



**STAKEHOLDERS' INVOLVEMENT IN PROJECT LIFE-CYCLE AND SUSTAINABILITY OF NATIONAL GOVERNMENT
CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA: A CASE STUDY OF LIKONI CONSTITUENCY**

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Accepted: March 27, 2022

ABSTRACT

The study's general objective was to determine the influence of stakeholders' involvement on project life-cycle and sustainability of National Government Constituency Development Fund projects in Kenya; A case of Likoni constituency. The specific objectives of the study were; to determine how stakeholders' involvement in project identification influence the sustainability of NG-CDF projects in Kenya, to assess how stakeholders' involvement in project planning influence sustainability of NG-CDF projects in Kenya, to understand how stakeholders' involvement in project implementation influence sustainability of NG-CDF project in Kenya and lastly to establish how stakeholders' involvement in project monitoring influence sustainability of NG-CDF projects in Kenya. The study was anchored on stakeholder theory, rational planning theory, theory of sustainability, project management theory and theory of change. The study targeted a total of 120 management committee members and project executors while a Slovin's formula was utilized to arrive at a sample of 92. The structured questionnaires were used to collect primary data from the target respondents and analyzed by the use of both descriptive and inferential statistics with the help of statistical package for social sciences (SPSS version 25). Correlation and regression analyses were used to establish the relationship between the independent and the dependent variables. Test of the hypothesis was done at 95% confidence interval. The study found that there was a positive and significant relationship between stakeholders' involvement in the project life-cycle and the sustainability of NG-CDF projects in the Likoni constituency. The study concluded that stakeholders' participation in the project life cycle had a positive and significant influence on the sustainability of NG-CDF projects in the Likoni constituency. The study recommended that NG-CDF committees should utilize needs assessment, selection of project objectives, project team, and other essential requirements of the project. All NG-CDF stakeholders should be involved in identifying, planning, and managing their needs without imposed interventions. There is also a need for better formulation of strategies to increase citizen participation in the implementation stage of NG-CDF projects. Lastly, monitoring should be a non-stop undertaking that uses a methodical gathering of information.

Key Words: Project Planning, Project Identification, Project Implementation, Monitoring

CITATION: Oketch, G. O., & Owuor, D. E. (2022). Stakeholders' involvement in project life-cycle and sustainability of national government constituency development fund projects in Kenya: A case study of Likoni Constituency. *The Strategic Journal of Business & Change Management*, 9 (2), 195 – 221.

INTRODUCTION

The theory of stakeholder involvement underscores that; every development agency needs to consider the opinions of the involved parties in the project management rather than imposing authority upon the individuals. Stakeholders' involvement means empowerment, which implies that every person has an equal right to contribute to the decision making on projects that affect their lives (Olsen, 2016). Therefore, stakeholders' involvement is instrumental in enhancing the ideological or normative development goals, which include equity, social justice, and democracy. Umugwaneza and Kule (2016) opines that stakeholders' participation is essential in the current global economic structure as issues in socio-economic development, environment, education, terrorism, and ethnicity are significant concerns of people and organizations in which no one is entirely in charge. It is therefore important to involve stakeholders in determining projects that solve their problems. Realization of project objectives and achieving its goals, stakeholders' interests and needs require immediate attention as people tend to associate with what they feel part of and value where their inputs are engaged (Kobusingye, 2017). Therefore, it is essential to involve the local communities in the projects to ensure that they feel a sense of ownership, more so in the decision-making process, hence catalyzes the sustainability aspect of a project.

In Kenya, there have been studies on different projects done in various parts of the country some of which have been shown to be sustainable, for instance (Macharia, Mbassana, & Oduor, 2015) which, through community involvement in the project, has existed for over two decades albeit the lack of accountability and transparency in the management of the project causing concern. On the other hand, some projects have proven unsustainable and therefore unsuccessful due to mismanagement of funds and poor project management, for instance (Njeru, 2018) which brings this to question in the context of slum

upgrading projects. Nyabera (2015) argued that project sustainability is based on the support of stakeholders in the management of the project in the country. It is pointed out that stakeholders' cooperation widely affects the viability of the implementation of projects worldwide. Njogu (2016), in view of project sustainability, argued that shareholders commitment to project execution had conspicuous verification impacts on Automobile Emission control ventures Performance. Concurring with Mandala (2018) on project sustainability that participation in the identification of project, project initiation, planning, execution, and evaluation and monitoring influence the performance of projects on road construction in the Bondo sub-county. These challenges regarding financial and organizational factors encompass many of the projects in Kenya because the project implementation lacks emphasis on sustainability. There is a lack of stakeholder ownership and commitment of the projects, leading to project failure and its overall unsustainability (Oino *et al.*, 2015).

The National Government Constituency Development Fund (NG-CDF) projects are a form of decentralization established by the National government. The main objective of the NG-CDF is to provide funds for constituencies, for development based on the unique needs of the community. Therefore, the main or the principal purpose of NG-CDF is to support the economic revolution for the local communities through initiating programs to help promote social empowerment and poverty reduction. Moreover, it was anticipated that fiscal decentralization might improve the participation or involvement of the public or local communities in encouraging decision making for development, enhancing accountability and transparency and ensuring that there is good governance (Ngigi & Busolo, 2019).

Likoni is a constituency (Sub County) within Mombasa County. It is among the six constituencies that include; Jomvu, Changamwe, Kisauni, Nyali, and Mvita. It has 5 county assembly wards namely:

Likoni, Bofu, Timbwani, ShikaAdabu and Mtongwe (likoni.cdf.go.ke). It has about three hundred thousand people based on the 2019 census. The constituency is one of the highly populated in the coastal region. The region is inhabited by people of all religions and social grouping, but the majorities are Muslims followed by Christian faith. Being classified as constituency, it has continued to benefit from the NG-CDF kitty meant to undertake various project approved in the NG-CDF Act to uplift the standards of its constituents. In the last 7 financial years, the government of Kenya has cumulatively disbursed to the tune of Kshs. 688,410,466.53 for constituency development programmes (The National Government Constituency Development Fund, 2020).

Statement of the Problem

The performance of the public projects is always at the heart of managers because it has to be completed in time, budget, specification, customer needs and the management objectives (Mburu & Ouma, 2017). Although managers seek success of the projects, there is a discrepancy in the majority of the community projects because they fail in the majority of aspects (Auditor-General Report, 2018). The failures in the project planning, implementation and management constitute most of the reported cases (Harvard Business School, 2016). The stakeholders are always in anticipation to be involved in the entire project cycle, including the decision-making process. It is documented that the implementation of large projects that have different levels of stakeholders is a major challenge.

Participation of stakeholders in the NG- CDF projects has been limited. This has made many of the projects to lag behind in delivery or fail to be delivered at all. Likoni constituency is one of the 290 constituencies in Kenya that annually benefit from the NG-CDF kitty with a total of Kshs. 688,410,466.53 allocations in the last 7 financial years (The National Government Constituency Development Fund, 2020). However, a cross-sectional look of the area doesn't justify the disbursements in terms of output/outcome of the

projects given that they also enjoy funds allocation from other institutions raising the supposed development vote higher. A sample look of the education sector in the constituency reports of challenges with inadequate learning facilities to accommodate the students, thus compromising the quality of education delivered (B&WEduconsult, 2020). The primary to secondary transition rate is merely at 32% of those who sit for the KCPE (Ngugi, Kipruto, Samoei, Kamula, Sivi-Njonjo, & Lakin, 2019). The constituency's poverty index is also at 47% which is way above the national average of 33.1% (Ngugi *et al.*, 2019). The paradox is that with the many challenges, there are still reports of unaccountability of exchequer funds, misuse of resources by the personnel, underutilized or not in use completed projects, abandoned incomplete projects, as well as projects on paper whose traces can't be found, (Auditor-General Report, 2018). In 2015/2016 financial year alone, kshs. 37,022,240 could not be accounted for from a total allocation of 100,455,597.00, yet stated as appropriated for projects in the constituency (Auditor-General, 2016). Moreover, value for money in the tune of kshs. 534,000 on the use of goods and services could not be ascertained on the same year contrary to the public procurement and asset disposal act of 2015 (Auditor-General, 2016). According to Omia (2011) as cited by (Khaemba and Sang, (2019), NG-CDF projects in Kenya are characterized by unaccountability to the public in regard to the utilization of funds, which is fueled by the low level of awareness on the public's rights to participate in decision-making involving utilization of funds.

Different research studies have been carried out to examine the involvement of stakeholders in various community projects. According to Miano (2016), there is little community involvement in the CDF projects in Kenya because members of the community are rarely involved in various project management phases. 60 percent of community members are entirely not included in the selection and implementation of projects (Wamugu & Ogollah, 2017). A few voting public cannot

effectively execute their undertakings because of an absence of clear usage plans, thus leaving many slowed down projects despite the immense measures of assets dispensed (Lumiti, 2016). Total involvement of stakeholders in time management, cost management and quality control at grassroots levels is a prerequisite for the full sustainability of the NG-CDF projects. Sudha and Timea, (2015) highlights that sustainable project take place in an environment that is associated with continuity in management and an incentive system that encourages overly optimistic estimates of the gains that can be attained from the project. Moreover, success and sustainability are highly determined by the project management skills, (Taherdoost & Keshavarzsaleh, 2015). Therefore, for successful management of these processes, there is a need for the project manager and team members to have various skills and competencies which would be easy to come by with the involvement of all the relevant stakeholders in the project. The study thus sought to investigate the influence of stakeholders' involvement in sustainability of constituency development fund projects in Kenya with a case in mind of the Likoni sub-county.

Research Objectives

The purpose of this research was to determine the influence of stakeholders' involvement in the project life-cycle on the sustainability of the National Government Constituency Development Fund Projects. The specific objectives of the study were;

- To determine the influence of stakeholders' involvement in project identification on the sustainability of NG-CDF projects.
- To determine the influence of stakeholders' involvement in project planning on the sustainability of NG-CDF projects.
- To determine the influence of stakeholders' involvement in project implementation on the sustainability of NG-CDF projects.
- To determine the influence of stakeholders' involvement in project monitoring on the sustainability of NG-CDF projects.

The study was guided by the following research Hypotheses;

- **H₀₁:** Stakeholders' involvement in project identification has no significant influence on the sustainability of NG-CDF projects.
- **H₀₂:** Stakeholders' involvement in project planning has no significant influence on the sustainability of NG-CDF projects.
- **H₀₃:** Stakeholders' involvement in project implementation has no significant influence on the sustainability of NG-CDF projects.
- **H₀₄:** Stakeholders' involvement in project monitoring has no significant influence on the sustainability of NG-CDF projects.

LITERATURE REVIEW

Theoretical Review

Stakeholder Theory

It is a management theory that concerns itself on matters pertaining to ethics and morals in business operations (Bhasin, 2018; Blackburn, 2019). It is an evolution of the Milton Friedman theory, who argued that companies are beholden to a single stakeholder who, in this case, is the shareholder(s) (Wright, 2018). R. Edward Freeman in the 1980s took a swipe on the Friedman's opinion and argued that a firm is responsible for many people and groups, not only its owners as alluded to by Friedman. He emphasized on the interconnections of a business and those with a stake in it, namely investors, employees, customers, community, and the suppliers (Bhasin, 2018). He stressed that businesses seek an optimal relationship with stakeholders, improving its efficiency (Blackburn, 2019). The theory is based on the assumption that for businesses to be considered successful, it has to deliver value to a majority of its stakeholders (Wright, 2018).

Rational Planning Theory

Rational planning theory is a model that enhances problem comprehension, establishing and reviewing criteria of planning, alternatives formulation, and execution of the plans and finally monitoring the progress of the chosen alternative

(Planning Tank, 2015; Elliott, 2017). It is an example of a planning model that highlights the different stages of the project lifecycle. The model provides a shift from a top-down elitist approach to advocacy for public engagements (Stramrud, 2017). It was first designed by Edward Banfield in 1955 with further modifications in 1968 by Stuart, 1975 by Lichfield, and further in 1979 by Barclay Hudson, who referred to it as Synoptic planning. It gained ground in post-WWII as there were a new drive and belief in science as a tool for decision making.

Theory of Sustainability

The theory of sustainability involves balancing social, economic, environmental interests, short-term and long-term goals, global and local factors, values, and ethics. Moreover, transparency and accountability, and lastly, consuming income and not necessarily capital (Silvius & Schipper, 2015). Sustainability is tied in with adjusting or fitting social, ecological, and monetary interests. The theory is an essential framework used to shape vital decisions in modern society (Harrington, 2016). Sustainable development has become a core topic, with many attempts to apply the sustainability model in current projects. As cited by Harrington (2016), the sustainability model supersedes all private and public corporations and national governments' agendas. Sustainable development is closely linked to future global change. With new advancements in technology, sustainability has become a core factor of social and economic life. People can protect the past and the present while creating a balance between competing interests with sustainability.

Theory of Project Management

The theory is premised on the project life cycles of initiation, planning, execution, monitoring and closure. It is thus anchored on planning, execution and controlling theories (Prieto, 2015). The three theories form a loop in which case planning results in a plan which is realized through a process of execution and any variance in implementation is corrected (Koskela & Howell, 2002). Planning theory constitutes management-as-planning and

management-as-organizing. Management at the operation level involves creating plans, implementing, and revising the plans to ensure that they are in line with the set goal. Management-as-planning shows that the planning of a project consists of the managerial part and effector part. According to Inuwa (2015), the managerial part's main function is planning, while that of the effector part is translating the resultant plan into action. On the other hand, the management-as-organizing is a notion of human activity as inherently situated, thus making planning activities emphasize structuring the environment to favour project activities (Prieto, 2015). In essence, planning-as-organizing entails the assembly of the necessary resources (inputs: labour, materials, time, and money) for conducting the work as defined in the plan (Kraemer, Koskela, & Kaglioglu, 2015). Management-as-organizing in project management involves tailoring the needs of the specific project. Kraemer *et al.* (2015) refer to defining the tasks with various responsibilities, to allocate them to positions, to design the procedures in the organization, and to select adequate performers for the positions. Management-as-organizing is at gathering the required resources in a unified structure according to the requirements of a project (Wanyonyi & Muturi, 2017).

Theory of Change

The model consists of assumptions and abstract projections regarding how stakeholders believe reality could be untold in the future. This is based on a realistic analysis of the current context, self-assessment about their capabilities of process facilitation and a crucial and explicit review of the study, assumptions of community involvement in monitoring and evaluation, and a process that helps monitor consciously and critically individuals and also a collective way of thinking (Njama, 2015). In the past few decades, the development community has become more aware that the challenges people, communities, cities, and countries encounter are attached within many interdependent and dynamic environmental, social,

organizational, and political systems. Influencing change in complex conditions requires a framework approach. One that looks interrelationships between parts of a structure, as much as the parts themselves. Theory of Change (ToC) is an unbelievable framework approach contraption for promotion ventures structure, execution, checking, assessment, and learning in complex conditions. 'Hypothesis of progress' is a result-based strategy that applies basic induction to the structure, use, and evaluation of activities and errands proposed to help change in their specific conditions (Olsen,

2016). This theory, therefore helps to describe how altercations may occur within different stages of a project without any sure prediction being made in the project's monitoring and control. It further highlights how these changes can be altered through strategic intervention measures. Thus, the theory plays an important role in the study as it enables the project team and the stakeholders to ensure that the energy on specific future realities important for the community projects' success is put in place.

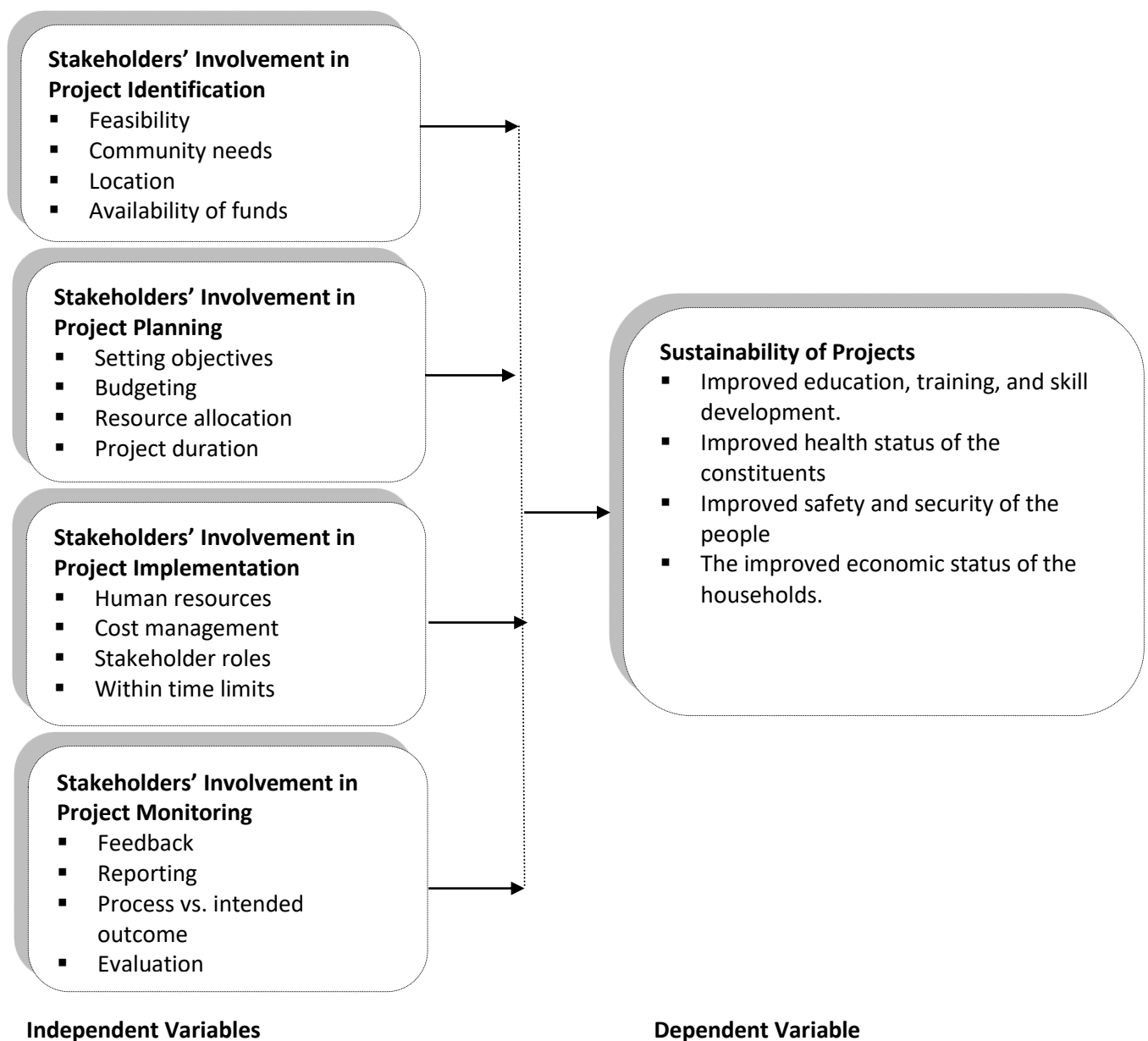


Figure 1: Conceptual Framework

Review of Literature on Study Variables

Stakeholders' Involvement in Project Identification:

Task commencement is the principal period of the undertaking cycle. Right now, the thought for the undertaking is created, the objective is explained, and the achievability of the task is resolved. Project identification aims to establish a concrete plan to meet a specific development target in a particular region or setting for the most suitable collection of strategies and course of action, within a specific time and budget frame (Mburu & Ouma, 2017). Besides, decisions concerning the actors of projects, stakeholders, implementers, and whether the projects have adequate support are made. In this phase, stakeholders carry out a needs assessment by identifying the requirements, prioritizing the essential ones, and identifying the leading causes of the problems. Once the problem has been detected, beneficiaries discuss it at length and reach a consensus. The objective analysis is done, and a possible solution is examined based on the root causes of the problem.

Stakeholders' Involvement in Project Planning:

Project planning is essential in setting up a project for efficiency and success. Planning is a process that every organization undergoes to develop various steps necessary for defining a project's objectives, identifying the scope and development of tasks to be carried out (Salvato & Vassolo, 2018). Compelling stakeholders' contribution can: provide a path for network individuals to share data, energize an increasing majority rule process, give an exchange between the network and leaders, produce imaginative options and arrangements, help arrive at an accord on taking care of issues in the network (Wamugu & Ogollah, 2017). Individuals of the network ought to be viewed as equivalent accomplices in the discourse during the project's execution. Network individuals need to comprehend the subtleties of projects to assess their significance, expenses, and advantages (Cheshire, 2017). Thus, the inability to advise and include general society can cause noteworthy

deferrals in light of open hesitance or inside and out restriction to the projects.

Stakeholders' Involvement in Project Implementation:

Project implementation (or project execution) is the phase where visions and plans become a reality. This is the logical conclusion, after evaluating, deciding, ideating, planning, and finding the financial resources of a project (Dillon, 2019). During the implementation phase, all done during the planning phase is put into action by executors. The stage should be participatory and therefore controlled by the stakeholders. During this point, beneficiaries have the opportunity to be involved in contributing to the project (Ruwa, 2016). The contribution for a project may be financial resources or in-kind; labour and materials, among others. Support from communities (in-kind and cash) towards a development project enables the community members to develop a sense of ownership of the projects contributing to project sustainability (Basu, 2015).

Stakeholders' Involvement in Project monitoring:

Monitoring is a continuous form of evaluation, which is carried out throughout the project. It aims at improving the project design and implementation. Evaluation, on the other hand, is an organized process involving the collection, recording, and organizing of information concerning project outcomes inclusive of project deliverables and project impacts. Participatory monitoring and control is the process that engages stakeholders in different levels in monitoring and controlling specific projects. The stakeholders have a share of control over the information and take part in identifying the appropriate collective measures. It does not only ensure effectiveness, but also ensuring ownership, accountability, transparency, and empowerment of beneficiaries. The participatory project monitoring and evaluation aspects that lead to project success include community involvement in M & E process and

community members employed in the project (Sulemana, Musah, & Simon, 2018).

Sustainability of Projects: Sustainability is the ability of an organization to continue its mission or program far into the future. All projects have to end eventually, but the project impact should continue. Donors want to see how the project and its impact will outlive their direct involvement in the project (Alonzi, 2018). The ability of benefits to trickle down to the lowest cadre of the organization, especially after funding has been done, is the critical test of sustainability. However, it is of great importance to understand that benefits, sustainability does not necessarily indicate that the project itself perpetuates. The other threats to sustainability emanate from poorly formulated policies and overconsumption from recurrent expenditure at the production expense (Norgaard, 2017). However, there is a myriad of factors that either positively or negatively influence project sustainability, which must be critically looked into during project design and implementation.

Empirical Review

Mburu and Ouma (2017) looked to explore the role of stakeholders (CDFC, PMC, and Community Members) inclusion in the management of the CDF projects with an emphasis on the Nakuru Town East voting demographic. In the first place, the investigation reasoned that stakeholders' cooperation in projects distinguishing proof impacted undertaking supportability with the most grounded effect on the maintainability component of recipients' possession followed by results and in conclusion on upkeep cost. This commitment characterized full support. Secondly, stakeholders' participation in project planning significantly influenced project sustainability. This was by actively participating in work planning, risk management, and communication planning activities. Project planning had a strong influence on sustainability elements of beneficiary ownership followed by outcome results and lastly on maintenance cost respectively. This was due to high participation in all the three sustainability elements

scoring fair influence. Thirdly, the stakeholders' engagement in the monitoring of the project affects the predictor variable. It contributes to project monitoring and the control element of time management, cost management, and quality management roles, respectively. This was prompted by community demand for accountability and transparency in the CDF initiatives. The study was in line with (Loosemore & Lim, 2015).

(Heravi, Coffey, & Trigunarsyah, 2015) sought to evaluate the level of stakeholders' involvement in the project planning procedures of building projects within Australia. The analysis illustrates the four stakeholder groups' engagement levels being involved in the planning process and develops the basis for further improvement in the stakeholder engagement. This study's results could provide project managers and owners with the required information and a direction as to where SI improvement plans should begin. However, the planning process's important activities require effective engagement and great contribution of the major parties involved in the project. According to this research's outcome, such engagement is not fully evident in the residential building sector. Findings from this research uphold that project owners and leaders need to adopt improved decision-making strategies and develop a plan for enhancing efficiency and effectiveness of SI from the initial stage of a project to the final stages, as opined by Basu (2015).

Ali (2019) sought to establish the influence of stakeholders' role on the performance of NG-CDF Projects in Wajir West Constituency, Kenya. The findings of the study found a need to involve the stakeholders in the monitoring and evaluating the projects initiated in the community as it has a direct and positive influence on the constituency development funds projects. It further recommends more skill allocation for community projects. Muchiri (2014) investigated the influence of participation of the community in processes of project management as a contributor to the appropriate accomplishment of CDF projects in

Kanyekini ward-Kirinyaga Central Constituency. The study concluded that there was no formal meeting held by the project implementation team to update the project progress during its implementation and that the opinions, concerns, or recommendations of the project beneficiaries were not solicited concerning the progress of the CDF projects.

Locatelli, Mariani, Sainati, and Greco (2017) looked at corruption in public projects and megaprojects: There is the elephant in the room! The study suggested future research activities should deepen the correlation between corruption and project performances, comparing the costs of similar megaprojects in countries with different levels of corruption. The biggest challenge is to isolate a corruption from other factors that may lead to megaprojects. The study built on the work of Loosemore and Lim (2015). Mburu and Ouma (2017) connected the stakeholders' involvement in policy performance. The researchers used nonlinear effects by observing the local government to evaluate the local government's main dimensions through the physical reliance, social contacts, and participation of the stakeholders. The multilevel analysis indicated that only the skilled stakeholder organization's involvement is related to policy performance. Schalk (2015) linked stakeholder involvement to policy performance: Nonlinear and stakeholder-specific effects in Dutch local government policymaking. Policy performance was evaluated in terms of the three key dimensions related to the independent functioning of SSA clients: (a) physical self-reliance, (b) social contacts, and (c) social participation. Multilevel analyses showed that only professional stakeholder organizations' involvement is related to policy performance, while high levels of professional stakeholder involvement negatively impact policy performance.

Wera (2016) examined the influence of the process of project identification on project performance: a case study of African inland child and community agency for development, vocational training project, Kibra constituency, Kenya. The study

alluded to the fact that effective objective analysis during the AICCAD TVET Project identification process positively impacted TVET project performance. In contrast, a poor project problem analysis would hinder the conversion of problems into the community's desired situation. The study concluded that the project identification process influenced the completion of projects within the provided budget and scheduled time to a moderate extent and completion of the project within the desired quality and meeting customer satisfaction and sustainability of the TVET project to a moderate extent. The study built on the work of Fisher (2011). Chesire (2017) focused on the influence of stakeholder related factors on sanitation projects' performance in informal settlements with specific emphasis on Sanergy toilets in Kiambiu informal settlement. The study concluded that there is a need for continuous training on guidelines and procedures by Sanergy to all stakeholders.

Nederhand and Klijn (2016) looked at the involvement of stakeholders in stakeholder-private partnerships and its effect on the innovative character of projects and performance. The research, based on a survey in 2014 consisting of 144 respondents involved in Dutch PPP projects, showed that although trustful relationships between actors enhance the inclusion of societal parties, the presence of a contract that allows for flexibility leads to more citizen involvement. Reed et al. (2017) took a gander at a hypothesis of support: what makes partner and open commitment to ecological administration work. They recognized the depiction of various kinds of partners and open commitment and the components that clarify why, in principle, commitment works.

METHODOLOGY

This study used a descriptive research design. The study targeted 120 management committees (CDFC) and implementers of projects (PMCs) across the entire Sub County. These included Constituency Development fund Committee members, Constituency Development Fund Account Manager,

CDF Projects Coordinator, Sub County Local representatives and Projects Management Committees. The researcher adopted a questionnaire to collect data. The questionnaire helped the researcher gather information, views, and respondents' attitudes to the study objective. To address particular study goals, each item on the questionnaire was created. Secondary data was obtained from publications and bulletins from the National Government Constituency Development Fund for the Likoni Sub County were gotten from Likoni offices to facilitate the research. Other secondary data were obtained from the Likoni Sub County website. The data collected was checked for accuracy, the uniformity, and also redundancy. SPSS version 25 is a Statistical Package for Social Scientists, data analysis software that was used for this study. Regression Analysis helped determine the connection between dependent and independent variables. The type of relationship between the variables was determined via correlation analysis. Hypotheses were tested using a T-test.

The Regression Model was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where

Y = Project Sustainability

X₁ = Project Identification

X₂ = Project Planning

X₃ = Project implementation

X₄ = Project Monitoring

B₀ = the constant term

B₁; B₂; B₃; B₄ = coefficients and

ε = Stochastic term

FINDINGS AND DISCUSSION

Stakeholders' Involvement in Project Identification

The study explores how stakeholders' involvement in the project identification influences the sustainability of NG-CDF projects. Table 1 elaborates the level of approval by the participants on how stakeholders' involvement in project identification affects the sustainability of NG-CDF projects. A good number of the respondents agreed that the location and site of a project is considered in the project identification as indicated by a mean score of 4.34. A number of the participants also agreed that projects that are undertaken are customized to the community requirements shown by a mean of 4.24. Moreover, the respondents also approved the idea that availability of funds for a project is a determinant towards project identification as indicated by a mean of 4.19. Also, the participants agreed that the feasibility studies are normally carried out for every project carried out as shown by a mean of 4.14. The highlighted results concur with Mburu and Ouma (2017) in their investigation of stakeholders (CDFC, PMC and Community Members) involvements' role in the sustainability of CDF projects with a focus on Nakuru Town East constituency. The study concluded stakeholders' participation in project identification had a significant influence on project sustainability with the strongest influence on the sustainability element of beneficiary ownership followed by outcome results and lastly on maintenance cost.

Table 1: Stakeholders' Involvement in Project Identification

	N	Mean	Std. Deviation
Feasibility studies are usually conducted for every project undertaken	80	4.14	.347
Projects undertaken are tailored to the needs of the community	80	4.24	.428
The site and the location of the project is considered in project identification	80	4.34	.471
Availability of funds is a determinant towards project identification	80	4.19	.397
Valid N (listwise)	80		

Stakeholders' Involvement in Project Planning

The study is designed to determine how involvement of stakeholders in a project planning influences sustainability of NG-CDF projects. Table 2 reviews participants' level of approval of how of stakeholders' engagement in the planning stage in affects the sustainability of NG-CDF projects. The statement that before undertaking the project, objectives are set and are clear to every stakeholder had a mean of 4.18. The statement that every project undertaken has a clear budget and every stakeholder is involved in the budgeting had a mean of 4.29. The statement that adequate resources to undertake projects are allocated to enhance implementation had a mean of 4.35. The statement that the duration of the project is clearly defined for all to know had a mean of 4.19. These results concur with Malecic (2017) who found out that a

lack of involvement of community in a project planning in Ireland and Flanders caused a delay in project implementation, which in turn affected its sustainability. This problem led to projects in those areas taking long before their completion. Njeru (2018) as well in her study of participatory project management and success of slum upgrading looked at participatory project planning as one of the objectives. The results showed that participatory planning plays a significant part in the success of slum upgrading projects. That the inclusion of the beneficiaries in the planning increases accountability an aspect which is essential in the success of a project as it enables both beneficiaries and donors have the required information on the project's timeline and activities which activates proper monitoring of the progress and milestones.

Table 2: Stakeholders' Involvement in Project Planning

	N	Mean	Std. Deviation
Before undertaking the project, objectives are set and are clear to every stakeholder	80	4.18	.382
Every project undertaken has a clear budget and every stakeholder is involved in the budgeting	80	4.29	.455
Adequate resources to undertake projects are allocated to enhance implementation	80	4.35	.480
The duration of the project is clearly defined for all to know	80	4.19	.392
Valid N (listwise)	80		

Stakeholders' Involvement in Project Implementation

The study examines how stakeholders' involvement in the project implementation influences the sustainability of NG-CDF projects. Table 3 reviews respondents' level of approval on how engagement of stakeholders in a project implementation affects the sustainability of NG-CDF projects. The statement that allocated resources are utilized according to plan for successful implementation had a mean of 4.21. The statement that cost of the projects is managed and controlled to enhance implementation of the projects had a mean of 4.34. The statement that the stakeholders are involved in the implementation of the projects had a mean of

4.18. The statement that projects are implemented within the set duration had a mean of 4.19. These findings concur with Daud (2017) who in his study on factors influencing the community projects implementation found out that the community members were partially involved. He pointed out that project implementation failures were increased by a lack of community participation. He suggested that community members should be motivated to take part in community development projects. Basu (2015) further opines that contribution could be in cash or kind; labor and materials, among others. Community contributions (cash and in-kind) towards a project create a sense of ownership in the beneficiaries and lead to sustainable projects.

Table 3: Stakeholders' Involvement in Project Implementation

	N	Mean	Std. Deviation
Allocated resources are utilized according to plan for successful implementation	80	4.21	.412
Cost of the projects is managed and controlled to enhance implementation of the projects	80	4.34	.502
The stakeholders are involved in the implementation of the projects	80	4.18	.382
Projects are implemented within the set duration	80	4.19	.393
Valid N (listwise)	80		

Stakeholders' Involvement in Project Monitoring

The study is designed to explore how stakeholders' involvement in the project monitoring influences the sustainability of NG-CDF projects. Table 4 summarizes respondents' degree of agreement on how involvement of stakeholders in project monitoring affects the sustainability of NG-CDF projects. A statement indicating that there is a feedback mechanism for monitoring of CDF projects had a mean of 4.33. The statement that projects that are not at par with the intended goal are reported and contingency plans employed had a mean of 4.39. The statement that the process versus the intended outcome for every project is

usually controlled had a mean of 4.19. The statement that time factor is considered in implementation of projects had a mean of 4.18. The results are in agreements with the literature review that states that community participation leads to the effectiveness of the process of monitoring and evaluation, which fosters accountability and the transparency. There is a need to involve stakeholders in the process of evaluation and monitoring to increase its effectiveness. The inclusion of community members is pointed out as a critical element towards effective evaluation and monitoring since there is increased accountability and transparency (GreyCampus, 2019).

Table 4: Stakeholders' Involvement in Project Monitoring

	N	Mean	Std. Deviation
There is a feedback mechanism for monitoring of CDF projects	80	4.33	.471
Projects that are not at par with the intended goal are reported and contingency plans employed	80	4.39	.515
The process versus the intended outcome for every project is usually controlled	80	4.19	.393
Time factor is considered in implementation of projects	80	4.18	.382
Valid N (listwise)	80		

Sustainability of NG-CDF Projects

The respondents were asked to give their views on four specific statements in relation to the sustainability of NG-CDF projects. The findings are as shown in table 4. The statement that the education projects have improved level of education, training and skills development opportunities had mean score of 4.29. The statement that the projects in health have improved health status of the constituents had a mean score of 4.35. The account that there is high level of safety and security of the people in the sub-

county had a mean of 4.19. The statement that the projects implemented have led to economically empowered households in the community had a mean of 4.39. The findings are in agreement with King'ori (2015) who studied the community participation's influence on the development projects completion within Korogocho slums in Nairobi County, Kenya. King'ori confirmed that there is a significant relationship between community participation during project execution and the sustainability of development projects.

Table 5: Sustainability of NG-CDF Projects

	N	Mean	Std. Deviation
The education projects have improved level of education, training and skills development opportunities.	80	4.29	.455
The projects in health have improved health status of the constituents.	80	4.35	.480
There is high level of safety and security of the people in the sub-county.	80	4.19	.393
The projects implemented have led to economically empowered households in the community.	80	4.39	.515
Valid N (listwise)	80		

Correlation Analysis

A correlation is a statistical measurement of the relationship either positive or negative between two variables. Possible correlations range from +1 to -1. A zero correlation indicates there is no relationship between the variables of the study. A correlation of -1 indicates a perfect negative correlation meaning that as one variable goes up, the other goes down. A correlation of +1 indicates a perfect positive correlation, meaning both variables move in the same direction together (Sekaran & Bougie, 2016). Examining the statistical significance of a computed correlation coefficient which is based on randomly selected sample provides information about the likelihood that the coefficient will be found in the population from which the sample was taken (Bryman & Bell, 2011). Correlation analysis was important in this study as it formed the basis for the relationships between variables of the study. Correlation would however not be final as it does not infer causation influence of which this study had an interest.

The correlation analysis to determine the influence of stakeholders' involvement in project identification on the sustainability of NG-CDF projects shows a significant correlation existed ($r=0.790$; $p<0.05$). This implies that stakeholders' involvement in project identification is positively correlated to the sustainability of NG-CDF projects. In addition, the correlation between these two variables was significant, that is $P < 0.05$) implying a linear relationship between stakeholders' involvement in project identification and sustainability of NG-CDF projects. This shows that stakeholders' involvement in project identification had a significant influence on the sustainability of

NG-CDF projects. The null hypothesis that stakeholders' involvement in project identification has no significant influence on the sustainability of NG-CDF projects is therefore rejected ($P<0.05$). Thus, stakeholders' involvement in project identification is used as a response to sustainability of NG-CDF projects.

In addition, the study sought to determine the influence of stakeholders' involvement in project planning on the sustainability of NG-CDF projects. A Pearson Correlation was performed and the result of the Pearson correlation test showed a significant correlation of ($r=0.887$; $p<0.05$) between stakeholders' involvement in project planning and sustainability of NG-CDF projects. This implies that stakeholders' involvement in project planning is positively correlated to the sustainability of NG-CDF projects. In addition, the correlation between these two variables was significant, that is $P < 0.05$) implying a linear relationship between stakeholders' involvement in project planning and sustainability of NG-CDF projects. This shows that stakeholders' involvement in project planning had a significant influence on the sustainability of NG-CDF projects. The null hypothesis that stakeholders' involvement in project planning has no significant influence on the sustainability of NG-CDF projects is therefore rejected ($P<0.05$). Thus, stakeholders' involvement in project planning is used as a response to sustainability of NG-CDF projects.

Further, the study sought to determine the influence of stakeholders' involvement in project implementation on the sustainability of NG-CDF projects. A Pearson Correlation was performed and the result of the Pearson correlation test showed a significant correlation of ($r=0.888$; $p<0.05$) between

stakeholders' involvement in project implementation and sustainability of NG-CDF projects. This implies that stakeholders' involvement in project implementation is positively correlated to the sustainability of NG-CDF projects. In addition, the correlation between these two variables was significant, that is $P < 0.05$) implying a linear relationship between stakeholders' involvement in project implementation and sustainability of NG-CDF projects. This shows that stakeholders' involvement in project implementation had a significant influence on the sustainability of NG-CDF projects. The null hypothesis that stakeholders' involvement in project implementation has no significant influence on the sustainability of NG-CDF projects is therefore rejected ($P < 0.05$). Thus, stakeholders' involvement in project implementation is used as a response to sustainability of NG-CDF projects.

Finally, the study sought to determine the influence of stakeholders' involvement in project monitoring on the sustainability of NG-CDF projects. A Pearson Correlation was performed and the result of the Pearson correlation test showed a significant

correlation of ($r = 0.876$; $p < 0.05$) between stakeholders' involvement in project monitoring and sustainability of NG-CDF projects. This implies that stakeholders' involvement in project monitoring is positively correlated to the sustainability of NG-CDF projects. In addition, the correlation between these two variables was significant, that is $P < 0.05$) implying a linear relationship between stakeholders' involvement in project monitoring and sustainability of NG-CDF projects. This shows that stakeholders' involvement in project monitoring had a significant influence on the sustainability of NG-CDF projects. The null hypothesis that stakeholders' involvement in project monitoring has no significant influence on the sustainability of NG-CDF projects is therefore rejected ($P < 0.05$). Thus, stakeholders' involvement in project monitoring is used as a response to sustainability of NG-CDF projects. In summary, the results showed that independent variables; project identification, project planning, project implementation and project monitoring significantly influenced the dependent variable, sustainability of NG-CDF projects.

Table 6: Pearson Correlations

		PID	PP	PIMPL	PM	SNP
PID	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	80				
PP	Pearson Correlation	.687**	1			
	Sig. (2-tailed)	.000				
	N	80	80			
PIMPL	Pearson Correlation	.764**	.837**	1		
	Sig. (2-tailed)	.000	.000			
	N	80	80	80		
PM	Pearson Correlation	.787**	.770**	.864**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	80	80	80	80	
SNP	Pearson Correlation	.790**	.887**	.888**	.876**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	80	80	80	80	80

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

Key: PID=Project Identification, PP=Project Planning, PIMPL=Project Implementation, PM=Project Monitoring, SNP=Sustainability of NG-CDF projects

Multiple Regression Analysis

Multiple regression analysis was conducted to examine the correlation between the dependent variable (sustainability of NG-CDF projects) and the independent variables and to test the research hypotheses on the influence of stakeholders' engagement on the sustainability of National Government Constituency Development Fund Projects in Kenya; Case of Likoni Sub-County. Standard multiple regression analysis was conducted for hypotheses testing.

Standard Multiple Regression Analysis

In order to test the research hypotheses, a standard multiple regression analysis was conducted using sustainability of NG-CDF projects as the dependent variable and stakeholders' involvement in project identification, stakeholders' involvement in project planning, stakeholders' involvement in project implementation and stakeholders' involvement in project monitoring as the predicting variables. Tables 7, 8 and 9 present the regression results. From the model summary in table 7, it is clear that

the R-Squared is the variations proportion in the sustainability of NG-CDF projects that can be explained by the all the project parameter variables; the larger the R-squared the larger the effect of the independent variable on the dependent variable. The R Square can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line. From the study findings, it is notable that there exists a strong positive relationship between the stakeholders' involvement in project life-cycle and sustainability of NG-CDF projects as shown by R value (0.945). The study results imply that stakeholders' involvement in project life-cycle jointly accounted for 89.4% of sustainability of NG-CDF projects as represented by the R^2 . This therefore means that other factors not studied in this research contribute 10.6% to the sustainability of NG-CDF projects. This implies that these variables are very significant and need to be factored to improve the sustainability of NG-CDF projects.

Table 7: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.945 ^a	.894	.888	.12164

a. Predictors: (Constant), Project Monitoring, Project Planning, project Identification, Project Implementation

From the ANOVA table 7, it is evident that the general standard multiple regression model (the model involving constant, project planning, project monitoring, project implementation, and project identification) is significant in predicting the influence of stakeholders' involvement project planning, project identification, project implementation, and project monitoring on the

sustainability of NG-CDF projects in Kenya. The regression model attains a high degree of fit as reflected by ($F = 158.002$; $P = 0.000 < 0.05$). Therefore, the model can be considered to be a good fit for the data, and hence it is appropriate in predicting the influence of the four independent variables on the dependent variable (sustainability of NG-CDF projects).

Table 8: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.352	4	2.338	158.002	.000 ^b
	Residual	1.110	75	.015		
	Total	10.462	79			

a. Dependent Variable: Performance of NG-CDF projects

b. Predictors: (Constant), Project Monitoring, Project Planning, project Identification, Project Implementation

Table 8 presents the Regression Coefficients and the Significance of the Regressions (p-value). From the regression result, the coefficient of stakeholders' involvement in project identification is 0.132. This implied that one unit change in stakeholders' involvement in project identification increases sustainability of NG-CDF projects by 0.132. The t statistics (2.104) was also greater than zero. This demonstrated that stakeholders' involvement in project identification had a positive influence on sustainability of NG-CDF projects. With the significant coefficient value of 0.039 which is less than the p-value of 0.05. The coefficient of stakeholders' involvement in project planning is 0.402. This implies that one unit change in stakeholders' involvement in project planning increases sustainability of NG-CDF projects by 0.402. The t statistics (5.904) was also greater than zero. This demonstrated that stakeholders' involvement in project planning had a positive influence on sustainability of NG-CDF projects. With the significant coefficient value of 0.000 which is less than the p-value of 0.05. The coefficient of stakeholders' involvement in project implementation is 0.188. This implies that one unit

change in stakeholders' involvement in project implementation increases sustainability of NG-CDF projects by 0.188. The t statistics (2.169) was also greater than zero. This demonstrated that stakeholders' involvement in project implementation had a positive influence on sustainability of NG-CDF projects. With the significant coefficient value of 0.033 which is less than the p-value of 0.05. The coefficient of stakeholders' involvement in project monitoring is 0.290. This implies that one unit change in stakeholders' involvement in project monitoring increases sustainability of NG-CDF projects by 0.290. The t statistics (3.468) was also greater than zero. This demonstrated that stakeholders' involvement in project monitoring had a positive influence on sustainability of NG-CDF projects. With the significant coefficient value of 0.001 which is less than the p-value of 0.05. Kuria and Wanyoike (2016) indicate that monitoring entails periodic and continuous overseeing and review of the project so as to ensure that work schedules, input deliveries, target output, and other necessary actions proceed according to the project.

Table 9: Multiple Regression (Coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.066	.178		0.369	.714
	Project Identification	.132	.063	.134	2.104	.039
	Project Planning	.402	.068	.413	5.904	.000
	Project Implementation	.188	.087	.195	2.169	.033
	Project Monitoring	.290	.084	.284	3.468	.001

a. Dependent Variable: Sustainability of NG-CDF projects

The results findings for the hypostasized regression model, and the interpretation of the results findings is as indicated below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Therefore, from the regression findings, the research model becomes;

$$Y = -0.066 + 0.132X_1 + 0.402X_2 + 0.188X_3 + 0.290X_4$$

Whereby Y = Sustainability of NG-CDF projects

X₁= Project Identification, X₂= Project Planning, X₃= Project Implementation, X₄= and Project Monitoring.

Test of Hypotheses

As shown in table 9, it is obvious that the predictor coefficient is statistically significant because their p-values are less than the alpha level 0.05.

Hypothesis One: H₀₁: Stakeholders' involvement in project identification has no significant influence on the sustainability of NG-CDF projects in Kenya.

H_{A1}: Stakeholders' involvement in project identification has a significant influence on the sustainability of NG-CDF projects in Kenya

H₀₁ suggests that involvement of stakeholder in project identification has no significant influence on the sustainability of NG-CDF projects in Kenya, while H_{A1} shows significant influence of stakeholder involvement on the sustainability of NG-CDF projects in Kenya. The results failed to provide support for H₀₁ hence the H₀₁ was rejected and the H_{A1} failed to be rejected, therefore: stakeholder' engagement in project identification has a significant influence on the sustainability of NG-CDF projects in Kenya ($\beta = 0.134$; $t = 2.104$; $p < 0.05$).

Hypothesis Two: H₀₂: Stakeholders' involvement in project planning has no significant influence on the sustainability of NG-CDF projects in Kenya.

H_{A2}: Stakeholders' involvement in project planning has a significant influence on the sustainability of NG-CDF projects in Kenya.

H₀₂ postulates that stakeholder involvement in project planning has no significant influence on the sustainability of NG-CDF projects in Kenya, while H_{A2} postulates that stakeholder involvement in project planning has a significant influence on the sustainability of NG-CDF projects in Kenya. The results failed to provide support for H₀₂ hence the H₀₂ was rejected and the H_{A2} failed to be rejected. Therefore, stakeholder involvement in project planning has a significant influence on the sustainability of NG-CDF projects in Kenya ($\beta = 0.413$; $t = 5.904$; $p < 0.05$).

Hypothesis Three: H₀₃: Stakeholders' involvement in project implementation has no significant influence on the sustainability of NG-CDF projects in Kenya.

H_{A3}: Stakeholders' involvement project implementation has a significant influence on the sustainability of NG-CDF projects in Kenya.

H₀₃ highlights that stakeholder' engagement in project implementation has no significant influence on the sustainability of NG-CDF projects in Kenya. On the other hand, H_{A3} postulates that stakeholder involvement in project implementation has a significant influence on the sustainability of NG-CDF projects in Kenya. The results failed to provide support for H₀₃ hence the H₀₃ was rejected and the H_{A3} failed to be rejected, therefore; stakeholder involvement in project implementation has a significant effect on the sustainability of NG-CDF projects in Kenya ($\beta = 0.195$; $t = 2.169$; $p < 0.05$).

Hypothesis Four: H₀₄: Stakeholders' involvement in project monitoring has no significant influence on the sustainability of NG-CDF projects in Kenya.

H_{A4}: Stakeholders' involvement in project monitoring has a significant influence on the sustainability of NG-CDF projects in Kenya.

H₀₄ stipulates that stakeholder involvement in project monitoring has no significant influence on the sustainability of NG-CDF projects in Kenya, while H_{A4} suggests that stakeholder involvement in project monitoring has a significant influence on the sustainability of NG-CDF projects in Kenya. The results in table 9 does not concur with H₀₄, hence the H₀₄ was rejected and the H_{A4} failed to be rejected. Therefore, stakeholder involvement in project monitoring has a significant influence on the sustainability of NG-CDF projects in Kenya ($\beta = 0.284$; $t = 3.468$; $p < 0.05$).

Table 10: Summary of Hypotheses Results

Model	Standardized Coefficients			Deductions
	Beta	t	Sig.	
1 (Constant)		0.369	.714	
Project Identification	.134	2.104	.039	Reject H ₀₁
Project Planning	.413	5.904	.000	Reject H ₀₂
Project Implementation	.195	2.169	.033	Reject H ₀₃
Project Monitoring	.284	3.468	.001	Reject H ₀₄

a. Dependent Variable: Sustainability of NG-CDF Projects

Discussion of the Key Findings

This section discusses the research findings presented in the previous section based on the hypotheses and objectives of the study. The general objective of the study was to determine the influence of stakeholders' involvement on sustainability of national government constituency development fund projects in Kenya; A Case Study of Likoni Sub-County. The variables under study were project identification, project planning, project implementation and project monitoring

Influence of Stakeholders' involvement in Project Identification on Sustainability of NG-CDF Projects

Pearson Bivariate correlation was employed in computing the relationship between stakeholders' involvement in project identification and sustainability of NG-CDF projects in Kenya. The results shows a significant and positive link between stakeholders' involvement in project identification and the sustainability of NG-CDF projects in Kenya ($r = 0.790$, $P < 0.05$). Standard multiple regression was conducted and there was positive and significant influence of stakeholders' involvement in project identification on sustainability of NG-CDF projects in Kenya ($\beta = 0.134$; $t = 2.104$; $p < 0.05$). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for H_{01} hence the H_{01} was rejected and instead the H_{A1} was accepted. Therefore, stakeholder involvement in project identification has a significant influence on the sustainability of NG-CDF projects in Kenya ($\beta = 0.134$; $t = 2.104$; $p < 0.05$).

This finding is consistent with that of Mburu and Ouma (2017) who in their study on the role of stakeholders (CDFC, PMC and Community Members) engagement in the sustainability of CDF projects with emphasis on Nakuru Town East constituency concluded that stakeholders' participation in project identification had a significant influence on project sustainability with the strongest influence on the sustainability element of beneficiary ownership followed by outcome results and lastly on maintenance cost.

They further noted that the involvement of community members in project identification is essential because the project should emanate from the needs of the community.

Influence of Stakeholders' Involvement in Project Planning on Sustainability of NG-CDF Projects

Pearson Bivariate correlation was employed in computing the correlation that occurs between stakeholders' engagement in project planning and the sustainability of NG-CDF projects in Kenya. The outcome disclose that there is a highly significant and positive correlation between stakeholders' involvement in project planning and the sustainability of NG-CDF projects in Kenya ($r = 0.887$, $P < 0.05$). Standard multiple regression was conducted and there was positive and significant influence of stakeholders' involvement in project planning on sustainability of NG-CDF projects in Kenya ($\beta = 0.413$; $t = 5.904$; $p < 0.05$). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for H_{02} hence the H_{02} was rejected and instead the H_{A2} was accepted. Therefore, stakeholder involvement in project planning has a significant influence on the sustainability of NG-CDF projects in Kenya ($\beta = 0.413$; $t = 5.904$; $p < 0.05$).

This finding agrees with that of Malecic (2017) who found out that a lack of community involvement in project planning in Ireland and Flanders led to delay in project implementation and sustainability. This led to projects in those areas lagging. The finding also agrees with Njeru (2018) who found out that participatory project planning plays a significant part in the success of slum upgrading projects. That inclusion of the beneficiaries in the planning increases accountability an aspect which is essential in the success of a project. She further stated that the participatory project planning enables both beneficiaries and donors have required information on the project's timeline and activities which activates proper monitoring of the progress and milestones.

Influence of Stakeholders' Involvement in Project Implementation on Sustainability of NG-CDF Projects

Pearson Bivariate correlation was used to compute the correlation between stakeholders' involvement in project implementation and sustainability of NG-CDF projects in Kenya. The results indicated that there was a strong positive and highly significant correlation between stakeholders' involvement in project implementation and sustainability of NG-CDF projects in Kenya ($r = 0.888$, $P < 0.05$). Standard multiple regression was conducted and there was positive and significant influence of stakeholders' involvement in project implementation on sustainability of NG-CDF projects in Kenya ($\beta = 0.195$; $t = 2.169$; $p < 0.05$). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for H_{O3} hence the H_{O3} was rejected and instead the H_{A3} was accepted. Therefore, stakeholder involvement in project implementation has a significant influence on the sustainability of NG-CDF projects. The finding resonates with Daud (2017), which pointed out that project implementation failures were increased by a lack of community participation. He suggested that community members should be motivated to take part in community development projects. According to Basu (2015), contribution could be in cash or kind; labor and materials, among others. Community contributions (cash and in-kind) towards a project create a sense of ownership in the beneficiaries and lead to sustainable projects.

Influence of Stakeholders' Involvement in Project Monitoring on Sustainability of NG-CDF Projects

Pearson Bivariate correlation was used to compute the correlation between stakeholders' involvement in project monitoring and sustainability of NG-CDF projects in Kenya. The results indicated that there was a strong positive and highly significant correlation between stakeholders' involvement in project monitoring and sustainability of NG-CDF projects in Kenya ($r = 0.876$, $P < 0.05$). Standard multiple regression was conducted and there was

positive and significant influence of stakeholders' involvement in project monitoring on sustainability of NG-CDF projects in Kenya ($\beta = 0.284$; $t = 3.468$; $p < 0.05$). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for H_{O4} hence the H_{O4} was rejected and instead the H_{A4} was accepted. Therefore, stakeholder involvement in project monitoring has a significant influence on the sustainability of NG-CDF projects in Kenya ($\beta = 0.284$; $t = 3.468$; $p < 0.05$).

This finding is consistent with that of Oyalo (2015) who studied the level of beneficiaries' involvement in projects in regards to the Kenya Agricultural Productivity Project. The study found that beneficiaries were highly included in the project monitoring and evaluation exercise. The study concluded that the inclusion of beneficiaries and other stakeholders were empowered and fostered ownership of the projects. This finding is also consistent with GreyCampus (2019) who notes that there is a need for involving stakeholders in the process of evaluation and monitoring to increase its effectiveness. The inclusion of community members is pointed out as a critical element towards effective evaluation and monitoring since there is increased accountability and transparency.

CONCLUSIONS AND RECOMMENDATIONS

According to the findings of the study, it is concluded that stakeholders' involvement in a project identification has significant and positive influence on sustainability of NG-CDF projects in Kenya. Participation of stakeholders enhances the element of beneficiary ownership positive outcome results. The involvement of community members in project identification is essential because the project should emanate from the needs of the community. Stakeholders' participation in project identification assists the project team to select the intervention that best responds to the needs of the community. The community members are well aware of the challenges facing them and therefore, they can be involved to develop suitable solutions.

Based on the outcome of the research, stakeholders' involvement in project planning has a significant and positive influence on sustainability of NG-CDF projects in Kenya. Participation in project planning ensures better management actions and high rates of project completion as well as sense of ownership. Compelling stakeholders' contribution can provide a path for stakeholders to share data, energize an increasingly majority rule process, give an exchange between the intended beneficiaries and leaders. Project planning can also be seen as a decision-making process concerning systematically clearing project targets, identifying activities, establishing precedence relationships, scheming time tables, defining project completion time, constantly comparing project schedule objectives and ensuring resource to meet project requirements so that various objectives of different stakeholders can be achieved by common acceptable goals and paths of action.

Based on the findings, the study concluded that stakeholders' involvement in project implementation has a positive and significant influence on sustainability of NG-CDF projects in Kenya. Project implementation stage should be participatory and therefore controlled by the stakeholders. During this phase, beneficiaries have the opportunity to be involved in contributing to the project. Contribution could be in cash or kind; labor and materials, among others. Community contributions either cash or in-kind towards a project create a sense of ownership in the beneficiaries and decreasing reliance on outside support resulting in sustainability of projects.

Based on the findings, the study concluded that stakeholders' involvement in project monitoring has a positive and significant influence on sustainability of NG-CDF projects in Kenya. Participatory monitoring and control is the process, which engages stakeholders in different levels in monitoring and controlling specific project have a share of control over the information and take part in identifying the appropriate collective measures. It does not only ensure effectiveness, but also

ensuring ownership, accountability, transparency, and empowerment of beneficiaries. The participatory project monitoring aspects that lead to project success include community involvement in monitoring process and community members employed in the project

The study made the following recommendations;

- NG-CDF committees should utilize needs assessment, selection of project objectives, project team and other essential requirements of the project. This is an essential phase of a project since it determines the sustainability and success of the project. During this stage, the members of community should also take part in needs assessment as well as the development and selection of community interventions.
- All NG-CDF stakeholders should take charge of identifying, planning, and managing their needs without imposed interventions from the outside for this will create a sense of ownership and enhance sustainability of NG-CDF projects. Community members need to be involved in all the stages of NG-CDF project management.
- It is necessary to formulate better strategies for increasing involvement of the local in the execution stage of NG-CDF projects as it is appropriate as compared to other stages of the project life cycle. However, more needs to be done to motivate and allow community members to take part in the execution of the developmental projects in their area.
- It was found that sustainability of NG-CDF projects is faced with ineffective monitoring which ought to be done consistently with a specific end goal of identifying risks and mitigate on them early enough before they are out of hand. Therefore, monitoring should be a non-stop undertaking that uses methodical gathering of information to give project management team and other stakeholders continuous information on improvement of NG-CDF projects.

Areas for Further Research

The study aimed at examining the influence of stakeholders' involvement on sustainability of NG-CDF projects in Kenya; Case of Likoni Sub-County. This called for the analysis of Likoni Sub-County, thus area for further studies could consider other sub-counties in Kenya for purpose of making a

comparison of the findings with those of the current study. The variables of the study only accounted for about 89.4% of the variation in the sustainability of NG-CDF projects in Kenya. A comprehensive research can be carried out to identify other factors contributing to the sustainability of NG-CDF project in Kenya.

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