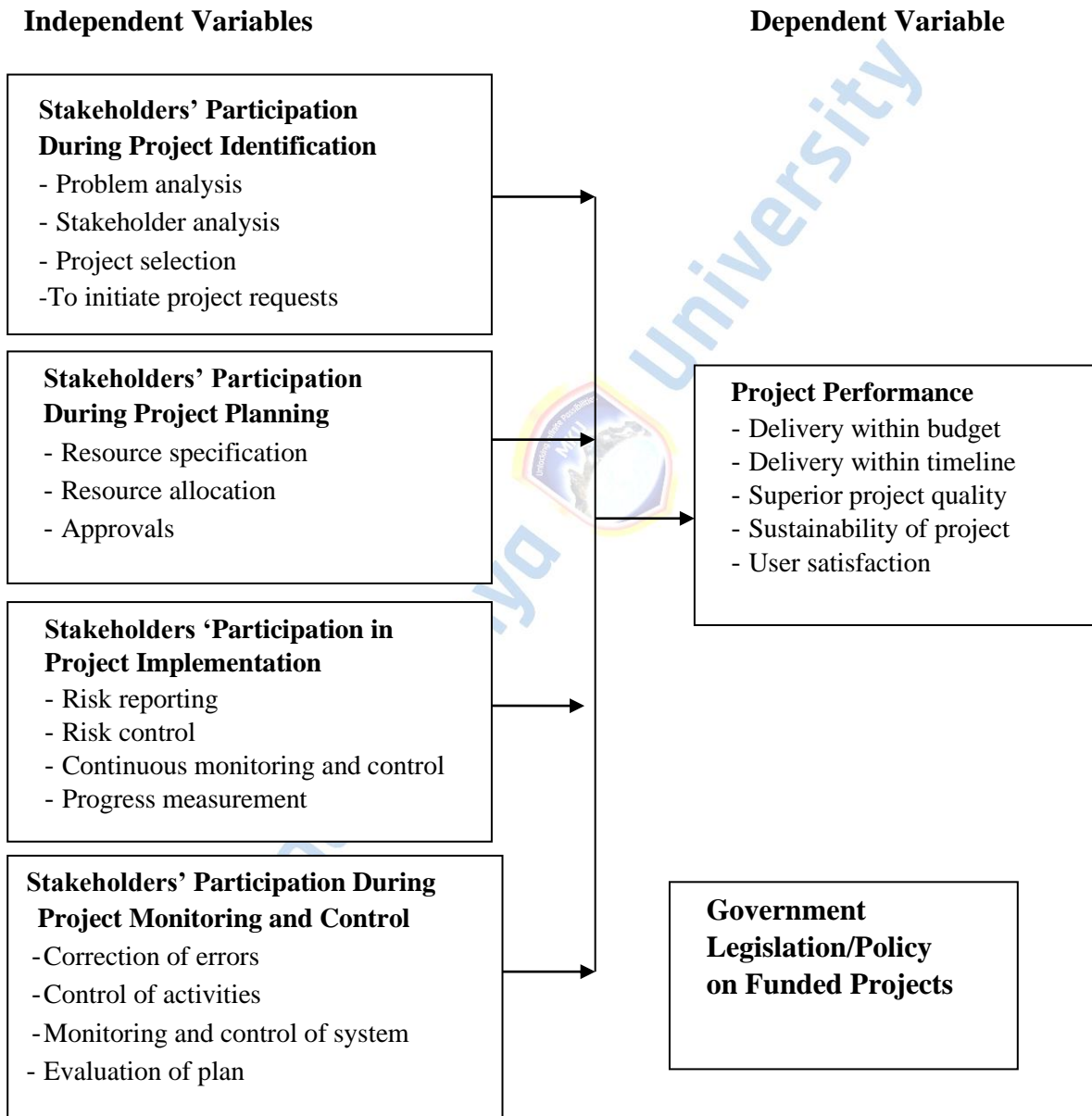


Figure 1 : Conceptual Framework

Source: Author (2024)

2.6 Research Gap

Participation in WDF (Ward Development Fund) projects is still in its infancy and continues to affect the success of such initiatives, according to the literature evaluation done for this study. The study found a number of obstacles to stakeholder involvement in WDF initiatives, such as social capital, the regulatory framework, implementation team proficiency, and awareness level.

The study also found gaps in empirical data about WDF, which may be related to the fund's recent establishment in the nation. Addressing these gaps and adding to the body of knowledge on the topic are the goals of the proposed study.

Many of the evaluated studies concentrate on participation indicators without going deeper into the important analysis of impact, which particularly looks at how well participation has accomplished its stated objectives. Consequently, the goal of the proposed study is to properly contextualize the variables and results. A limitation noted in the studied literature is the study's adoption of a comprehensive notion of community participation throughout the project's life cycle, which aims to close the gap in the literature. It is therefore even more important that this research offer contextualized information because there aren't many local studies on the topic.

2.7 Recap of Literature Review

Stakeholder Theory: Stakeholder theory, proposed by R. Edward Freeman, emphasizes the importance of identifying and engaging with various stakeholders throughout the project lifecycle. It suggests that stakeholders, including community members, local government officials, NGOs, and project implementers, have diverse interests and influence project outcomes. Recent literature has explored the application of stakeholder theory in project management and its implications for sustainability.

Sustainable Development Goals (SDGs) Framework: For tackling global issues and advancing sustainable development, the United Nations established the Sustainable Development Goals (SDGs), which offer a thorough framework. The SDGs cover economic, social, and environmental facets of sustainability, among other issues. Recent studies have emphasized how the SDGs are interrelated and how crucial stakeholder participation is to attaining sustainable development goals.

Community-Driven Development Initiatives: Community-driven development initiatives, such as Wajir West Sub-County funding projects, aim to empower local communities and promote inclusive development. These initiatives prioritize community participation, ownership, and decision-making, aligning with principles of stakeholder theory and the SDGs. Recent studies have examined the effectiveness of community-driven approaches in addressing local needs and fostering sustainable development at the grassroots level.

Challenges and Opportunities in Stakeholder Engagement: Despite the potential benefits of stakeholder involvement, challenges exist in effectively engaging diverse stakeholders throughout the project lifecycle. These challenges may include resource constraints, communication barriers, power imbalances, and resistance from local authorities. However, opportunities also arise for fostering collaboration, building trust, and leveraging local knowledge and expertise to enhance project outcomes and sustainability.

Best Practices and Policy Recommendations: Literature offers insights into best practices and policy recommendations for enhancing stakeholder involvement and promoting project sustainability. These may include adopting participatory governance mechanisms, promoting multi-stakeholder partnerships, investing in capacity building,

and integrating stakeholder perspectives into project planning, implementation, and monitoring processes. By synthesizing and building upon existing literature, the proposed study aims to contribute to the understanding of stakeholder involvement and project sustainability in the context of sub-county funding projects in Wajir County. It seeks to identify key factors influencing project success and provide recommendations for enhancing stakeholder engagement strategies and promoting long-term sustainability at the local level.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The main focus of this chapter will be research methodology. The research design, study region, study population, sample size, sampling technique, data collection tools, instrument validity and reliability, ethical considerations, and data analysis process will all be covered.

3.1 Research Design

Ngau (2024) defines research design as the planning and execution of a study, including the methods and strategies employed to test research hypotheses or answer research questions. A descriptive research design was used for this investigation. According to Borg and Gall (2018), a descriptive research design collects information from participants about their experiences and viewpoints on a particular subject in order to extrapolate the results to the target population that the sample represents.

When gathering factual and attitudinal data or investigating research topics pertaining to self-reported views, attitudes, traits, and current or previous behaviors, this approach works well (David & Sutton, 2024). The study focused on examining the impact of stakeholders' involvement in the project life cycle and the sustainability of Ward Development Fund in Wajir West Sub-County in Wajir County, given that the study aimed to collect information from respondents about their experiences and opinions regarding stakeholders' participation and project life cycle, the descriptive research design was well-suited to generalize the findings on the sustainability of WDF projects in this context.

3.2 Research Methodology

In order to give a thorough grasp of stakeholder involvement in the project lifecycle and its effect on the sustainability of Wajir West sub-county funded projects in Wajir County, the study used a mixed-methods approach, combining quantitative and qualitative methodologies. The quantitative component involved collecting numerical data through structured surveys distributed to various stakeholders, which allowed for statistical analysis of relationships between stakeholder engagement and project outcomes. This enabled the identification of trends and patterns that can be generalized across a larger population. In contrast, the qualitative aspect consisted of in-depth questions to the selected stakeholders to gather rich, detailed insights into their experiences, perceptions, and expectations regarding project involvement and sustainability. This qualitative data was analyzed thematically, allowing for the exploration of complex social dynamics and contextual factors influencing stakeholder engagement.

3.3 Target Population

According to Ngechu (2024), the target population is the particular set of people or things from whose data will be gathered. The investigation's focus is represented by a clearly defined or determined set of individuals, groups, households, businesses, services, elements, or events. The study's target population were the WDF committee members and employees in charge of overseeing the WDF projects that have been funded in the Wajir North sub-county. Their participation in the project life cycle led to their selection. Below was the target population.

Table 1: Target Population

Target Group	Total	Percentage
WDF Committee members	259	94
NGO's leaders	18	6
Total	277	100

Source: (Wajir Ward Registry,2024)

3.4 Sample Size

Keeping the sample size modest is the major factor to be taken into account. It is widely acknowledged that a sample size that falls between 10% and 30% of the population is sufficient to accurately represent the population from which it is taken (Consuelo, 2020).

A 10% sample size was used in this study in order to keep things manageable.

3.5 Sampling Technique

The study used the stratified random sampling approach to get a representative sample from the population. This strategy entailed classifying the staff members according to their relevant directorates and ministries. A proportionate random selection of responders was done within each group. Every member of the population had an equal probability of being included in the sample when this sampling strategy was used. The goal of the study was to precisely represent the diversity and traits of the total population through stratification. Table 3.2 shows the sample population.

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

n where N is the population size and n is the sample size.

$$= \frac{277}{1 + 277(0.05)^2} = 163$$

Table 2: Sample Size

Target Group	Total	Sample	Percentage
WDF Committee members	259	153	94
NGO's leaders	18	10	6
Total	277	163	100

Source: (Wajir Ward Registry,2024)

3.6 Data Collection Instruments

A standardized questionnaire intended to obtain primary data was used for data collection. Both closed-ended and open-ended items were included in the survey. Respondents recorded their responses to a questionnaire, which consists of a pre-written series of questions with predetermined possibilities (Sekaran, 2022). Chandran (2020) explains that structured questions are usually closed-ended, requiring responders to choose the best answer from the list of possibilities. Respondents could however, give thorough and in-depth responses to open-ended questions.

3.7 Pilot Study

Ngechu (2020) highlights that a pilot study was carried out to improve the research tools. Improvements was possible as a result of the pilot project, depending on the outcomes. Participation in the pilot study was limited to 10% of the target respondents from WDF projects in Wajir West-Sub County, which had demographics comparable to those of Wajir North sub-county. The purpose of the pilot study was to ascertain whether the anticipated responses can be achieved and to evaluate the questions' comprehension and clarity. The questionnaire was used by the researcher to assess the reliability and validity of the data gathered during the pilot project.

3.7.1 Validity Test

A research study's validity is assessed to see if it measures what it is supposed to measure and whether the findings are accurate. Additionally, it aids in determining whether the tool being used collects the anticipated data (Bryman, 2021). Items on a questionnaire must elicit sincere answers to the questions pertaining to the variables under study in order to be deemed valid. A pilot survey with respondents not included in the main study was carried out in Wagalla Ward to guarantee the validity of the measuring tool employed in this investigation. To ascertain whether the responses are in line with the desired objectives, the results were examined. Any modifications that were required were done appropriately.

3.8.2 Reliability Test

The consistency with which a research tool evaluates the intended attributes across time is referred to as reliability. According to Donald and Delno (2006), a research tool is deemed dependable if it demonstrates both stability and equivalency. An instrument is deemed dependable if it regularly yields comparable results when measuring the same thing repeatedly and accurately evaluates what it is intended to. Cronbach's alpha, a frequently used test for internal consistency that determines correlation values among the responses on an assessment instrument, was utilized to measure the internal consistency reliability. It is advised that a trustworthy research tool have a Cronbach's alpha value of 0.7 or greater.

3.8 Data Collection Procedure

The researcher submitted the letter of introduction they received from Mount Kenya University to the National Commission for Science, Technology, and Innovation (NACOSTI) in order to secure authorization to carry out the study. The researcher sought the Wajirwest sub-county administration for permission to conduct the study

after obtaining the permit. Following a brief introduction and assurance of confidentiality, the researcher approached and administer questionnaires to the prospective respondents. All the relevant stakeholders to be involved in the study were briefed about the study and were given two weeks to fill in the questionnaires.

3.9 Data Analysis and Presentation

Following an accuracy check of the completed surveys, only those with no missing responses were chosen for additional processing through a sorting procedure. To make statistical analysis of the responses easier, the data was thereafter cross-tabulated and given codes. This strategy allowed conclusions to be drawn that was verified using further data collection techniques. The data was analyzed using descriptive statistics, including correlation, rates, mode, mean, and measures of dispersion. Quantitative data, comprising the independent and dependent variables that had been extracted, was analyzed using the "Pearson's product-moment correlation" technique (Kombo and Tromp, 2006). Version 26 of the Statistical Package for the Social Sciences (SPSS) was used to analyze the data.

3.10 Ethical Considerations

In order to perform the research, the researcher got authorization letters from the appropriate authorities, including MKU and NACOSTI. These letters were used in the process of gathering data and was provided as needed. No names or other identifying information was needed to be revealed by study participants. Before distributing the surveys, each participant's prior consent was sought. The data was only used for study, and confidentiality was guaranteed. The goal of the study was to protect the participants from any possible risks. Although the respondents did not directly profit, the organization as a whole is anticipated to gain from the outcomes.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

The present section presents the data analysis and a discussion of the results derived from it. The findings are shown in tables and figures. In light of the research's objectives, the findings are assessed. The literature review is then used to guide discussions once the quantitative data has been analyzed using descriptive statistics. To determine the effect of the independent variable on the dependent variables, the researcher also employed regression analysis. The first section provides demographic data, and the subsequent sections outline the study's objectives, which are to determine the impact of stakeholders' participation in the project life cycle and sustainability of the Ward-based Development Fund in Wajir West Sub-county, Wajir County, Kenya.

4.2 Response Rate

The researcher distributed 163 questionnaires to WDF Committee members and leaders of these NGOs; 146 of them were completed and returned, resulting in an 89.6% response rate. According to Mugenda & Mugenda (2003), a response rate of 50% is considered enough for analysis and reporting, 60% is considered acceptable, and 70% or higher is considered remarkable. Therefore, by their standards, the study's 89.6% response rate is remarkable.

Table 3: Response Rate

		Frequency	Percent
Valid	Response	146	89.6
	Non-Response	17	10.4
Total		163	100.0

Source: Researcher (2024)

4.3 Reliability of the Pre-Tested Research Instrument

The internal reliability of the questionnaire was assessed using Cronbach alpha, a metric for internal consistency. The more reliable the produced data, the better the mark. Since dependability of 0.7 has been shown to be acceptable by (Nunnally 1978), it was deemed sufficient for this investigation. The questionnaire was revised in light of the pilot test's comments, and a final version was created.

Table 4: Reliability Coefficient

Scale	Cronbach Alpha	Number of Items
Project Identification	0.827	7
Project Planning	0.812	9
Project Implementation	0.733	7
Project Monitoring	0.731	9
Sustainability of Ward Development Fund	0.784	4

Source: Researcher (2024)

With an alpha over the recommended cutoff of 0.7, the table demonstrates that every scale was meaningful. Project Identification at $\alpha=0.827$ and project Planning $\alpha=0.812$ while Project implementation was at ($\alpha=0.733$). Project monitoring ($\alpha=0.731$) and sustainability of ward development fund ($\alpha=0.784$). As a result, the study concluded that the questionnaire was trustworthy and suitable for use in future research.

4.4 Demographic Background of the Respondents

In order to gather background information about the respondents, this section of the questionnaire asked about their gender, age, educational attainment, and length of time employed at the organization. In this part, the findings are shown.

4.4.1 The Respondents' Gender

Gender was a question posed to the responders. Table 5 displays the results.

Table 5: Gender of the Respondents

Category	Frequency	Percent
Male	56	38.4
Female	90	61.6
Total	146	100.0

Source: Researcher (2024)

The males had the lowest percentage at 56 (38.4%), while the females had the highest at 90 (61.6%). Since the respondents were chosen at random, it can be inferred that there were more female stakeholders than male ones. According to the data, there are a lot of women in the study region. Because women are viewed as active participants in the project activities, this has subsequently aided development efforts in the area. Additionally, a sizable portion of the project's participants are men, which encourages a stronger feeling of accountability and ownership among both men and women and guarantees the project's survival.

4.4.2 Age of the Respondents

The purpose of the second question was to ascertain the participants' ages in the study. Age was significant for this study since older respondents, who have been involved in this project for a longer period of time, would provide insightful and trustworthy information. In completed years, the respondents were asked to indicate their age. The outcomes are displayed in Table 6.

Table 6: Age of the Respondents

Age in years	Frequency	Percent
Less than 20	22	15
21-30	42	29
31 -40	23	16
41-50	25	17
51-60	27	16
60 and above	7	5
Total	110	100

Source: Researcher (2024)

The fact that a larger proportion of project participants are in the active age range further guarantees the project's efficacy and efficiency. However, the data reveals that few individuals over 60 are taking part in the project's activities. This demonstrates unequivocally that the majority of the project stakeholders are young people, which greatly promotes the project's sustainability and its execution. The average age of the respondents was between 21 and 30 years old; the youngest was 19 years old, and the oldest was 57. The bulk of responses, 42 (29%), were in the 21–30 age range. Those under 20 years old came next, followed by 27 (18%) who were between 51 and 60, 25 (17%) who were between 41 and 50, and 23 (16%) who were between 31 and 40. Seven (five percent) of the responders were over 60.

The age ranges of the responders above show how involved the public is in the field of study. This could present a possibility to enhance output, which would assist socioeconomic growth. The effectiveness and efficiency of the initiative are further ensured by the fact that a greater percentage of participants are in the active age group. But according to the data, not many people over 60 are participating in the project's

activities. This clearly shows that young people make up the majority of project stakeholders, which significantly enhances the project's execution and sustainability.

4.4.3 Educational Level of the Respondents

Table 7 below displays the responses to the question about the respondents' educational background.

Table 7: Respondents Education Level

Level of education	Occurrence	Percent
University	33	22
College	51	35
Secondary	45	31
Primary	17	12
Total	146	100.0

Source: Researcher (2024)

The majority of respondents (51, or 35%) had the highest degree of education, followed by secondary holders (45, or 31%) and university level holders (33, or 22%), with primary at 17 (or 12%) making up the minority. The majority of respondents participated in postsecondary education, according to the research findings, indicating that they are among the study's key participants. Additionally, it demonstrates that the majority of project participants possess higher education degrees and diplomas, allowing them to contribute valuable ideas to the project's sustainability and achievement of its aims.

4.4.4 Department of the Respondents

The findings of the researcher's attempt to determine which department the respondents belonged to are shown in Table 8 below.

Table 8: Department in the Organization

Department	Frequency	Percentage
Procurement	41	28
Human Resource	33	23
Finance	37	25
Research and development	35	24
	146	100

Source: Researcher (2024)

From Table 8 majority 41(28%) of the respondents were in procurement department followed by those in finance department 37(25%). Those in research and development were 35 (24%) while only 33(23%)were in human resource department. This finding implies that the majority of the respondents served in various departments and thus had a lot of information to share about the sustainability of the project.

4.4.5 Position in the Department of the Respondents

The results of the researcher's attempt to determine the respondents' position within the department are shown in table 9 below.

Table 9: Position in the department in which the respondents belong in organization

Position	Frequency	Percentage
Head of department	31	21
Supervisor	43	30
Subordinates staff	72	49
	146	100

Source: Researcher (2024)

From Table 9 majority 72(49%) of the respondents were subordinate staff followed by those who are supervisors 43(30%). Those in head of department were 31 (21%) who were the minority. This data suggests that most of the participants were lower-level

employees who worked directly on the project and therefore had a wealth of knowledge to give regarding the project's sustainability.

4.4.6 Period with which the respondents have worked in the department.

The results of the researcher's attempt to determine how long they had worked at the department are shown in table 10 below.

Table 10: Period of Service in the Department

Period in years	Occurrence	Percentage
1 -5	21	14
6- 10	43	30
11-15	29	20
16-20	31	21
Above 20y	22	15
	110	100

Source: Researcher (2024)

From Table 10 majority 43(30%) of the respondents were in this department for a duration of 6-10 years, 21(31%) were between 16-20 years, 29(20%) indicated 11-15 years, above 20 years 22(15%),21(14%) indicated between 1-5 years.. According to this conclusion, most of the respondents had been with the department for a long time and so had a wealth of knowledge regarding the project's sustainability inside the company.

4.5 Descriptive Analysis

A thorough examination of important independent factors that have a big impact on how well donor-funded initiatives perform was covered in this section. Project identification, project planning, project implementation, and project monitoring and control were the variables that were examined. The complex interaction between these factors and their effect on the overall success of donor-funded projects were thoroughly evaluated in this section. The section sought to provide important insights that advanced our knowledge of

how stakeholder engagement at different project stages affects project performance through a rigorous process of data analysis, presentation, and interpretation.

4.5.1 The Involvement of Stakeholders in Project Identification

The purpose of the study was to determine how stakeholder participation affected project identification. On a seven-item questionnaire, respondents were asked to score their level of agreement with the statements. The results are shown below in Table 11.



Table 11: Stakeholders' Participation in Project Identification

Parameter	S	A	MA	D	SD	Mean	Std
Stakeholders' participation in project identification	%	%	%	%	%		
Stakeholder participation in the needs analysis Analysis serves as a roadmap to make sure the project's design takes into account the skills and requirements of the particular community.	61 (41.9)	70 (47.9)	7 (4.8)	4 (2.7)	4 (2.7)	4.28	0.873
Involving the community in the needs assessment process is crucial because it strengthens their capacity as a group to support the project's goals and pledge to see it through to completion.	40 (27.4)	89 (61.3)	5 (3.2)	12 (8.1)	0 (0)	4.31	0.609
Adequate and suitable tactics have been developed and put into practice to increase the beneficial influence of stakeholders.	57 (38.7)	79 (54.3)	5 (3.7)	2 (1.1)	3 (2.2)	4.37	0.582
Stakeholder involvement in defining a project's needs and criteria and transforming them into achievable objectives	58 (39.7)	73 (50.0)	9 (6.5)	6 (3.8)	0 (0)	4.46	0.636
Stakeholders take part in choosing the project that best suits the needs of the company or the organization.	73 (49.7)	24 (16.5)	42 (29.0)	7 (4.8)	0 (0)	4.64	0.463
Establishing and defining the project's scope and character is how stakeholders participate in the initiation phase.	45 (30.7)	23 (15.5)	70 (48.0)	8 (5.8)	0 (0)	4.43	0.536
Stakeholders have their expectations managed and understood via appropriate open communication, thus taking advantage	43 (29.7)	39 (26.5)	60 (40.8)	4 (3.0)	0 (0)	4.40	0.602
Total Scores						4.32	0.621
N = 146							
Composite Mean = 4.32							
Standard Deviation = 0.621							

Source: Researcher (2024)

According to Table 11, the majority of respondents (47.9%) agreed, 61% strongly agreed, 4.8% moderately agreed, 2.7% disagreed, and 2.7% strongly disagreed that the involvement of stakeholders in the needs analysis serves as a guide to ensure that the project design is in line with the abilities and needs of the particular community. The mean and standard deviation of the respondents were 4.28 and 0.873, respectively.

With a mean of 4.31 and a standard deviation of 0.609, the respondents agreed that it is crucial to include the community in the needs assessment process because this strengthens their capacity as a group to share the project's vision and pledge to see it through to completion. The majority of respondents (61.3%) agreed, 27.4% strongly agreed, 8.1% moderately agreed, and 8.1% disagreed.

With a mean of 4.37 and a standard deviation of 0.582, the respondents agreed that adequate and suitable strategies had been developed and put into place to increase the positive influence of stakeholders. The majority of respondents (54.3.7%) agreed, 38.7% strongly agreed, 3.7% moderately agreed, 1.1% disagreed, and 2.2% strongly disagreed.

The majority of respondents (50.0%) agreed, 39.7% agreed, 6.5% moderately agreed, and 3.8% disagreed that stakeholder participation is necessary to define a project's requirements and needs and transform them into realistic goals. The mean score was 4.46, with a standard deviation of 0.636. The majority of respondents (49.7%) strongly agreed, 16.65% agreed, 29.0% moderately agreed, and 4.8% disagreed that stakeholders are involved in choosing the best project that fits the needs of the company or the organization. The mean score was 4.64 with a standard deviation of 0.463.

With a mean of 4.43 and a standard deviation of 0.536, the respondents agreed that the majority of respondents (48.0%) moderately agreed, 30.7% agreed, 15.5% strongly agreed, and 5.8% disagreed that stakeholders should be involved in the initiation stage by

establishing and defining the nature and extent of the project. With a mean of 4.40 and a standard deviation of 0.602, the respondents agreed that stakeholders' expectations are managed and understood through appropriate and open communication. As a result, the majority of respondents (40.8%) moderately agreed, 29.7% strongly agreed, and those who agreed were at 26.50% and those who disagreed were at 3.0%. The overall findings suggest that the sustainability of the project cycle is impacted by stakeholders' participation in project identification.

4.5.2 Involvement of stakeholders in Project Planning

The purpose of the study was to determine how stakeholders' involvement in project planning affected In a survey consisting of nine items, respondents were asked to score their level of agreement with the statements. The results are shown below in Table 12.

Table 12: Involvement of Stakeholders' in project planning

Parameters	S	A	MA	D	SD	Mean	Std
The benefit of having stakeholders involved in the project planning process is that it allows managers to improve the results and the process of execution.	51 (34.9)	50 (34.3)	37 (23.3)	5 (3.4)	3 (2.1)	4.21	0.765
Including a range of stakeholders in the planning stage of the implementation process facilitates the making of high-quality decisions.	55 (37.7)	82 (56.1)	30 (20.5)	9 (6.2)	0 (0)	4.13	0.616
The involvement of the stakeholders raises awareness of areas that require development and deepens understanding of the requirements of the local community.	67 (45.9)	56 (38.6)	18 (12.3)	2 (1.4)	3 (2.1)	4.32	0.542
Involving stakeholders in all board sessions provides an atmosphere that encourages collaboration and raises their general level of dedication, resulting in a feeling of possession, inclusion, and revitalized solidarity.	52 (35.6)	63 (43.1)	25 (17.1)	6 (4.1)	0 (0)	4.56	0.496
Stakeholder participation increases the amount of input from various parties during the decision-making process, resulting in a richer process substance and several insightful suggestions.	45 (49.7)	53 (16.5)	33 (29.0)	15 (4.8)	0 (0)	4.24	0.541
Because the team carrying out the project can recognize new problems and trends that could impact the project's performance now or in the days ahead, the involvement of stakeholders creates a relationship of mutual benefit.	54 (36.9)	70 (47.9)	14 (9.5)	8 (5.4)	0 (0)	4.30	0.561
When a researcher listens to stakeholders' concerns and suggestions, he can gather useful information and knowledge that can help an organization manage and recognize external dangers and enhance project design and outcomes.	67 (45.9)	50 (34.2)	21 (14.4)	8 (5.4)	0 (0)	4.39	0.451
The involvement of stakeholders affects the project's goals and objectives during the planning, resource allocation, and job specification phases, as well as the project's performance and success.	39 (26.7)	71 (48.6)	30 (20.5)	6 (4.1)	0 (0)	4.30	0.614
Stakeholders' involvement in the planning process aids in their understanding of their position and role in obtaining formal approval to start the project, establishing deliverables, assigning members to the planning team, creating a scope statement, developing milestones, planning, and estimating the resources needed for each activity.	47 (32.2)	68 (46.6)	26 (17.8)	5 (3.4)	0 (0)	4.27	0.546
Total Scores						4.37	0.501
N = 146							
Composite Mean = 4.37 Standard Deviation = 0.501							

Source: Researcher (2024)

According to Table 13, the respondents concurred that managers can improve the project's results and implementation process by involving stakeholders in the planning stage. With a mean of 4.21 and a standard deviation of 0.765, the majority of respondents (34.9.9%) strongly agreed, 34.31% agreed, 23.3% moderately agreed, 3.4% disagreed, and 2.1% strongly disagreed.

The respondents concurred that involving a range of stakeholders in the planning stage of the implementation process aids in the making of high-quality judgments. Among the responses, the majority (56.1%) agreed, 37.7% strongly agreed, 20.5% moderately agreed, and 6.2% disagreed. The mean score was 4.13 with a standard deviation of 0.616. The respondents concurred that the involvement of stakeholders raises awareness of areas that require development and deepens understanding of the requirements of the local community. The plurality of respondents (45.9%) strongly agreed, 38.6% agreed, 12.3% somewhat agreed, 1.4% disagreed, and 2.1% strongly disagreed. The mean score was 4.32 with a standard deviation of 0.542.

Stakeholder participation, according to the respondents, creates a connection of mutual benefit as the project team can spot new problems and trends that could impact the project's performance now or in the days ahead. The majority of respondents (47.9%) agreed, 36.9% strongly agreed, 9.5% moderately agreed, and 5.4% disagreed, with a mean of 4.30 and a standard deviation of 0.561.

The respondents concurred that a researcher can gain useful information and knowledge by hearing the concerns and feedback of stakeholders. This can enhance project design and results and help an organization manage and recognize external dangers. There were 45.9% who agreed, 34.2% who strongly agreed, 14.4% who moderately agreed, and 5.4% who disagreed, with a mean score of 4.39 and a standard deviation of 0.451.

According to the respondents, the involvement of stakeholders affects the project's goals and objectives during the planning, resource allocation, and task specification phases, as well as the project's performance and success. With a mean score of 4.27 and a standard deviation of 0.546, the majority of respondents (46.6%) highly agreed, 32.2% strongly agreed, 17.8% agreed, and 3.4% disagreed.

With a mean score of 4.37 and a standard deviation of 0.501, the overall findings showed that stakeholders' involvement in project planning influences the sustainability of the project life cycle.

4.5.3 Extent of stakeholders' involvement in project implementation on the sustainability

Respondents were asked to rate their agreement with the following statements regarding the impact of stakeholders' participation in project implementation on the Ward Development Fund's sustainability in Wajir West Sub-County. Below, use a scale of 1 to 5, where 1 denotes strong agreement, 2 agrees, and 3 is neutral. 5 = Strongly Disagree, 4 = Disagree. The results are shown in Table 13.

Table 13 : Influence of stakeholders' involvement in project implementation on the sustainability of Ward Development Fund in Wajir west-sub-county

Stakeholders' participation in project implementation	N	1 %	2 %	3 %	4 %	5 %	Mean	Std
Since stakeholder participation is essential to a project's success, the researcher should consider their claims and interests during the project's implementation phase in order to meet project goals.	146	31	47	22	7	0	4.40	.755
Stakeholder involvement is essential throughout the project's implementation phase in order to translate the plan's goals and programs into organized, practical activities and tasks that will help the project reach its objectives.	146	25	47	15	13	0	4.11	.690
Considering that beneficiaries implement all of their planning efforts, stakeholder participation is crucial at this stage of implementation.	146	41	40	13	7	0	4.62	.611
Participation in the project's implementation phase by stakeholders results in empowerment and capacity-building since individuals learn by doing.	146	39	42	13	6	0	3.04	.507
Stakeholders keep an eye on how effectively products and services required for the project implementation process are supplied and acquired.	146	42	30	20	8	0	4.19	.850
Stakeholders keep an eye on how effectively products and services required for the project implementation process are supplied and acquired.	146	37	39	20	4	0	4.47	.721
Driving the project's implementation success must be the responsibility of one person or a group of people.	146	40	41	13	6	0	4.60	.682
Total Scores							4.73	.634

Source: Researcher (2024)

In Table 13, the participants concurred that stakeholder participation is essential to a project's success; therefore, the researcher should consider their claims and interests during the project's implementation phase in order to meet project goals. The vast majority of respondents (47%) agreed, 31% strongly agreed, 22% moderately agreed, and 7% disagreed. The mean score was 4.40, and the standard deviation was 0.755.

The respondents concurred that in order to transform the goals and programs in the plan into realistic, well-structured activities and tasks that will help the project reach its goals and objectives, stakeholders must be involved in the project's implementation stage. Among the responders, the majority (47%) agreed, 25% strongly agreed, 15% moderately agreed, and 13% disagreed. The mean score was 4.11, and the standard deviation was 0.690.

The respondents concurred that in order to transform the goals and programs in the plan into realistic, well-structured activities and tasks that will help the project reach its goals and objectives, stakeholders must be involved in the project's implementation stage. With a mean of 4.62 and a standard deviation of 0.611, 43 percent of respondents strongly agreed, 40 percent agreed, 13 percent moderately agreed, and 7 percent disagreed.

Because individuals learn by doing, the respondents concurred that involving stakeholders in the project's implementation phase results in empowerment and capacity-building. 42 percent of respondents agreed, 39 percent strongly agreed, 13 percent moderately agreed, and 6 percent disagreed. The mean score was 3.04 with a standard deviation of 0.507.

Stakeholders keep an eye on the effectiveness of the supply and purchase of products and services required for the project execution process, according to the respondents. According to the mean of 4.19 and the standard deviation of 0.850, the majority of

respondents (42%) strongly agreed, 30% agreed, 20% moderately agreed, and 8% disagreed.

Stakeholders keep an eye on the effectiveness of the supply and purchase of products and services required for the project execution process, according to the respondents. With a mean of 4.47 and a standard deviation of 0.721, the responses showed that the majority (37%) strongly agreed, 39% agreed, 20% moderately agreed, and 4% disagreed. According to the respondents, someone or a group of individuals must be in charge of ensuring that the project is implemented successfully. With a mean of 4.60 and a standard deviation of 0.682, the significant majority of respondents (41%) agreed, 40% strongly agreed, 13% moderately agreed, and 6% disagreed.

The overall findings showed that the sustainability of the project life cycle is impacted by stakeholders' involvement in project implementation, with a mean score of 4.73 and a standard deviation of 0.634.

4.5.4 Extent of stakeholders' involvement in project monitoring on sustainability

The respondents were asked how the sustainability of the Ward Development Fund in the Wajir West sub-county was impacted by stakeholders' participation in project monitoring. Please rate your level of agreement with each statement. Below, use a scale of 1 to 5, where 1 denotes strong agreement, 2 agrees, and 3 is neutral. 5 = Strongly Disagree, 4 = Disagree. The results are shown in Table 14.

Table 14 : Stakeholders' involvement in project monitoring on the sustainability of Ward Development Fund in Wajir west-sub-county

The participation of stakeholders in project monitoring	N	1 %	2 %	3 %	4 %	5 %	Mean	Std
When stakeholders are involved, the organization's top leadership can use their involvement to influence other businesses and align procedures and structures to support the project's vision and mission.	146	43	34	24	0	0	4.47	.701
A two-way process is established between the company and its stakeholders when they are involved in the process.	146	30	40	23	12	0	4.60	.691
The performance of development projects is impacted by stakeholder participation in monitoring and control because involving impacted stakeholders in this phase increases the likelihood of success.	146	55	38	14	13	0	4.12	.688
When stakeholders are involved in a project, they can help discover obstacles and issues by reporting, monitoring, and controlling its progress.	146	50	43	19	3	0	4.60	.584
During the project's execution, stakeholders act as checks and balances on the use of resources.	146	47	29	24	0	0	4.45	.719
Involving stakeholders creates a flow of information that empowers local communities to take greater responsibility for the project's environment and wellbeing.	146	40	40	13	12	0	4.61	.598
Project performance is improved when stakeholders participate in reporting, monitoring, and control because they assist in identifying performance issues.	146	35	44	18	3	0	4.12	.677
Total Scores							4.43	.627

Source: Researcher (2024)

Respondents in Table 14 concurred that stakeholder participation offers organizations' top leadership the opportunity to use their involvement as a means of influencing other businesses and aligning procedures and structures to support the project's vision and mission. The mean of 4.47 and the standard deviation of 0.701 showed that 43% of respondents highly agreed, 34% strongly agreed, 24% moderately agreed, and 0% disagreed.

According to the respondents, involving stakeholders in the process fosters a two-way dialogue between the company and its stakeholders. The majority of respondents (40%) agreed, 30% strongly agreed, 23% moderately agreed, and 12% disagreed. The mean score was 4.60 with a standard deviation of 0.691 percent.

As the involvement of impacted stakeholders in the monitoring and control phase increases the likelihood of success, the respondents concurred that stakeholder participation in monitoring and control influences development project performance. The majority of respondents (55%) strongly agreed, 38% agreed, 14% moderately agreed, and 13% disagreed. The mean score was 4.12, and the standard deviation was 0.688.

According to the respondents, stakeholders can help discover obstacles and issues related to a project by reporting, monitoring, and controlling its development. 50 percent of respondents strongly agreed, 43 percent agreed, 19 percent moderately agreed, and 3 percent disagreed. The mean score was 4.60 with a standard deviation of 0.584.

According to the respondents, stakeholders can help discover obstacles and issues related to a project by reporting, monitoring, and controlling its development. 47% of respondents strongly agreed, 29% agreed, 24% moderately agreed, and 0% disagreed, with a mean score of 4.45 and a standard deviation of 0.719.

According to the respondents, the process of involving stakeholders generates information that empowers local communities to take greater responsibility for the project's environment and welfare. With a mean of 4.61 and a standard deviation of 0.598, the majority of respondents (40%) strongly agreed, 40% agreed, and 13% and 12% disagreed, respectively, with the statement. Stakeholder participation in reporting, monitoring, and control improves project performance by assisting in the identification of performance issues, according to the respondents. With a mean of 4.12 and a standard deviation of 0.677, the majority of respondents (44%) agreed, 35% strongly agreed, 18% moderately agreed, and 3% disagreed.

With a mean score of 4.43 and a standard deviation of 0.627, the overall findings showed that stakeholders' involvement in project monitoring has an impact on the sustainability of the project life cycle.

4.6 Inferential Statistics

To ascertain the association between the variables under investigation, the research carried out further analysis. Regression analysis and correlation were among them.

4.6.1 Correlation Analysis

The Pearson correlation analysis was used to assess the relationship between the independent and dependent variables in the study. The results are displayed in Table 15.

Table 15: Correlation Analysis

		Project Identification	Project Planning	Project Implementation	Project Monitoring	Sustainability of Development Fund
Project Identification	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	146				
Project Planning	Pearson Correlation	0.040	1			
	Sig. (2-tailed)	0.750				
	N	146	146			
Project Implementation	Pearson Correlation	0.152	0.449**	1		
	Sig. (2-tailed)	0.008	0.000			
	N	146	146	146		
Project Monitoring	Pearson Correlation	0.082*	0.107**	0.191**	1	
	Sig. (2-tailed)	0.001	0.009	0.001		
	N	146	146	146	146	
Sustainability of Development Fund	Pearson Correlation	0.696**	0.765**	0.832**	0.613**	1
	Sig. (2-tailed)	0.000	0.001	0.000	0.005	
	N	146	146	146	146	146

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

Source: Researcher (2024)

Sustainability of Ward Development Fund in Wajir West Sub-County and project identification have a significant positive correlation ($r=0.696$, $p\text{-value} < 0.05$), as does sustainability of ward development Fund in Wajir West Sub-County and project planning have a significant positive correlation ($r=0.765$, $p\text{-value}<0.05$); sustainability of ward development Fund in Wajir West Sub-County and project implementation have a significant positive correlation ($r=0.832$, $p\text{-value}<0.05$); and sustainability of ward development Fund in Wajir West Sub-County and project monitoring have a significant positive correlation ($r=0.613$, $p\text{-value}<0.05$), according to the Pearson correlation results

in the table. All of the tests were statistically significant, and there is often a positive correlation between the independent variables.

4.6.2 Regression Analysis Assumption Tests

A number of statistical presumptions need to be fulfilled before regression analysis is performed. The following tests were carried out for this investigation and are shown below: Shapiro-Wilk Test of Normalcy, Linearity, Homoscedasticity Test, and Multi-Collinearity Test.

4.6.3 Linearity Test Results

To determine the linear relationship between project identification, planning, implementation, monitoring, and sustainability of the ward development fund, linearity tests were conducted. Tables 16, 17, 18, and 19 present the findings.

Table 16: Linearity between Project Identification and Sustainability of Ward Development Fund

		Sum of Squares	df	Mean Square	F	Sig.
sustainability of ward development fund * project identification	(Combined)	3.656	87	.337	3.421	.015
	Between Groups	2.043	9	2.002	19.306	.002
	Deviation from	1.6025	79	.191	1.720	.172
	Linearity					
	Within Groups	1.52	87	.107		
	Total	5.231	146			

Source: Field (2024)

The p-value for the divergence from linearity, according to the results, was 0.172. The departure from linearity must be more than 0.05 in order for there to be a linear relationship. $0.172 > 0.05$ suggests a linear relationship between ward development fund sustainability and project identification. In Wajir West Sub-County, Kenya, this linear

relationship aided inferential statistical analysis, specifically in establishing the causal link between project identification and ward development fund sustainability.

Table 17: Linearity between Project Planning and Sustainability of Ward Development Fund

			Sum of Squares	df	Mean Square	F	Sig.
sustainability of ward development fund	Between Groups	(Combined)	2.011	87	.203	.912	.538
		Linearity	1.185	9	1.146	5.289	.047
		Deviation from Linearity	.806	79	.081	.427	.832
Project * planning	Within Groups		3.232	87	.215		
Total			5.254	146			

Source: Field (2024)

According to Table 17's findings, there was a 0.832 departure from linearity between the ward development fund's sustainability and project planning. Given that the sustainability of the ward development fund (0.832) is greater than the 0.05 level of significance, this suggests that there was a linear link between project planning. Thus, in Wajir West Sub-County, Kenya, there was a linear link between project planning and the sustainability of the ward development budget.

Table 18: Linearity between Project Implementation and Sustainability of Ward Development Fund

			Sum of Squares	df	Mean Square	F	Sig.
(Combined)			2.626	87	.2378	1.237	.359
sustainability of ward development fund	Between Groups	Linearity	1.545	9	1.541	8.254	.016
		Deviation from Linearity	1.083	79	.107	.561	.876
Project * implementation	Within Groups		2.626	87	.155		
Total			5.250	146			

The p-value for the divergence from linearity between was 0.876, according to the results in Table 18. There was more than a 0.05 departure from linearity; $0.876 > 0.05$. As a result, in Wajir West Sub-County, Kenya, there was a linear link between project implementation and the ward development fund's sustainability.

Table 19: Linearity between Linearity between Project Monitoring and Sustainability of Ward Development Fund

			Sum of Squares	df	Mean Square	F	Sig.
(Combined)			3.746	87	.387	4.106	.006
sustainability of ward development fund	Between Groups	Linearity	2.746	9	2.778	30.369	.001
		Deviation from Linearity	1.002	79	.118	1.198	.366
Project * monitoring	Within Groups		1.304	87	.076		
Total			5.157	146			

Source: Field (2024)

Table 19's results indicate that there was a 0.366 variation from linearity between project monitoring and ward development sustainability. Given that 0.366 is higher than the 0.05 level of significance, this suggests that there was a linear relationship between project monitoring and the sustainability of the ward development money. As a result, in Wajir West Sub-County, Kenya, there was a linear link between project monitoring and the sustainability of the ward development budget.

4.6.6 Tests of Normality

The Shapiro-Wilk test was also used in the research to check for normalcy. A 95% confidence interval was used for the normalcy test. There is proof that the tested data does not come from a population that is normally distributed if the p-value is less than 0.05. Stated differently, under such conditions, the data is not regularly distributed. If the p-value is higher than 0.05, the data comes from a population that is regularly distributed. This suggests that the data were normally distributed because the p-values were higher than the significance level (0.05). Table 16 displays the findings. To ascertain if the data is normally distributed, the study used a normality test. Table 20 displays the results of the normalcy test.

Table 20: Normality Assumption Test Results

Variable	Kolmogorov- Smirnov	Sig
project Identification	.326	.548
project planning	.327	.762
project implementation	.266	.833
Project monitoring	.219	.647
Sustainability of ward development fund	.345	.726

Source: Field (2024)

Table 20's results from the normality assumption test demonstrated that the data was normally distributed because the Kolmogorov-Smirnov significance values were higher than 0.05. Project Identification has a Kolmogorov-Smirnov significance value of $p=.548>0.05$, according to the study's findings. The Kolmogorov-Smirnov significance value for project planning was $p=.762>0.05$. The Kolmogorov-Smirnov significance value for project implementation was $p=.833>0.05$. The Kolmogorov-Smirnov significance value for project monitoring and evaluation was $p=.647>0.05$. The Kolmogorov-Smirnov significance value for the sustainability of the ward development money was $p=.726 >0.05$. This suggests that the data were normally distributed because the p-values were higher than the significance level (0.05).

4. 6.7 Multicollinearity Test

In order to ascertain if the study's variables were strongly correlated—that is, whether one could be accurately predicted linearly from the other a multicollinearity test was also conducted. The results are shown in the table. Multicollinearity does not exist if the VIF value falls between 1 and 10. Multicollinearity exists if the VIF value is more than 10 or less than 1.

Table 21: Multicollinearity Test

Collinearity Statistics		
Model	Tolerance	VIF
Project identification	.292	3.748
Project planning	.281	3.474
Project implementation	.552	1.496
Project monitoring	.479	3.677
Sustainability of Ward based Development Fund	.621	3.245

Source: Researcher (2024)

Project identification (tolerance = 0.292 and VIF = 3.748), project planning (tolerance = 0.281 and VIF = 3.474), project implementation (tolerance = 0.552 and VIF = 1.496), project monitoring (tolerance = 0.479 and VIF = 3.677), and the sustainability of the Ward-based Development Fund in Wajir West Sub-county, Wajir County, Kenya (tolerance = 0.621 and VIF = 3.245) were determined based on the tolerance and variance inflation factor values. According to the study's findings, there was no multicollinearity in the data collected because all tolerance values for the four variables were greater than 0.10 and all VIF values were fewer than 10.

4.7 Regression Analysis

Regression analysis was used to determine the relationship between the performance of donor-funded projects in Kenya as the dependent variable and the impact of stakeholders' involvement in project management. Tables 22, 23, and 24 below present the findings.

Table 22: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.924	0.853	0.848	1.332

Source: Researcher (2024)

Table 22 illustrates how the model fits the gathered and examined data and incorporates it into the equation. The model's predictive capability is indicated by the adjusted R², which suggests that it can be applied to offer variations in the sustainability of the Ward-based Development Fund in Wajir West Sub-county, Wajir County, Kenya, of roughly 85.3%.

Changes in stakeholder involvement in project identification, planning, implementation, and monitoring can account for this variation, while other factors that account for 14.5% of the variation are not covered by the study.

Table 23: Analysis of Variance (ANOVA)**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.54	4	7.163	100.449	.000 ^b
	Residual	8.442	142	.1015		
	Total	37.096	146			

a. Dependent Variable: sustainability of Ward based Development Fund

b. Predictors: (Constant), project identification, project planning, project implementation, and Project monitoring.

The model's fit to the data was assessed using the analysis of variance in this study; the results showed that the model was good at predicting how the four independent variables (project identification, project planning, project implementation, and project monitoring and evaluation) would affect the dependent variable, with the p-value being 0.000, which is less than 0.05. Additionally, the F-value was (100.449), indicating that the model was good at predicting the impact of sustainability ward-based Development Fund independent variables on the dependent variable.

Table 24: Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	0.861	0.102		7.614	.000
Project identification	0.875	0.493	0.931	2.377	.038
Project planning	0.676	0.439	0.728	2.724	.017
Project implementation	0.577	0.278	0.729	3.353	.012
Project monitoring	0.579	0.263	0.718	3.342	.003

From the above figures, the regression equation would be:

$$Y = 0.861 + 0.875x_1 + 0.676x_2 + 0.577x_3 + 0.579x_4$$

These findings are in agreement to those of Siringi, E., & Wambua and Westermann-Behaylo's (2022) who observed that project identification processes establish and define the project's nature and extent. If the identification phase fails to get adequately performed, the success of the project might be compromised and fail to meet the community expectations (Abdi, 2019). This shows that the management should give a keen adherence to the involving stakeholders during the identification of the project for this will make respondents feel part of the project thus owning in hence leading to higher chances of sustainability.

According to these findings, the sustainability ward-based Development Fund would be 0.861 if the independent variable were remained constant at zero. Additionally, the sustainability ward-based Development Fund would rise by 0.875 (87.5%) for every unit increase in stakeholders' involvement in project identification. Since $p=0.038$ is less than 0.05, the variable was significant, indicating the impact of stakeholder participation in sustainability ward-based development funds and project identification. The results of the study demonstrate that the performance of agricultural projects is significantly impacted by stakeholders' involvement during project identification.

There would be a 0.676 (67.6%) increase in the sustainability ward-based Development Fund for every unit increase in stakeholder participation in project planning. Stakeholder participation in project design and performance did not significantly affect sustainability ward-based Development Fund, despite the variable being significant ($p=0.017$, less than 0.05). This is in line with Matu, Kyalo, Mbugua, and Mulwa (2019), who highlighted how crucial stakeholder involvement in project planning is to the accomplishment of urban road infrastructure projects in Kenya. According to their research, stakeholder involvement has a favorable impact on project completion. The researchers suggested

creating a guiding policy document to emphasize the value of stakeholder involvement in road construction projects, as well as raising awareness and providing more training on project planning participation.

Nyabera (2015) emphasized the intimate connection between project execution and stakeholder participation in project planning. Involving stakeholders in the planning stage is essential to determining the project's course. In order to increase project success rates, the study underlined how crucial it is to include a broad range of stakeholders with different roles and responsibilities throughout the planning stage. The results of stakeholder participation in project planning indicate a positive correlation between the project's performance and stakeholder participation in project planning. With a score of 0.675, the variable had a 67.5% influence on the project's performance.

These results are consistent with those of Matu et al. (2020), who noted that stakeholder participation in the planning phase is advantageous since it enables project managers to improve project execution or results. This implies that the management must include stakeholders in the project planning process, which is essential to the project's progress.

The sustainability ward based Development Fund would rise by 0.577 (57.7%) for every unit increase in stakeholder participation in project implementation. Because $p=0.012$ is less than 0.05, the variable was considered significant; therefore, it is assumed that stakeholder participation in project implementation and sustainability ward-based Development Fund had no discernible impact. In agreement with this, Karimi (2017) looked into how enterprise resource planning (ERP) implementation affected organizational performance.

With a research population of 300 participants, the study used a descriptive technique and focused on the management teams of small and medium-sized firms (SMEs) as

respondents. Primary data for the study was gathered using a "stratified random sampling" technique using a questionnaire with both closed-ended and open-ended questions. The data was analyzed using multiple regression analysis. According to the report, management skills, communication, training, and support from upper management all have an impact on the transportation sector's adoption of ERP. It is important to note that whereas the prior study examined how project implementation impacts project performance, Karimi's study concentrated on how ERP adoption impacts organizational performance in the transportation sector.

The sustainability ward-based Development Fund would rise by 0.579 (57.9%) for every unit increase in stakeholder participation in project monitoring. Since $p=0.003$ is less than 0.05, the variable was considered significant; therefore, it is assumed that stakeholder participation in project monitoring and sustainability ward-based Development Fund had no meaningful impact. The study found that the performance of the projects is significantly impacted by the involvement of stakeholders in project monitoring and control. According to the results of the regression study, this variable accounts for 58.9% of the projects' performance.

The results support the assertion made by Njagi (2020) that this method of monitoring and control creates a flow of involvement and information. As far as the project is concerned, it gives local communities—who are among the stakeholders—more accountability and responsibility for their environment and well-being. The ability to physically engage in issues that impact their community also gives individuals a sense of empowerment. The relationship and association between the stakeholders and the project are strengthened when everyone takes part in monitoring and control.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSION AND
RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the research findings, conclusions, and suggestions. It is a synopsis of the data analysis's conclusions. There are also suggestions for additional research in this section. The purpose of the study was to evaluate the impact of stakeholders' participation in the Ward-based Development Fund's project life cycle and sustainability in Wajir West Sub-county, Wajir County, Kenya.

5.2 Summary of Findings

Examining the impact of stakeholders' participation in the project life cycle and sustainability of the Ward-based Development Fund in Wajir West Sub-county, Wajir County, Kenya, was the main objective of the study. The research findings are summarized in this section.

5.2.1 Stakeholders' Participation Project Identification and Sustainability of Ward based Development Fund

Finding out how project identification affected the Ward-based Development Fund's sustainability in Wajir West Sub-county, Wajir County, Kenya, was the first goal. According to the study's findings, participants concurred that adequate and suitable tactics have been developed and put into practice to increase the beneficial influence of stakeholders, that stakeholders' involvement helps define a project's needs and requirements and transform them into achievable objectives, and that a lack of funding forces stakeholders to choose the project that best suits the needs of the organization or the firms.

With a mean score of 4.43 and a standard deviation of 0.627, the overall findings showed that stakeholders' involvement in project monitoring has an impact on the sustainability of the project life cycle. There is a substantial positive association between project identification and the sustainability of the Ward Development Fund in Wajir West Sub-County ($r=0.696$, $p\text{-value} < 0.05$). The findings indicated a linear relationship between project identification and the sustainability of the ward development money, with the p -value for the divergence from linearity being $0.172 > 0.05$. Additionally, the sustainability ward-based development fund would rise by 0.875 (87.5%) for every unit increase in stakeholders' involvement in project identification. Since $p=0.038$ is less than 0.05, the variable was significant, indicating the impact of stakeholder participation in sustainability ward-based development funds and project identification.

5.2.2 Stakeholders' participation in project planning and sustainability of Ward based Development Fund

Regarding the sustainability of the Ward-based Development Fund in Wajir West Sub-county, Wajir County, Kenya, and the involvement of stakeholders in project development. With a mean score of 4.37 and a standard deviation of 0.501, the overall findings showed that stakeholders' involvement in project planning influences the sustainability of the project life cycle. Every respondent disagreed that the benefit of having stakeholders participate in project planning allows managers to improve project outcomes and implementation, that having different stakeholders participate in the planning stage of implementation aids in making high-quality decisions, and that stakeholders are involved at every stage of project implementation.

It is acknowledged that adequate and appropriate strategies have been designed and implemented to boost the positive influence of stakeholders; that the involvement of stakeholders defines the requirements and needs of a project and turns them into realistic

goals; that the lack of funding causes the project to have stakeholders participate in choosing the most appropriate project that corresponds to the firms' needs or those of the organization; and that the involvement of stakeholders increases understanding of the needs of the local community and enhances awareness of areas that need improvement.

Project planning and the sustainability of the ward development fund in Wajir West Sub-County are significantly positively correlated ($r=0.765$, $p\text{-value}<0.05$). Project planning and the sustainability of the ward development money showed a linear connection, with a significance level of 0.832 above the 0.05 level. Thus, in Wajir West Sub-County, Kenya, there was a linear link between project planning and the sustainability of the ward development budget. The Kolmogorov-Smirnov significance value for project planning was $p=.762>0.05$. The sustainability ward-based Development Fund would rise by 0.676 (67.6%) for every unit increase in stakeholder participation in project planning. Since $p=0.017$ is less than 0.05, the variable was considered significant; hence, stakeholder participation in project planning and performance did not significantly affect the sustainability ward-based Development Fund.

5.2.3 Stakeholders' participation Project implementation and sustainability of Ward based Development Fund

Regarding the execution of the Ward-based Development Fund initiative and its sustainability in Wajir West Sub-county, Wajir County, Kenya. With a mean score of 4.73 and a standard deviation of 0.634, the overall findings showed that stakeholders' involvement in project implementation affects the sustainability of the project life cycle. According to the results, the respondents agreed that stakeholder participation is essential to a project's success; therefore, the researcher should consider their claims and interests during the project's implementation process in order to achieve project objectives.

Stakeholder participation is particularly important during this implementation stage because beneficiaries implement everything they did during the planning stage.

It is the responsibility of a group of people or an individual to ensure that the project is implemented successfully. Stakeholders keep an eye on the effectiveness of the supply and procurement of goods and services required for the project implementation process, and the members of the project board receive regular progress reports on the project. The p-value for the divergence from linearity between was 0.876, according to the results. More than 0.05 was the departure from linearity; $0.876 > 0.05$

As a result, in Wajir West Sub-County, Kenya, there was a linear link between project implementation and the ward development fund's sustainability. Project execution (VIF=1.496, tolerance=0.552). The sustainability ward-based Development Fund would rise by 0.577 (57.7%) for every unit increase in stakeholder participation in project implementation. Since $p=0.012$ is less than 0.05, the variable was considered significant; therefore, it is assumed that stakeholder participation in project implementation and sustainability ward-based Development Fund had no discernible impact.

5.2.4 Project monitoring and sustainability of Ward based Development Fund

The purpose of the study was to look at the following claims: do stakeholders have an opportunity to use their involvement in companies with higher leadership? The study also aimed to determine whether or whether stakeholders engage in the process, which establishes a reciprocal relationship between them and the company. The function of stakeholders, such as checks and balances in resource use throughout project implementation, was also examined in the study. The involvement of stakeholders by reporting, tracking, and managing a project's progress aids in identifying obstacles and problems. With a mean score of 4.43 and a standard deviation of 0.627, the overall

findings showed that stakeholders' involvement in project monitoring influences the sustainability of the project life cycle.

Project monitoring and the sustainability of the ward development fund in Wajir West Sub-County are significantly positively correlated ($r=0.613$, $p\text{-value}<0.05$). The results indicated that there was a 0.366 variation from linearity between project monitoring and ward development sustainability. Given that 0.366 is higher than the 0.05 level of significance, this suggests that there was a linear relationship between project monitoring and the sustainability of the ward development money.

The sustainability ward-based Development Fund would rise by 0.577 (57.7%) for every unit increase in stakeholder participation in project implementation. Since $p=0.012$ is less than 0.05, the variable was considered significant; therefore, it is assumed that stakeholder participation in project implementation and sustainability ward-based development fund had no discernible impact.

5.3 Conclusion of the Study

The following are the conclusions that were drawn from the study's findings and research objectives. The study found that the performance of ward-funded initiatives is positively and significantly impacted by stakeholder involvement in project identification. Additionally, it is stated that stakeholders can participate in project planning through timely decision-making, board opinions for how and how much businesses should invest in the project, and project managers receiving updates on the project's status. The study also found that the performance of donor-funded projects is significantly impacted by project monitoring and control. Additionally, this is demonstrated by the frequency, relevance, and effectiveness of the training techniques employed as well as the capacity building strategies.

5.4 Recommendations

The following recommendations are made in light of the investigation's findings: The Ward Development Fund should make sure that sufficient stakeholder participation is increased at all project levels. This will be helpful in ensuring that everyone involved—implementers and beneficiaries alike—is aware of the project's status, obstacles, and potential solutions. These projects won't produce the best outcomes that satisfy stakeholders and fulfill their intended goal if stakeholders aren't included.

5.5 Suggestions for Further Studies

The research findings lead to the following recommendations: It is strongly advised that a research be conducted on how the performance of ward-funded projects is affected by the involvement of stakeholders at both the project commencement and closure phases. The impact of stakeholder participation during the project identification, planning, implementation, monitoring, and control phases has been the main emphasis of the current study. We can obtain a more comprehensive knowledge of how stakeholder engagement throughout the project impacts project results by expanding the research to cover the commencement and closing stages.

To help triangulate the results of this study, a comparable study on stakeholder participation should be carried out on a comparable project in a different site outside of Wajir West Sub-County, Wajir County, Kenya. We can find context-specific elements that may influence stakeholder participation and project performance by looking at initiatives in different places. Variations in governance frameworks, cultural norms, and socioeconomic circumstances can offer important insights on how to modify stakeholder engagement tactics for various project contexts.

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Mount Kenya

APPENDICES

Appendix I: Consent Form

Title of the research project **“Stakeholder involvement in project lifecycle and sustainability of Ward Development Fund in Wajir West Sub-County”**

Researcher(s): Mr. AHMED ABDIKADIR NUNOW a master’s degree student in the Department of Management at the University of Mount Kenya, supervised by Dr. CHARLES MOGOTE (PhD).

The purpose of this study is to find out the effect of stakeholders’ involvement in the project life cycle and sustainability of Ward Development Fund in Wajir west sub-county in Wajir County. **Procedures of the research:** If you agree to participate in this research, you will be asked to complete a questionnaire that will take about 20 minutes. The questionnaire will ask you about your demographic information, your food consumption, your coping strategies, your health status, and your satisfaction with the humanitarian assistance. You will also be invited to participate in an interview or a focus group discussion that will take about 40 minutes. The interview or focus group discussion will ask you about your experiences, perceptions, and opinions regarding stakeholder involvement in project lifecycle and sustainability of Ward Development Fund in Wajir West Sub-County in Wajir County.

Benefits and risks of the research: The potential benefits of this research are that it will provide valuable information and evidence that can help to improve stakeholder involvement in project lifecycle and sustainability of Ward Development Fund in Wajir West Sub-County funding projects in Wajir County. The potential risks of this research are that some of the questions may be sensitive or personal, and that you may feel uncomfortable or distressed while answering them. You have the right to skip any question that you do not want to answer, or to stop the questionnaire, interview, or focus group discussion at any time. The researcher will also provide you with contact information of counseling services if you need any emotional support.

Voluntary participation and withdrawal: Your participation in this research is completely voluntary. You have the right to refuse to participate or to withdraw from the research at any time without any consequences. Your decision to participate or not will

not affect your relationship with the researcher, the University of Mount Kenya, or any other organization.

Confidentiality and anonymity: The researcher will protect your confidentiality and anonymity by using codes or pseudonyms instead of your real names, and by storing the data in a secure location that only the researcher can access. The data will be used only for academic purposes, such as writing a dissertation, publishing a paper, or presenting at a conference. The data will not be shared with anyone else without your permission. The data will be destroyed after five years.

Contact information: If you have any questions or concerns about the research, you can contact the researcher. If you have any complaints or issues regarding the ethical conduct of the research, you can contact the University of Mount Kenya Ethics Committee at ethics@mku.edu or Call 0709 153 000

Consent:

I have read and understood the information provided above. I have had the opportunity to ask questions and have them answered. I agree to participate in this research project.

Signature: _____ Date: _____

Name (printed): _____

Appendix III: Questionnaire

The intended goal is purely academic with the purpose of examining stakeholder involvement in project lifecycle and sustainability of Wajir -sub-county funding projects in Wajir County; tick where appropriate; provide answers where appropriate; for any clarification, feel free to ask.

Section A: Demographics

1. Gender

- (i) Male (ii) Female

2. What is your age bracket in years ?

- i) Less than 20
- ii) 21-30
- iii) 31 -40
- iv) 41-50
- v) 51-60
- vi) Above 60

2. Indicate education level?

- i) University
- ii) College
- iii) Secondary
- iv) Primary

3. Kindly tick your department.

- i. Procurement department
- ii. Human Resource
- iii. Finance
- iv. Research and development department

4. Kindly tick your position in the department

- i. Head of Department
- ii. Supervisor
- iii. Subordinates staff

5. Period of service in your department in years ?

- i. 1-5 []
- ii. 6-10 []
- iii. 11-15 []
- iv. 16-20 []
- v. Above 20 []

Section II: Participation Of Stakeholders in Project Identification

6. a) Are you in agreement that the involvement of stakeholders in project identification has an impact on the sustainability and project lifespan of Wajir County sub-county funded projects?

Yes[] No[]

b) The following claims discuss how stakeholders' involvement affects project identification and sustainability. Please rate your agreement with each statement regarding the sustainability and project lifecycle of Wajir County's sub-county funded projects.

Stakeholders' participation in project identification	1	2	3	4	5
The stakeholders' participation in the needs analysis Analysis serves as a guide to make sure the project's design takes into account the skills and requirements of the particular community.					
Involving the community in the needs assessment process is crucial because it strengthens their capacity as a group to support the project's goals and pledge to see it through to completion.					
Adequate and suitable tactics have been developed and put into practice to increase the beneficial influence of stakeholders					
Stakeholder involvement in defining a project's needs and criteria and transforming them into achievable objectives					
Stakeholders take part in choosing the project that best suits the needs of the company or the organization.					
Establishing and defining the project's scope and character is how stakeholders participate in the initiation phase.					

Through proper and transparent communication, stakeholders' expectations are managed and understood, allowing for the utilization of					
--	--	--	--	--	--

C. Give a brief summary of your analysis of the effects that stakeholders' involvement in project identification has on the Ward Development Fund's sustainability in the Wajirwest sub-county.

.....

4 (a) Do you think that the sustainability of the Ward Development Fund in Wajir West Sub-County is impacted by stakeholders' involvement in project planning?

Yes[] No[]

Stakeholders’ Involvement in Project Planning

The following claims discuss how the sustainability of the Ward Development Fund in the Wajir West sub-county is impacted by stakeholders' participation in project design. Please rate your level of agreement with each statement. Below, use a scale of 1 to 5. Where Strongly Agree (1), Agree (2), and Neutral (3). 5 = Strongly Disagree, 4 = Disagree

Stakeholders’ participation in project planning	1	2	3	4	5
The benefit of having stakeholders involved in the project planning process is that it allows managers to improve the results and the process of execution.					
Including a range of stakeholders in the planning stage of the implementation process facilitates the making of high-quality decisions.					
The involvement of the stakeholders raises awareness of areas that require development and deepens understanding of the requirements of the local community.					
A sense of ownership, belonging, and renewed togetherness are all created when a researcher includes stakeholders in all board deliberations. This also enhances their level of commitment overall and creates a climate that favors teamwork.					
Stakeholder participation increases the amount of input from various parties during the decision-making process, resulting in a richer process with numerous insightful ideas.					

Because the team carrying out the project can recognize new problems and trends that could impact the project's performance now or in the days ahead, the involvement of stakeholders creates a relationship of mutual benefit.					
A researcher can gain useful information and expertise by listening to stakeholders' concerns and feedback, which can enhance project design and results and help an organization manage and recognize external dangers.					
The involvement of stakeholders affects the project's goals and objectives during the planning, resource allocation, and job specification phases, as well as the project's performance and success.					
Stakeholders' involvement in the planning process aids in their understanding of their position and role in obtaining formal approval to start the project, establishing deliverables, assigning tasks to the planning team, creating a scope statement, developing milestones, planning strategies, and estimating the resources needed for each activity.					

c. Stakeholders' involvement in the planning process aids in their understanding of their position and role in obtaining formal approval to start the project, establishing deliverables, assigning tasks to the planning team, creating a scope statement, developing milestones, planning strategies, and estimating the resources needed for each activity.

.....

5. Stakeholders' Involvement in Project Implementation

a. Would you personally concur that the involvement of stakeholders in the Sustainability of Ward Development Fund in Wajir West sub-county during the project's implementation phase?

Yes [] No []

b. If so, please rate your agreement with the following statements regarding how stakeholders' participation in project implementation affects the Ward Development Fund's sustainability in Wajir West Sub-County.

Below, use a scale of 1 to 5. Where Strongly Agree (1), Agree (2), and Neutral (3).
 5 = Strongly Disagree, 4 = Disagree

Stakeholders' participation in project implementation	1	2	3	4	5
Since stakeholder participation is essential to a project's success, the researcher should consider their claims and interests during the project's implementation phase in order to meet project goals.					
In order to transform the plan's goals and programs into organized, practical actions and tasks that will help the project reach its objectives, stakeholders must be involved in the implementation phase of the project.					
Because beneficiaries implement what they did during the planning stage, stakeholder participation is crucial at this implementation stage.					
People learn by doing, thus when stakeholders are involved in the project's implementation phase, it results in empowerment and capacity-building.					
Stakeholders keep an eye on how effectively products and services required for the project implementation process are supplied and acquired.					
The success of project implementation must be driven by a person or by a group of individuals.					
Since new project implementation is a shared duty, all stakeholders are involved.					

c. Give a brief summary of your findings about the participation of stakeholders in the Ward Development Fund's sustainability project implementation in Wajir West Sub-County.

.....

- 4 (a) Would you concur that the involvement of stakeholders in project monitoring on the Ward Development Fund's sustainability in the Wajir West sub-county Indeed

Yes[]

No[]

(b) The following claims discuss how the sustainability of the Ward Development Fund in the Wajir West sub-county is impacted by stakeholders' participation in project monitoring. Please rate your level of agreement with each statement. Below, use a scale of 1 to 5. Where Strongly Agree (1), Agree (2), and Neutral (3). 5 = Strongly Disagree, 4 = Disagree

The participation of stakeholders in project monitoring	1	2	3	4	5
When stakeholders are involved, the organization's top leadership can use their involvement to influence other businesses and align procedures and structures to support the project's vision and mission.					
A two-way process is established between the company and its stakeholders when they are involved in the process.					
The performance of development projects is impacted by stakeholder participation in monitoring and control because involving impacted stakeholders in this phase increases the likelihood of success.					
When stakeholders are involved in a project, they can help discover obstacles and issues by reporting, monitoring, and controlling its progress.					
By reporting, tracking, and managing a project's progress, stakeholders can assist in identifying challenges and problems.					
Involving stakeholders creates a flow of information that empowers local communities to take greater responsibility for the project's environment and wellbeing.					
Project performance is improved when stakeholders participate in reporting, monitoring, and control because they assist in identifying performance issues.					
During the project's implementation phase, stakeholders act as checks and balances on the use of resources.					
Transparency is promoted and their concerns are addressed when all project stakeholders are involved in the implementation of mitigation measures, monitoring, and control.					

c. Give a brief summary of your findings regarding the effects of stakeholders' involvement in project monitoring on the Sustainability of Ward Development Fund in the Wajir West sub-county.....

.....

.....

Thank You For your participation

Appendix VI: Krejcie and Morgan (1970)

<i>Total</i>	<i>Sample</i>	<i>Total</i>	<i>Sample</i>	<i>Total</i>	<i>Sample</i>
10 ⇒	10	220 ⇒	140	1200 ⇒	291
15 ⇒	14	230 ⇒	144	1300 ⇒	297
20 ⇒	19	240 ⇒	148	1400 ⇒	302
25 ⇒	24	250 ⇒	152	1500 ⇒	306
30 ⇒	28	260 ⇒	155	1600 ⇒	310
35 ⇒	32	270 ⇒	159	1700 ⇒	313
40 ⇒	36	280 ⇒	162	1800 ⇒	317
45 ⇒	40	290 ⇒	165	1900 ⇒	320
50 ⇒	44	300 ⇒	169	2000 ⇒	322
55 ⇒	48	320 ⇒	175	2200 ⇒	327
60 ⇒	52	340 ⇒	181	2400 ⇒	331
65 ⇒	56	360 ⇒	186	2600 ⇒	335
70 ⇒	59	380 ⇒	191	2800 ⇒	338
75 ⇒	63	400 ⇒	196	3000 ⇒	341
80 ⇒	66	420 ⇒	201	3500 ⇒	346
85 ⇒	70	440 ⇒	205	4000 ⇒	351
90 ⇒	73	460 ⇒	210	4500 ⇒	354
95 ⇒	76	480 ⇒	214	5000 ⇒	357
100 ⇒	80	500 ⇒	217	6000 ⇒	361
110 ⇒	86	550 ⇒	226	7000 ⇒	364
120 ⇒	92	600 ⇒	234	8000 ⇒	367
130 ⇒	97	650 ⇒	242	9000 ⇒	368
140 ⇒	103	700 ⇒	248	10000 ⇒	370
150 ⇒	108	750 ⇒	254	15000 ⇒	375
160 ⇒	113	800 ⇒	260	20000 ⇒	377
170 ⇒	118	850 ⇒	265	30000 ⇒	379
180 ⇒	123	900 ⇒	269	40000 ⇒	380
190 ⇒	127	950 ⇒	274	50000 ⇒	381
200 ⇒	132	1000 ⇒	278	75000 ⇒	382
210 ⇒	136	1100 ⇒	285	100000 ⇒	384

Source: Krejcie & Morgan (1970)

Appendix V: KUREC Approval



REF: MKU/ISERC/4550
TO: AHMED ABDIKADIR NUNOW

Date: 05 November 2024

REG: MPAM/2020/65735

Dear Sir/Madam,

RE: STAKEHOLDER INVOLVEMENT IN THE PROJECT LIFECYCLE AND SUSTAINABILITY OF FUNDING PROJECTS IN WAJIR COUNTY: WAJIR WEST SUB-COUNTY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3272**. The approval period is **05/11/2024 - 04/11/2025**.

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,






P.O. Box 342-01000

Dr. Alfred Owino PhD
Chairman, Mount Kenya University ISERC

Appendix VI: Mount Kenya University Approval Letter

 Mount Kenya University
DIRECTORATE OF GRADUATE STUDIES
MPAM/2020/65735
7th November, 2024
<i>National Commission for Science Technology & Innovation (NACOSTI)</i> <i>Off Waiyaki Way, Upper Kabete,</i> <i>P.O Box 30623- 00100</i> NAIROBI, KENYA
Dear Sir/Madam,
RE: AHMED ABDIKADIR NUNOW – REGISTRATION NO. MPAM/2020/65735
The purpose of this letter is to introduce the above named student who is pursuing Master of Arts in Public Administration and Management in the department of Management in the school of Business and Economics
The title of the research is “Stakeholder Involvement in the Project Lifecycle and Sustainability of Funding Projects in Wajir County: Wajir West Sub - County.” It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between November, 2024 and January, 2025.
Any assistance accorded to the student will be highly appreciated.
Thank you.
 Dr. Samuel M. Karenga, Ph.D. Director, Graduate Studies
 Mount Kenya University P.O. Box 342 - 01000, THIKA Office of the Director, Graduate Studies
Enc.
<small>Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Cell: +254 709 153 000 / +254 709 153 200</small>

Appendix V: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 313203	Date of Issue: 12/November/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Mr.. Ahmed Abdikadir Nunow 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 Wajir on the topic: STAKEHOLDER INVOLVEMENT IN THE PROJECT LIFE CYCLE AND SUSTAINABILITY OF FUNDING PROJECTS IN WAJIR COUNTY:WAJIR WEST SUB-COUNTY. for the period ending : 12/November/2025.</p>	
License No: NACOSTI/P/24/42194	
Applicant Identification Number 313203	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE




1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
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11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

TURNITIN REPORT

Ahmed Abdikadir

STAKEHOLDER INVOLVEMENT IN THE PROJECT LIFECYCLE
AND SUSTAINABILITY OF FUNDING PROJECTS IN WAJIR W...

 Assignment title
 postgraduate
 Mount Kenya University

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