# CORPORATE GOVERNANCE PRACTICES ON IMPLEMENTATION OF THE NATIONAL GOVERNMENT-CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN HOMABAY COUNTY, KENYA

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**A Thesis Submitted in Partial Fulfilment of the Requirement for the Award of Master of Business Administration Degree of Masinde Muliro University of Science and Technology**

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## DECLARATION

This is my original research thesis and has not been submitted to any other university or examination body.

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## CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology of a Thesis entitled, "**Corporate Governance Practices on Implementation of the National Government-Constituency Development Funded Projects In Homabay County, Kenya"**

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## DEDICATION

Expressing gratitude to my wife, Edna Amayo, is an utmost priority. Her unwavering sacrifices and steadfast support were integral to the realization of my project. Throughout the journey, she stood by my side, providing encouragement and ensuring that the project not only progressed but saw the light of the day. Her focused dedication and inspirational influence were pivotal, propelling me to reach greater heights of academic excellence. I am truly thankful for her enduring commitment and belief in the pursuit of knowledge and scholarly endeavours.

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## LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **DFRD** | District Focus for rural Development |
| **GDP** | Gross Domestic Product |
| **GoK** | Government of Kenya |
| **IFAD** | International Fund for Agricultural Development |
| **MP** | Member of Parliament |
| **NG-CDF** | National Government – Constituency Development Fund |
| **NG-CDFC** | National Government – Constituency Development Fund Committee |
| **PMCs** | Project Management Committees |
| **UNDP** | United Nations Development Programme |
| **UK** | United Kingdom |
| **KNBS** | Kenya National Bureau of Standards |
| **HIV** | Human Immunodeficiency Virus |
| **SMP** | Sustainable Project Management |
| **OPD** | Regional Government Organization |
| **SEM** | Structural Equation Modelling |

## OPERATIONAL DEFINITION OF KEY TERMS

| | |
|---|---|
| **Accountability** | The undertaking needs to be clear and open to achieve while at the same time ensuring management can be held responsible. |
| **Corporate Governance Practices** | Acts that may guide project implementation such as stakeholder participation, professionalism, transparency and accountability. |
| **Implementation** | Ensuring all planned actions are coordinated to ensure implementation of projects within stipulated time and budget. |
| **Professionalism** | Observing the code of ethics, due diligence, dedication and commitment to the course, which has aspects of education level, skills and experience in governance. |
| **Stakeholder Participation** | Incorporating the views from the stakeholders to spearhead the projects strategic plans by involving them in planning, implementation and monitoring and evaluation. |
| **Transparency** | Openness in the transactions and the operations in regards to implementing projects without hidden agenda from management. |

## ABSTRACT

Across the globe, corporate governance is of essence more especially in the competitive business environment. In the public sector there is increasing concern by citizens on how public financial resources are managed by different government agencies. Reports from the Auditor General, the Controller of Budget, and other government agencies have revealed worrying trends in the management of public financial resources. Specifically, these reports highlight inadequate budgetary controls, lack of stakeholders involvement, absence of accountability, and a lack of transparency in financial reporting, all of which compromise accountability and hinder effective public resource management.The National Government Constituency Development Fund is increasingly at the center of this nexus which raises interesting questions on what is role of the corporate governance practices and implementation of the National Government Constituency Funded projects? The general objective of this study was to determine the influence of corporate governance practices on the implementation of National Government Constituency Development funded projects in Homabay County. Specific objectives of the study were: to examine the influence of stakeholders' participation, professionalism, transparency and accountability on the implementation of NG-CDF projects in Homabay County, Kenya. The study was guided by the stakeholder theory as the main theory supported by resource – based theory, agency theory and stewardship theory. To achieve the objectives of the study, the researcher employed a descriptive survey research design. The study targeted a population of 1680 chairmen of PMCs for education projects funded by the NG-CDF in Homabay County. The study utilized both stratified and simple random techniques sample. Yamane's Formula was used to get sample size of 323. This study adopted the use of both close and open-ended questionnaires to collect data. A pilot was done in Migori County. validity and reliability were tested using content validity and Cronbach Alpha test respectively. The data analysis was done using both descriptive statistics as; frequency, percentage, mean and standard deviation and inferential statistics using Pearson Correlation, simple and multiple regression analysis. Content analysis was used to analyze data collected from open-ended questions. The study established that there was an agreement that stakeholder participation, professionalism, transparency and accountability affected implementation of NG-CDF projects. The study concluded that stakeholder participation, professionalism, accountability and transparency had a significant and positive effect on the implementation of the National Government-Constituency Development funded projects in Homabay County. The study recommended that the Fund managers in Homabay County ought to actively engage the various stakeholders including the community in the implementation of NG-CDF. The NG-CDF committee members are to exercise professionalism in the exercise of their duties. NG-CDF committee members are to be held accountability for the utilization of NG-CDF funds. The NG-CDF officials are to enhance the level of transparency in the utilization of the NG-CDF development funds.

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

The implementation of the strategic plans in organization have followed critical processes and the defining moments. The successful projects have seen the light through key attention by the corporate governance in prioritizing, financing and dedicating the human capital towards implementation. Despite numerous blueprints and intensive capital, many projects have either to start or to reach the maturity. World Bank (2020) stipulated the importance of well-operational corporate governance to enhance financial performance in the unforeseeable future. It enhances the going concern by being the critical driving force towards sustainable and competent-based performance. Kyere and Ausloos (2021) highlighted the critical significance of corporate governance in project delivery and the achievement of objectives. Corporate governance practices encompass prudent executive management, stakeholder involvement, transparency, objectivity, and the formulation of key strategic plans to spearhead NG-CDF initiatives.

Corporate governance plays a fundamental role in ensuring the effective and accountable implementation of public sector projects, particularly in the National Government-Constituency Development Fund (NG-CDF). Governance principles such as stakeholder participation, professionalism, transparency, and accountability are integral to shaping project success by enhancing resource allocation, decision-making, and oversight, thereby improving efficiency and sustainability (Ochieng, 2023). Despite the adoption of governance reforms in Kenya, reports from oversight bodies such as the Auditor General and the Controller of Budget highlight persistent inefficiencies in NG-CDF project

implementation, including fund mismanagement, stakeholder exclusion, lack of professional standards, and weak accountability measures (Yuen *et al.*, 2020). These governance deficiencies not only hinder project completion but also lead to resource misallocation, ultimately affecting service delivery.

A critical gap exists in understanding the influence of corporate governance principles on NG-CDF implementation, particularly in Homabay County, where stakeholder participation remains minimal, leading to misaligned priorities and project failures (Waris & Haji Din, 2023). Additionally, concerns regarding professionalism persist, as the qualifications and technical expertise of NG-CDF committee members directly impact decision-making and adherence to best practices (Abang'a *et al.*, 2022). Transparency issues, including procurement irregularities, unclear financial reporting, and opaque decision-making processes, further exacerbate financial mismanagement and corruption, eroding public confidence in NG-CDF initiatives (Zhang, 2021). Weak oversight structures and inadequate enforcement of financial regulations further undermine accountability, resulting in project delays, inflated costs, and incomplete infrastructure (Waikenda, 2020). There is need to address these governance gaps by providing insights into strengthening corporate governance practices to enhance NG-CDF effectiveness. Findings on corporate governance serve as a foundation for policy recommendations aimed at improving governance frameworks, fostering efficiency, and promoting sustainable development at the constituency level (Wibisono, Satriawan, & Khaddafi, 2023).

Globally, Pham, Suchard and Zein (2020) stated the corporate governance as compass towards financial sustainability. The productivity of the business is possible through well-

designed corporate governance. The overall system has a fundamental aspect of enhancing capital and growth, reducing risk and eliminating fraud. Notable, middle income countries including Kenya need more structured corporate governance. The financial norms, core value and audits should be operational to capitalize on opportunities and accomplish the mandate.

Corporate management endeavors to achieve set objectives through delivery, implementation, and project management. Project management, conversely, involves the application of expertise, skills, tools, and methodologies to project activities with the aim of fulfilling project requirements. This is mostly accomplished by employing and incorporating project management procedures that include the beginning, planning, execution, monitoring and controlling, and closure stages of the project (Boachie, 2023). Singh and Rastogi (2023) assert that a significant portion of the information pertaining to tools and procedures for project management is exclusive to the field of project management. However, simply comprehending and implementing the acknowledged optimal methods in knowledge, skills, tools, and procedures is not enough on its own for efficient project management.

India launched various projects and programs in 1993 under the Member of Parliament Local Area Development Scheme (MPLADS) (2022). The primary objective was to foster community-driven development initiatives, particularly in infrastructure, education, and agricultural productivity. While previous studies have examined the impact of MPLADS in diverse geographical contexts across India, there remains a critical need for a Kenyan-specific study to assess the applicability and effectiveness of similar decentralized funding models.

The devolution of government funds gained momentum in the late 1990s and has since continued as a global phenomenon. In the United Kingdom, devolved funding structures have evolved in response to referendum outcomes, with various regions striving to achieve economic growth (State of the State UK, 2016-2017). However, in England, research indicates that devolved units often lack the requisite capacity to efficiently manage allocated funds (Keep, 2016).

Regional studies have served as pivotal insights into corporate governance dynamics. Okoye (2020) conducted an in-depth analysis of corporate governance in Nigeria, with a primary focus on financial sustainability. The study underscored the critical role of well-educated, competent, and forward-thinking management in mitigating risks and preventing fraudulent activities. These findings highlight the importance of strong leadership and governance structures in fostering financial stability and ethical business practices.

Ahmed and Anifowose (2024) looked at the connection between SDG attainment in Africa, corporate governance, and corruption. In order to test their predictions, the researchers used ordinary least squares regression using panel data collected from 42 African nations between 2017 and 2020. Furthermore, the results' dependability was evaluated using a variety of estimating approaches, including random effect and fixed effect regressions, as well as the generalized method of moments. According to Maria and Singh (2021) corruption hurts sustainable development (SD), but good corporate governance helps it out significantly. Additionally, nations with a high corruption rate seem to benefit more from corporate governance's beneficial effects on sustainable development.

Sehrawat, Singh, and Kumar (2020) argue that the rising prevalence of corporate governance challenges and the growing need for regulatory compliance have intensified interest in corporate governance research. High-profile scandals such as Satyam and the Tata vs. Mistry dispute in India, alongside global financial collapses like Enron and WorldCom, have drawn significant attention from politicians, investors, academics, and other stakeholders. Several studies, including those by Singh and Rastogi (2023) and Maria and Singh (2021), have explored the relationship between corporate governance and financial performance, yet no definitive conclusions have emerged. Utilizing data from 2,552 non-financial enterprises in India, the authors examine this correlation through key financial performance metrics such as Return on Assets (ROA) and Tobin's Q. Corporate governance factors assessed include board strength, executive shareholding, audit committee independence, and CEO duality. According to an examination of panel data spanning 15,671 firm-years (2010-2019). A company's Return on Assets (ROA) improves when managers have a stake in the company. Surprisingly, neither the audit committee's independence nor the fact that the CEO serves in many capacities affects the outcome. Nevertheless, according to Tobin's Q, a company's success is positively affected by the size of its board and the amount of ownership by its managers.

The Constituency Funds agencies launched several developmental initiatives in Zimbabwe in 2010, aiming to reduce poverty and enhance the overall quality of life through constituency-based development (Kibua & Mwabu, 2008). Similarly, Zambia adopted decentralized funding in 1995, with the primary objective of improving socioeconomic conditions (Shaban, 2021). This funding, allocated equally across all constituencies, accounted for 0.5% of the national budget and prioritized key sectors such

as infrastructure, agricultural production, education, healthcare, and water resources. The challenges related to transparency and accountability have hindered its effectiveness.

The NG-CDF program was started in Kenya in 2003 to guide development efforts in local areas and deal with the problem of being left out. The purse was originally meant to hold 2.5% of the total national revenue each year (GoK, 2019). Newly authorized by parliament was a plan to increase the fund's allocation to 7.5% of GDP (GoK, 2021). Even though the NG-CDF program has accomplished a lot, stakeholders are unhappy with how the projects that were funded by it are being handled. The fund committee and the project management committee were incompetent and ineffective, which led to this discontent. Their methods included not following proper project planning and design standards (Anthony, 2011).

Owuor (2018) examined the impact of corporate governance on the performance of Kenyan companies, analyzing 43 promising firms listed on the stock exchange. The study relied on secondary data collected over a five-year period (2012–2016), revealing a positive correlation between corporate governance and firm performance. However, these findings cannot be directly applied to the administration of NG-CDF, necessitating further research through questionnaires to establish a more precise relationship. Corporate governance serves as the backbone of an organization, enabling it to navigate challenges and achieve strategic objectives (Onditi, 2016). Effective implementation not only determines a company’s ability to sustain operations as a going concern but also reflects the efficiency of resource utilization, reinforcing long-term stability and growth. Several methods have been used to evaluate execution. For instance, the actual quantity that is employed in the projects and the annual allocation of funds are illustrative

examples. A review of the project's assessment, expenditure rate, and duration to completion are the primary focus of this research.

### 1.1.1 National Government-Constituency Development Fund

National Government-Constituency Development Fund refers to amount allocated to the Sub-County for development and undertaking of the projects. It also explains the amount provided by the national government to constituency to promote the service delivery. Keya, Aduda, Nyamute, and Pokhariyal (2020) have voiced scepticism regarding the National Government-Constituency Development Fund's (NG-CDF) capacity to fulfil its declared goals. This emphasizes how important it is to do research in order to determine how well the NG-CDF has achieved its objectives. Organizational structure in managing NG-CDF projects and project identification criteria are two challenges facing NG-CDF management. In addition, the execution of the NG-CDF has been beset by charges of misappropriation of funds, favouritism stemming from the overreach of Members of Parliament (MPs), unfinished projects, insufficient technical expertise, inadequate planning, and other shortcomings endangering the fund's viability (Sande, 2018).

Given the authority granted to MPs regarding fund administration, some MPs have unilaterally decided on projects to be implemented without community input, resulting in projects that do not address community needs. These difficulties all point to the NG-CDF project management committees' poor or non-existent use of project management concepts. This low usage was ascribed to inadequate implementation, poor funding disbursement timing, and delayed resource acquisition. The audit issues raise significant management concerns, suggesting that NG-CDF operations do not adequately emphasize proper management procedures. Given the high poverty levels and elevated dependency

ratio in Homabay County, there is a pressing need for a study that informs the effective management of public funds to benefit local residents. Global studies have revealed a contextual gap, regional research has illuminated a conceptual gap, and local investigations have exposed a methodological gap. Consequently, this research examines the corporate governance practices adopted by Homabay County alongside the implementation of NG-CDF projects within the region.

### 1.1.2 Homa Bay County

Homa Bay County, located in western Kenya, consists of eight Sub-Counties and forty wards, with a population of approximately 1,131,950 people, according to the 2019 Census (Kenya National Bureau of Statistics, 2019). The National Government Constituencies Development Fund (NG-CDF) operates eight offices within the County, corresponding to each Sub-County, and plays a pivotal role in funding education projects. These projects primarily involve the construction of critical school infrastructure, including classrooms, administration blocks, laboratories, access roads, and water supply systems, benefiting public primary and secondary schools, youth polytechnics, technical training institutions, and public universities. Currently, Homa Bay County has 1,126 public primary and secondary schools, 50 youth polytechnics, two technical training institutes, and two public universities (Ministry of Education, 2022).

Despite its significance, the implementation of NG-CDF-funded education projects in Homa Bay County faces several challenges. One of the major obstacles is the high demand for educational infrastructure relative to the limited financial resources available. Many public schools operate under severe infrastructural deficits, making it difficult to provide quality education (Ong'ayo *et al.*, 2020). Additionally, the County's

underdeveloped transport network hampers project execution. With a total land area of 3,154.7 km², Homa Bay County is served by only 185 km of bitumen roads, making access to remote schools difficult, especially during adverse weather conditions (Kenya Roads Board, 2021). Poor governance practices, including inefficiencies in resource allocation, procurement irregularities, and lack of transparency in project implementation, further exacerbate these challenges (Were, 2019).

Effective corporate governance practices are essential for ensuring the successful execution of NG-CDF projects, enhancing accountability, and improving project outcomes. Strengthening oversight mechanisms, promoting stakeholder participation, and adopting transparent procurement procedures can significantly enhance project sustainability and impact (Chepkemoi & Kithinji, 2021). Therefore, assessing the role of corporate governance in NG-CDF project implementation in Homa Bay County is critical in identifying best practices and addressing governance inefficiencies that hinder development.

### 1.2 Statement of the Problem

The performance of NG-CDF projects in Homabay County has been having challenges. Among the projects that were started, 36.4% were successfully finished, 40.9% are still in progress, and 22.7% have failed. The data clearly demonstrates that the performance rate of NG-CDF projects in Homabay County is 36.4%, indicating a poor level of achievement which should optimally be at 100%. The Audit Report for Homabay County for the financial year 2018/2019 (GoK, 2020) revealed an under-expenditure of 29% of the approved budget. The low fund absorption rate and slow project completion

underscore inefficiencies in resource utilization, necessitating governance reforms to enhance execution. Previous audit reports raise concerns about the effectiveness of existing structures (Ochieng, 2023). Transparency remains a key challenge, as procurement irregularities, unclear financial reporting, and opaque decision-making hinder accountability and public trust. The enforcement of financial accountability mechanisms remains inconsistent, resulting in budget variances, cost overruns, and incomplete infrastructure projects.

Many challenges persist in aligning governance structures with project execution, leading to inefficiencies and delays. Keya, Aduda, Nyamute, and Pokhariyal (2020) examined Governance and Performance of NG-CDF in Kenya but they did not study individual projects per constituency studies bringing in divergence gap. Onditi (2016) established that management competence influences the success of NG-CDF projects; however, the study did not specifically examine the role of corporate governance in project implementation, revealing a conceptual gap. Similarly, Katunga (2016) explored the impact of project management techniques on project performance, focusing on capacity development projects in County governments rather than NG-CDF programs, further highlighting a deficit in relevant research.

Prior research has explored various dimensions of corporate governance, yet significant conceptual and contextual gaps remain. For instance, Owuor (2018) examined how corporate governance influences performance by analysing secondary data from 43 companies listed on the Nairobi Securities Exchange, thereby limiting his findings to large, publicly traded firms. In a similar vein, Okoye (2020) investigated the relationship between corporate governance and firm performance at a regional level in Nigeria,

highlighting broader governance issues but not delving into localized contexts. Additionally, Onguka, Iraya, and Nyamuite (2020) focused on the impact of corporate governance factors on firm value, identifying key determinants of governance effectiveness; however, their study did not address the specific dynamics of NG-CDF project implementation at the County level. This collective body of work reveals a clear research gap. To address these shortcomings, this study concentrates on Homabay County, aiming to provide a nuanced understanding of how corporate governance practices can influence the success of NG-CDF initiatives in a local context. Therefore, this study seeks to answer the question on; what is the influence of corporate governance practises on implementation of the national government-constituency development funded projects in Homabay County.

## 1.3 Objectives of the Study

### 1.3.1 General Objective

The overall objective of this study is to determine the influence of corporate governance practices on implementation of National Government Constituency Development funded projects in Homabay County, Kenya.

### 1.3.2 Specific Objectives

This study was guided by the following specific objectives

i. To examine the influence of stakeholder participation on the implementation of National Government-Constituency development funded projects in Homabay County, Kenya.

ii. To determine the influence of professionalism of project management team on implementation of National Government-Constituency Development funded projects in Homabay County, Kenya.

iii. To assess the influence of transparency in project management on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya.

iv. To establish the influence of accountability in project management on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya.

**1.4 Research Hypothesis**

i. Stakeholder participation has no significant influence on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya.

ii. Professionalism of project management team has no significant influence on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya.

iii. Transparency in project management has no significant influence on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya.

iv. Accountability in project management has no significant influence on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya.

## 1.5 Significance of the Study

The study emphasizes the impact of corporate governance on the success of project completion, specifically recommending approaches that are applicable to NG-CDF projects. This can be advantageous for NG-CDF fund managers and project managers. The study findings on certain areas of corporate governance practices, such as scope, time, stakeholders, and risk, should be taken into account while making wise judgments on NG-CDF and corporate governance practices.

This project recommends a range of corporate governance methods to policymakers, providing a basis for developing policy interventions that align with modern governance standards. These interventions aim to ensure that the selection and placement of NG-CDF managers are determined strictly by merit and relevant qualifications, thereby reinforcing accountability and efficiency. By establishing clear, criteria-based procedures, the project envisions a system where the appointment of managers is transparent and competitive, reducing the risk of favouritism or political influence. This, in turn, could enhance the overall performance of NG-CDF operations and ensure that public funds are managed in a manner that maximizes benefits for the residents.

The study's conclusions may have robust implications for the nation's development, particularly in terms of planning and providing the necessary workforce for the efficient governance and achievement of objectives in CDF projects. The findings may also guarantee favourable attitudes to fulfil the requirements of national economic development. These corporate governance measures may assist a visionary in the industrialization of Kenya between the years 2015 and 2030. The study findings may

serve as valuable data and literature for future research on corporate governance practices and project implementation in the County, particularly for scholars in the field.

The study may help Governments all over the world to formulate corporate governance practises that promoted devolution of funds closer to the people. It may promote the general support by government officers to adopt attitude of devolution of funds to develop all parts of their territory and without fear of mismanagement.

### 1.6 Scope of the Study

This project analyzed key variables influencing the implementation of National Government-Constituency Development Fund (NG-CDF) projects in Homabay County, with a focus on corporate governance practices. Specifically, the study examined independent variables including stakeholder participation, the professionalism of the project management team, accountability, and transparency in project management. The effectiveness of these factors was evaluated against the successful implementation of NG-CDF projects, which was measured by project completion rates, reporting quality, and the rate of fund absorption.

The target population comprised 1,680 education projects funded by the NG-CDF. However, due to constraints in time and resources, a sample of 323 projects was selected using stratified random sampling. The study was confined to education projects in Homabay County over a period of seven financial years, from 2015/2016 to 2021/2022. This extended period allowed the project to capture changes in management structures, legislative amendments, and variations in fund allocation.

Secondary data were utilized to reinforce the primary findings, offering a comprehensive view of historical trends and changes over the specified period. Data sources included project reports and official financial records, which provided insight into the impact of corporate governance practices on project implementation. The project was conducted between February 2024 and April 2024, ensuring that the findings were current and relevant for informing policy interventions aimed at enhancing NG-CDF project management.

### 1.7 Limitations of the Study

These findings provide insightful information on NG-CDF implementation, offering a nuanced understanding of governance challenges within the study area. However, they may not fully capture governance dynamics in other regions with differing socio-economic structures, administrative frameworks, and policy environments. It was limited to corporate governance practices, even though many factors can affect project implementation.

Some respondents took long to answer the questionnaire hence using more time for the study but this was moderated thorough follow up to make sure the respondents answered the questionnaire in time. Some of the sampled respondents were not willing to take part in the study for fear of repercussions. In the study all the respondents were assured that this study is for academic purposes only and hence very confidential.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

This chapter advances the review of literature on aspects of corporate governance. It examined the theories that are related to the study such as stewardship theory, stakeholders' theory, resource-based theory and the agency theory. The chapter gives a conceptual review and empirical review on corporate governance practices and implementation of NG-CDF funded projects. Finally, the chapter concluded by giving a summary of the knowledge gap and conceptual framework.

## 2.2 Theoretical Review

A number of theories offer understandings into the validation underlying the corporate Governance practices and implementation of the in Homabay County, National Government Constituency Development Funded Projects, they include Stakeholders, theory, Resource-Based View theory, Agency theory and Stewardship Theory.

### 2.2.1 Stakeholder Theory

This is the anchor theory of the study. The theory was embedded by Freeman (1984) to advocate for corporate accountability, stakeholders' involvement, objectivity, transparency and timely response to the stakeholders' needs. The study is anchored on Stakeholder Theory, which posits that effective governance and project success depend on the engagement and participation of all relevant stakeholders. Freeman (1984) argues that organizations should consider the interests of all parties affected by their operations, rather than focusing solely on shareholders. In the context of NG-CDF project implementation, stakeholder participation including community members, project

committees, and government agencies ensures that projects align with local needs, promoting inclusivity, accountability, and efficiency. This theory directly supports the first objective, which examines the influence of stakeholder participation on project implementation.

The management in the organization have well-designed network to integrate the goals of the organizations. The theory indicates that stakeholders deserve management attention. Furthermore, it suggests a firm to be a system where the collaboration and cooperation must be the priority to realize the organizational goals. The management of NG-CDF and implementation of projects need the progressive involvement of the shareholders.

The purpose of firm is to enhance the shareholders' wealth. The network of association among many stakeholders affects the decision-making process. The theory postulates the recognition of the interest of all the stakeholders. NG-CDF are critical in implementation of the national government projects. Therefore, managerial decisions consider the interest of stakeholders since they have intrinsic value. The supreme aim is to enhance the implementation of the projects while promoting objective management, accountability in project management, professionalism of the project management team, transparency in project management and stakeholders' involvement.

### 2.2.2The Resource-Based Theory

Pfeffer and Salancik (1978) developed resource dependency theory as a framework to enhance organizational efficiency by optimizing the use of available resources. It is a reinforcing theory. The professionalism of project management teams, as explored in the second objective, aligns with RBV by emphasizing the role of technical competence, leadership skills, and resource optimization in enhancing project outcomes. The ability to

leverage expertise and knowledge within the NG-CDF framework is critical for effective project execution and sustainability.

Kipkirui (2020) further emphasized that this theory is instrumental in shaping an organization's productivity, as it underscores the critical importance of effectively managing resource dependencies. Central to the theory are several core tenets: transparency, which ensures that all organizational processes and communications are open and accessible; active stakeholder involvement, which calls for the inclusion of diverse perspectives in decision-making processes; and a high level of professionalism within the project management team, ensuring that projects are planned and executed with rigor and expertise.

In addition to these principles, the theory advocates for stringent accountability in project management, mandating that individuals are held responsible for their specific roles and contributions. Objectivity in decision-making is also paramount, requiring that choices be based on unbiased data and thorough analysis. Furthermore, the theory promotes a strategic reliance on domestic resources rather than external dependencies, positioning organizations to capitalize on internal strengths and mitigate external risks.

This theory was advanced by Werner (1984). It asserts that resources are the components that a firm introduces into its business cycle. The resources are categorized into three primary groups: physical capital, human capital, and organizational capital. The organization's capacity to address emergent issues in strategy implementation is achieved through a mix of the aforementioned groupings. Thus, the primary factor that distinguishes organizations in terms of their performance is the variation in resources and

capacities possessed by each organization, rather than the external environment (Jiang, Luo, Xia, Hitt, & Shen, 2023).

This theory is significant as it demonstrates how the NG-CDF committee can effectively utilize their human capital's capabilities, knowledge, expertise, and experience to responsibly oversee the management of NG-CDF physical resources, thereby promoting economic development (Hitt, Xu, & Carnes, 2016). Additionally, it highlights the importance of other human resource skills, such as employee behavior, organizational control systems, and knowledge management. The committee's sole challenge is to effectively utilize the expertise, knowledge, experience, and personal attributes of all its members in order to leverage their collective capabilities and bring about positive change in the lives and fortunes of the people they serve. This will ultimately lead to the achievement of neutrality and objectivity. The main limitation of this study's theory is that the NG-CDF committee is not a formal organization and its objective is not to generate profits. However, it is capable of effectively managing the given funds to promote development that has a good influence on people's lives.

### 2.2.3Agency Theory

This theory proposes a framework for structuring the connection between the management and shareholders of a business. Kipkirui (2020) demonstrated the significance of protecting resources through corporate governance on behalf of the owners. It was put forward by Jensen and Meckling (1976), in this scenario, the shareholders employ managers who serve as agents to carry out the responsibilities and execute the ideas desired by the shareholders. The idea posits that these two factions typically possess entrenched interests that are aligned yet frequently at odds, with

managers either exploiting shareholders' vulnerabilities or shareholders exerting excessive demands on managers.

Agency Theory (Jensen & Meckling, 1976) further complements the study by promoting Transparency in project management. Hence, it examined in the third objective, is essential in mitigating information asymmetry and curbing financial mismanagement. Clear reporting structures, disclosure mechanisms, and oversight frameworks ensure that resources are utilized as intended, reducing inefficiencies and fostering trust among stakeholders.

The theory has established evaluation methods for assessing the relationship between the two, known as the 'Agency loss' standards. These standards are utilized to compare the shareholders' expectations with the manager's performance (Lee, Kim, & Park, 2022). For instance, by continuously executing ideas and fulfilling responsibilities that are in line with the desires of shareholders, managers might limit the occurrence of agency loss. In contrast, when managers surpass shareholders' expectations and want more than they are capable of delivering, the agency loss becomes significant (Christiaens, 2020). This theory is highly pertinent to the study as it allows for the assessment of the NG-CDF committee's performance in accordance with the expectations of the constituents, utilizing the criteria of agency loss. The theory also guides policy formulation by emphasizing the importance of the NG-CDF board in establishing a strong interaction between NG-CDF managers at the constituency level and the constituents at the grassroots level. Another benefit of this approach is that it assures that the shareholders, in this case the constituents, keep watchful of the actions of the NG-CDF managers. This oversight allows them to assess whether these activities align with their requirements and

priorities. Consequently, fund managers are motivated to examine stakeholder involvement and demonstrate transparency and accountability to the public as custodians of the money (Garcia & Ramirez, 2023).

The main flaw of this theory is its assumption that individuals or organizations, such as managers or shareholders, continuously act based on their own self-interest, which may not always be true. In addition, the theory does not sufficiently consider the problem of conflict of interest among managers within organizations (Resnik, 2023). Specifically, the NG-CDF committee has been accused of conflict of interest by certain committee members in relation to particular projects.

### 2.2.4 The Stewardship Theory

The Stewardship Theory, introduced by Donaldson and Davis (1991), draw inspiration from the fields of psychology and sociology. The primary objective was to safeguard the shareholders' wealth by ensuring the firm's performance was effective. The management, acting as stewards, maximizes wealth. The organization executives and management serve as the custodians of the organization. The management plays a vital role in safeguarding a company's resources. The stewards play a crucial role in achieving the company's objectives by guiding the organization towards success.

Additionally, Stewardship Theory (Davis, Schoorman, & Donaldson, 1997) provides a counterbalance to Agency Theory by asserting that managers and public officials can act as responsible stewards who prioritize organizational and public interests over personal gains. The study’s fourth objective, which explores the influence of accountability on project implementation, is directly linked to this theory. Strengthening accountability

mechanisms including financial audits, monitoring, and compliance enforcement ensures that NG-CDF projects achieve their intended goals, reducing corruption and enhancing governance effectiveness.

The NG-CDF management emphasizes the importance of the Sub-County committee in the responsible administration of resources. The management endeavours to safeguard and optimize the advantages for the beneficiaries. The management is driven by the organization's success. Stewards aligns organizational objectives. The structures and processes within organizations are designed to achieve maximal autonomy, which is based on trust and aims to minimize agency costs (Kipkirui, 2020). The stewardship hypothesis proposes that the management of shareholders' wealth is essential for achieving organizational objectives. The theory highlights the significance of transparency in project management, active involvement of stakeholders, professionalism of the project management team, accountability in project management, objectivity, and the execution of organizational objectives.

### 2.3 Conceptual Review

Corporate governance standards play a crucial role in shaping an organization’s financial health and long-term sustainability. Mutinda (2021) argues that these standards promote effective financial management by mandating robust internal controls, thereby establishing a comprehensive theoretical and regulatory framework. This framework not only addresses immediate operational requirements but also aligns managerial actions with the organization’s strategic objectives (Clarke, 2020; UK Corporate Governance Code, 2021).

Corporate governance standards and principles, such as transparency, accountability, fairness, and responsibility, provide the foundational framework for ethical and effective governance, while corporate governance practices refer to their actual implementation through board composition, disclosure policies, risk management strategies, internal controls, and stakeholder engagement (OECD, 2015). Effective governance practices ensure compliance with regulatory requirements, enhance decision-making, and foster organizational sustainability (IFC, 2018). Various international and national institutions advocate for corporate governance practices, including the OECD (2015), which establishes global governance principles, the International Finance Corporation (IFC, 2018), which promotes governance in emerging markets, and the International Corporate Governance Network (ICGN, 2020), which focuses on shareholder rights and responsible investment. Regulatory bodies such as the Securities and Exchange Commissions (SECs), Financial Reporting Council (FRC, 2019), and Capital Markets Authorities (CMAs, 2021) enforce governance compliance, while organizations like the Institute of Directors (IoD, 2020) and International Auditing and Assurance Standards Board (IAASB, 2021) promote ethical leadership and audit integrity. In Kenya, governance advocacy is spearheaded by the Capital Markets Authority (CMA, 2022), Institute of Certified Public Accountants of Kenya (ICPAK, 2021), and Centre for Corporate Governance (CCG, 2020), ensuring alignment with global best practices and regulatory standards.

In contrast, corporate governance practices are the tangible expressions of these standards. They encompass a diverse array of strategies including stakeholder participation, professionalism, accountability, and transparency that collectively ensure responsible and effective management. For example, stakeholder participation involves

actively engaging various groups such as shareholders, employees, consumers, suppliers, and the broader community in decision-making processes. This inclusive approach recognizes that an organization's responsibilities extend well beyond the interests of its shareholders (Ioannou & Serafeim, 2020).

Professionalism within corporate governance is demonstrated by the appointment and empowerment of qualified managers who possess the necessary expertise and judgment to make decisions that are in harmony with the organization's core values and strategic ambitions (Tricker, 2019; Mallin, 2019). Moreover, accountability requires that both the organization and its leadership are held responsible for their actions through consistent and transparent communication, while transparency demands the open disclosure of key information-such as financial data, governance structures, and decision-making processes to all stakeholders. These principles are vital for building trust and ensuring that governance practices are both effective and aligned with organizational performance (OECD, 2020; Jensen & Meckling, 1976).

Ultimately, the relationship between corporate governance standards and practices is inherently symbiotic. The standards set forth the ideal framework and expectations, while the practices are the operational methods that organizations implement to realize these ideals. Authorities advocating for robust corporate governance practices include internationally recognized institutions such as the Organization for Economic Co-operation and Development (OECD, 2020) and the International Corporate Governance Network (ICGN, 2022), along with various national regulatory bodies. These organizations continuously refine and update guidelines to promote transparency,

accountability, and stakeholder engagement as central tenets of sustainable organizational management (ICGN, 2022; UK Corporate Governance Code, 2021).

### 2.3.1 Stakeholder Participation

Collaboration and cooperation among stakeholders are fundamental to the successful execution of projects, particularly in sectors requiring multifaceted stakeholder engagement. The Constitution of Kenya (2010) underscores the importance of public participation in project implementation, emphasizing that social, economic, and political development is contingent upon the active involvement of communities in decision-making processes. However, despite the recognized significance of collective efforts in unlocking stakeholder stand-offs and ensuring project performance, existing studies inadequately quantify the impact of stakeholder collaboration on project outcomes. There is a pressing need for empirical research that isolates and measures the direct contributions of stakeholder engagement to enhanced project efficiency, risk mitigation, and overall developmental impact. Additionally, the mechanisms through which stakeholder synergies translate into sustainable development remain underexplored, presenting a significant research gap in understanding the optimal frameworks for stakeholder integration in project governance.

Stakeholder participation in corporate governance extends be yond traditional shareholder-centric models to include a diverse array of participants, such as employees, customers, suppliers, and local communities. According to Yang *et al.* (2023), stakeholder engagement serves as a critical indicator of participation in project activities. Theoretical perspectives, including stakeholder theory, advocate for a holistic approach to

governance, whereby organizations integrate the diverse interests of all stakeholders into their strategic decision-making (Freeman, Harrison, & Zyglidopoulos, 2018). This inclusive approach enhances corporate accountability, transparency, and long-term sustainability (Androniceanu, 2021). Nevertheless, a key knowledge gap persists in the literature regarding the extent to which each stakeholder group's involvement uniquely influences governance outcomes. While previous studies such as Lauren (2022) have employed stakeholder engagement as a proxy for participation, there is a deficiency in empirical models that disaggregate the impact of various stakeholders on governance quality, efficiency, and resilience.

The strategic alignment of corporate values, objectives, and societal expectations is instrumental in fostering trust and confidence in corporate leadership. As argued by Adomako and Tran (2022), corporations that prioritize stakeholder engagement create a robust foundation for informed decision-making, thereby strengthening relationships with key stakeholders and mitigating operational, reputational, and regulatory risks. Moreover, effective stakeholder engagement enhances corporate social responsibility (CSR) and environmental, social, and governance (ESG) performance (Ahmed & Anifowose, 2024). However, a notable research limitation lies in the operationalization of stakeholder engagement. Existing studies predominantly rely on general metrics such as stakeholder salience, engagement intensity, influence strategies, and decision-making involvement (Khan, Naeem, & Xie, 2022). These broad categorizations fail to capture the nuanced interactions and differential contributions of various stakeholders within corporate governance structures. Future research should focus on refining stakeholder engagement

metrics to provide a more granular understanding of how these variables interact to drive governance improvements.

One of the most effective mechanisms for institutionalizing stakeholder participation is the establishment of stakeholder committees or advisory boards (Pan, Kwak, & Deal, 2022). These governance structures facilitate direct stakeholder involvement in corporate decision-making, ensuring that stakeholder perspectives are systematically considered. Such mechanisms foster two-way communication, enhance organizational responsiveness, and reinforce corporate legitimacy and trust (Jumanne, Njoroge, & Moi, 2023). Despite the theoretical endorsement of stakeholder committees, there remains a considerable gap in evaluating their practical effectiveness across different organizational contexts. Limited empirical evidence exists on how these committees function in practice, particularly in emerging economies where corporate governance frameworks may be weaker. Further research is required to assess the effectiveness of stakeholder committees in enhancing governance outcomes, reducing stakeholder conflicts, and ensuring sustainable corporate performance.

Stakeholder participation is not merely a compliance obligation but a strategic necessity for organizations aiming for sustainable growth and long-term success (Ndayizeye & Munene, 2022). Effective stakeholder engagement aligns corporate actions with ethical principles, societal expectations, and long-term business objectives. Moreover, structured engagement frameworks bolster corporate resilience, promote responsible business practices, and contribute to overall corporate citizenship (Donaldson & Preston, 1995). However, unresolved issues persist regarding the dynamic interactions between stakeholder engagement and corporate performance. While previous studies establish a

correlation between stakeholder participation and improved governance outcomes, there is insufficient empirical evidence detailing the causative mechanisms that drive this relationship. Furthermore, the evolving business landscape necessitates adaptive governance models, yet limited research explores how stakeholder engagement strategies should be tailored to different organizational sizes, industry sectors, and regulatory environments.

In conclusion, while existing literature underscores the significance of stakeholder participation in both project implementation and corporate governance, critical research gaps remain unaddressed. The quantification of stakeholder contributions to project success, the disaggregation of stakeholder influences on governance, the refinement of engagement metrics, and the empirical evaluation of stakeholder committees constitutes essential areas for further study. Addressing these knowledge gaps will provide deeper insights into optimizing stakeholder participation strategies, thereby fostering more effective governance structures and sustainable corporate practices. Future research should adopt a multidisciplinary approach, integrating insights from governance, organizational behavior, and sustainability studies to develop a comprehensive understanding of stakeholder participation and its implications for business and societal progress.

### 2.3.2 Professionalism of Project Management Team

Professionalism is a critical aspect of corporate governance, ensuring that management and board members behave ethically and responsibly while aligning their expertise with the corporation's strategic needs (Indudewi & Feronika, 2023). This concept encompasses a range of factors, including the knowledge, skills, and experience of the

management team, all of which must be pertinent to the industry and the specific operations of the corporation. Moreover, professionalism mandates adherence to ethical and legal standards such as avoiding conflicts of interest and ensuring transparent financial reporting which are essential for sustaining stakeholder trust and reinforcing corporate legitimacy (Singh & Rastogi, 2023).

In the context of project management, the professionalism of the management team becomes even more critical. Fu, Bosak, Flood, and Ma (2019) emphasize that the team's cumulative knowledge, skills, and expertise serve as robust proxies for professionalism. These competencies are vital in driving effective decision-making processes that shape the corporation's operational policies and strategic direction. By having a competent and qualified team at the helm, corporations are better positioned to make informed decisions that not only align with their core values and long-term goals but also optimize resource utilization, ultimately leading to enhanced financial performance and competitive advantage (Kyere & Ausloos, 2021).

Beyond operational efficacy, maintaining high levels of professionalism significantly bolsters a corporation's reputation. A strong reputation, built on ethical behavior and transparent governance practices, attracts both investment and talent, thereby fueling long-term success and sustainability. Corporations that commit to professionalism are more likely to foster robust stakeholder relationships, as trust and confidence in leadership permeate throughout the organization benefits that are critical for mitigating risks and ensuring regulatory compliance (Ahmed & Anifowose, 2024).

Studies have measured professionalism in various ways. For example, Indudewi and Feronika (2023) assessed professionalism by evaluating the qualifications, skills, and expertise of both management and board members. This evaluation often involves a comprehensive review of educational backgrounds, work experience, and professional certifications. Another method for evaluating professionalism entails analysing the degree to which a corporation upholds established ethical and legal standards. This assessment involves a comprehensive review of the organization's code of conduct, regulatory compliance frameworks, and governance policies. Additionally, it necessitates examining the corporation's mechanisms for managing conflicts of interest, including oversight of related-party transactions and proactive measures to mitigate ethical breaches (Wibisono, Satriawan, & Khaddafi, 2023).

Ultimately, maintaining professionalism in corporate governance is not merely a compliance requirement but a strategic imperative. By embedding professionalism into the core of governance structures, corporations can navigate complex business environments more effectively, drive superior decision-making, and create sustainable value for all stakeholders. This commitment to professionalism not only enhances financial performance but also fosters a culture of trust and accountability, which is indispensable for long-term growth and corporate citizenship

### 2.3.3 Transparency in Project Management

Transparency is a fundamental pillar in the successful implementation of projects and initiatives, ensuring trust, accountability, and informed decision-making among stakeholders (Lourenço, 2023). When organizations provide timely and accurate information regarding project planning, resource allocation, execution progress, and

challenges encountered, they empower stakeholders to actively participate in and monitor implementation processes. This openness ensures that shareholders, employees, customers, suppliers, government agencies, and the wider community have access to critical data, thereby enhancing the credibility and integrity of project execution. Zhang (2021) highlights that transparency in implementation can be assessed through key metrics such as the frequency and quality of progress reports, adherence to regulatory frameworks, clarity of communication, and accessibility of project-related information. Stakeholders rely on such disclosures to evaluate whether implementation aligns with stated objectives, timelines, and financial allocations, while also ensuring that ethical and operational standards are upheld. Additionally, transparent implementation practices act as a safeguard against fraud, mismanagement, and inefficiencies by subjecting project activities to continuous oversight and public scrutiny (Emmanson & Ajayi, 2021).

Transparency in implementation also plays a pivotal role in project governance and operational efficiency. It fosters an environment of trust and inclusivity by ensuring that all relevant stakeholders are consistently informed about implementation milestones, budget utilization, and emerging risks (Androniceanu, 2021). By maintaining a well-structured and open communication framework, organizations enable seamless coordination, minimize conflicts, and enhance stakeholder engagement throughout the implementation phase. Transparency also facilitates early identification of potential bottlenecks and allows for proactive problem-solving, ultimately improving project outcomes and sustainability. A lack of transparency in implementation, on the other hand, often results in misaligned expectations, resource misallocation, and increased resistance from stakeholders, which can hinder project success.

Assessing transparency in implementation requires a multi-faceted approach. One method involves evaluating the organization's reporting mechanisms, including public disclosure of implementation reports, budget breakdowns, and impact assessments (Lourenço, 2023; UNDP, 2022). Another approach is analyzing stakeholder perceptions through feedback mechanisms such as surveys, stakeholder forums, and participatory evaluation models. Additionally, compliance with regulatory and ethical guidelines serves as a key indicator of an organization's commitment to transparent implementation. Establishing clear monitoring and evaluation frameworks further strengthens transparency by ensuring that implementation is systematically tracked and reported (Wibisono, Satriawan, & Khaddafi, 2023).

In conclusion, transparency in implementation is not merely a regulatory obligation but a strategic enabler of successful project execution. Organizations that integrate transparent practices into their implementation processes enhance stakeholder confidence, mitigate operational risks, and promote long-term sustainability. Transparent implementation ensures accountability, improves resource utilization, and strengthens governance structures, ultimately positioning organizations for resilience and competitive advantage in dynamic business environments (Ahmed & Anifowose, 2024; Donaldson & Preston, 1995). Embedding transparency at every stage of implementation fosters a culture of integrity, efficiency, and stakeholder trust, which are essential for achieving meaningful and lasting impact (Askim & Johnsen, 2023)

### 2.3.4 Accountability in Project Management

Accountability in project implementation is a fundamental principle that ensures ethical conduct, transparency, and responsible decision-making throughout the project lifecycle. According to Askim and Johnsen (2023), accountability entails the obligation of decision-makers to accept full responsibility for their choices, methodologies, and outcomes. This principle requires individuals and organizations to remain transparent in their processes, acknowledge mistakes, and provide justifiable explanations for their decisions (Fuadah & Setiyawati, 2020). Embedding accountability within project implementation ensures that all stakeholders align with organizational goals, thereby fostering a structured and efficient execution of projects.

Effective project implementation is inextricably linked to accountability, as it establishes a performance-oriented framework where individuals and teams are held responsible for meeting predefined objectives. Systematic monitoring, achieved through comprehensive documentation, compliance evaluations, and meticulous record-keeping, serves as a crucial mechanism in maintaining accountability (Kemboi & Muchelule, 2019). These practices create an auditable trail that facilitates outcome evaluation and assists organizations in identifying areas for improvement (Keya *et al.*, 2020). Furthermore, robust accountability measures ensure that every project-related decision is traceable and subject to scrutiny, thereby promoting continuous improvement and efficiency in project execution (De Silva, Yapa, & Vesty, 2023).

Beyond operational performance, accountability plays a critical role in fostering stakeholder confidence and trust in project implementation. Organizations that consistently uphold accountability principles enhance their credibility, leading to

increased trust from investors, clients, and regulatory bodies (Kobusingye, 2017). A transparent culture that prioritizes accountability demonstrates a commitment to ethical decision-making and proactive problem-solving, which is vital for securing long-term stakeholder support (Kyere & Ausloos, 2021). This environment not only strengthens stakeholder engagement but also facilitates collaborative partnerships, resulting in more effective and sustainable project outcomes (Jumanne, Njoroge, & Moi, 2023).

Despite its importance, the measurement of accountability in project implementation presents a significant challenge due to the complexity of assessing both quantitative and qualitative dimensions of performance. One widely used approach involves performance metrics and key performance indicators (KPIs), such as project efficiency, quality standards, stakeholder satisfaction, and financial performance, to objectively evaluate accountability (Yang *et al*., 2023). Additionally, feedback mechanisms—including surveys, structured interviews, and formal evaluations—offer valuable insights into the effectiveness of accountability frameworks (Makau, Mackenzi, & Nicole, 2018). Regular audits and inspections further validate the alignment of project processes with regulatory and ethical guidelines, ensuring adherence to accountability principles (Emmanson & Ajayi, 2021).

While existing literature underscores the significance of accountability in project implementation, notable research gaps persist. First, limited empirical studies examine the direct correlation between accountability measures and project success in diverse sectors, particularly in developing economies. Current research primarily focuses on corporate governance and public administration, leaving a gap in understanding how accountability influences project execution in non-corporate settings (De Silva *et al.*,

2023). Second, there is a lack of comprehensive frameworks that integrate both quantitative and qualitative dimensions of accountability, which are essential for evaluating its holistic impact on project implementation (Yang *et al*., 2023). Third, studies rarely explore the role of technological advancements, such as blockchain and artificial intelligence, in enhancing transparency and accountability within project execution (Kyere & Ausloos, 2021). Addressing these research gaps is imperative to developing a more robust and adaptable accountability framework tailored to the evolving complexities of project management.

In conclusion, accountability in project implementation is more than a regulatory requirement; it is a strategic imperative that ensures ethical behavior, operational efficiency, and stakeholder confidence. Organizations that integrate accountability frameworks combining clear performance metrics, qualitative feedback mechanisms, and stringent audit processes are better positioned to navigate project complexities and achieve sustainable success. Bridging existing research gaps through empirical analysis and innovative accountability models will further enhance the effectiveness of project implementation strategies, contributing to improved project outcomes in dynamic and competitive environments.

### 2.3.5 Implementation of the NG-CDF Funded Projects

The successful implementation of the NG-CDF funded projects can be measured by the completion rate, timeliness and rate of fund absorption. Completion rate refers to the percentage of projects that have been completed within the designated timeline (Lourenço, 2023). It is an essential indicator of the effectiveness of NG-CDF projects as it measures the ability of the project management teams to complete projects as planned.

A high completion rate indicates effective project management, ensuring that the funds are being utilized optimally to meet the objectives of the project (World Bank, 2020). It also ensures that the benefits of the project are being delivered to the community as soon as possible.

Timeliness refers to the ability of the NG-CDF to complete projects within the designated timeframe. Timeliness is critical as it ensures that the funds are being utilized efficiently and effectively, and that the community can enjoy the benefits of the project within a reasonable timeframe (Waris, & Haji Din, 2023). Delays in project completion can lead to increased costs and reduced effectiveness of the project, which could ultimately lead to a loss of public confidence in the NG-CDF. Moreover, rate of fund absorption refers to the percentage of allocated funds that have been utilized within a given period. It measures the efficiency of the NG-CDF in utilizing funds to implement projects in a timely and effective manner. A high rate of fund absorption indicates that the funds are being utilized efficiently and effectively (Kipkirui, 2020). Therefore, NG-CDF is capable of implementing projects in a timely and cost-effective manner.

Completion rate, timeliness, and rate of fund absorption are crucial metrics for assessing the efficacy of NG-CDF projects. These metrics guarantee the efficient utilization of money, timely completion of projects, and prompt delivery of project benefits to the community (Wairu & Gitonga, 2018). These indicators are essential for establishing public confidence and guaranteeing the effectiveness of NG-CDF programs. Historically, the concept of successful project completion was determined by the project team's ability to achieve specific criteria related to cost, time, and product quality. This framework, known as the Iron Triangle of project management, was established by researchers such

as Wambiya, Atoni, & Ogula (2021). Currently, the Iron Triangle continues to be considered the standard for evaluating the performance of many initiatives. Contractors have a significant role in overseeing and managing building projects. They are accountable for carrying out the tasks outlined in the contract. These two entities collaborate with consultants to supervise and control projects, ensuring they are finished within the specified timetable and budget while satisfying the required quality standards (Fougère & Solitander, Amuhaya, 2020).

According to UNDP (2022), the success of a project depends on the combined efforts of the project team in carrying out different project activities. The project manager plays a central role in the project network and is responsible for coordinating the entire construction process (Yuen, Wang, Wong & Li, 2020). The project manager is responsible for overseeing the project network and monitoring for any discrepancies in cost, schedule, and quality throughout the entire course of the project. In order to achieve this, the project manager largely depends on a reliable monitoring system that is capable of swiftly identifying any project concerns, whether they are current or potential.

The purpose of the Act was to promote progress at the constituency level by allocating money for the execution of projects, with the ultimate goal of enhancing the socio-economic welfare of the local population (CDF, 2013). The adoption of the CDF also aimed to mitigate and diminish disparities in regional development caused by political favouritism, as previously observed in Kenya (Aduda, Nyamute & Pokhariyal, 2020). Nevertheless, despite the implementation of the CDF strategy, certain projects within the program have experienced significant failures mostly owing to fundamental issues such as inadequate monitoring and evaluation.

#### 2.3.5.1 Completion Rate

The successful completion of construction projects relies on the effectiveness of the project management process and the overall success of the project. The completion rate is a crucial indicator for assessing the effectiveness of project implementation (Ndirangu & Gichuhi, 2019). It denotes the proportion of initiatives that have been finished within the specified time range. A high completion rate demonstrates the project management team's proficiency in successfully achieving the project's objectives in a cost-effective and efficient manner (Word Bank, 2020). Ensuring a high completion rate guarantees that the project's advantages are experienced by the intended recipients within the anticipated timeframe, so boosting their trust in both the project and the organization responsible for its implementation.

Moreover, a substantial completion rate mitigates the potential for project failure, excessive expenses, and time delays, all of which have the potential to adversely affect the project's goals and compromise the implementing agency's reputation. Hence, project management teams must give priority to attaining a high rate of completion in order to successfully deliver projects that fulfil the requirements of the beneficiaries, boost stakeholder trust, and uphold the agency's reputation. According to Ghatak and Garg (2022), Cookie-Davies (2002) differentiates between project management success, which is typically evaluated based on factors such as time, money, and quality, and project success, which is assessed based on the achievement of project objectives. The study distinguishes between success criteria and success factors. Success criteria are the standards used to assess a project's success or failure, whilst success factors are the inputs that either directly or indirectly support the project's success.

Moradi, Kähkönen, and Aaltonen (2020) defined project success as the attainment of outcomes that exceed expectations or commonly accepted benchmarks in terms of cost, time, quality, safety, and participant satisfaction. Their research launched an investigation into the primary aspects that contribute to the effective completion of construction projects. In Africa, the problem of delivering projects on time might appear in several ways depending on the project's surroundings. Egwim *et al.* (2023) identified the key elements that cause delays in building projects by conducting a comprehensive survey of experts and doing a thorough study of existing literature. Their analysis revealed 23 shared factors that contribute to building delays. Subsequently, the researchers conducted a reliability assessment by prioritizing components using the Significance Index Measurement of Delay Parameters (SIDP). They also performed correlation and factor analyses. The study employed factor analysis to categorize particular underlying elements into three out of the six relevant categories that are highly associated with building project delays. The manuscript confirms the dependability of all criteria revealed during the assessment of reliability. The study suggests that project quality assurance, project schedule/program of work, financial issues encountered by contractors, political influence, site circumstances, and pricing volatility are the six primary factors that contribute to delays in construction projects (World Bank, 2020). These characteristics, which are ranked in the top 25% based on the SIDP score, are strongly correlated with delays in building projects.

#### 2.3.5.2 Timeliness

Tuuli *et al*. (2023) state that in order to avoid the problem of timely project delivery, employing a registered project manager for each contract should be a requirement

throughout the tender process. Punctuality plays a crucial role in the effective completion of a project by demonstrating the project management team's capability to adhere to predetermined schedules. Delivering the project on time guarantees that its benefits reach the intended recipients within the anticipated timeframe, thereby strengthening their confidence in both the project and the executing organization. Furthermore, completing the project punctually helps reduce risks related to budget overruns, delays, and other negative outcomes that could potentially harm the project's goals and reputation (Ochieng, 2013; Moradi, Kähkönen, & Aaltonen, 2020).

A punctual project conclusion fosters favorable impressions among stakeholders by signifying that the executing organization is proficient, productive, and dedicated to delivering exceptional quality. Prioritizing timely execution is crucial for achieving project success, enhancing stakeholder trust, and ensuring the long-term viability of project outcomes. Egwim *et al.* (2023) found that significant delays commonly occur during the project implementation phase. Issues such as challenges in making monthly payments, inadequate supervision of contractors, difficulties in procuring materials, subpar technical performances, and rising material costs have all contributed to delays in groundwater projects in developing nations (Ogutu, 2010; Odwar, 2016).

Evaluating the efficiency of the internal control system over time is essential for maintaining the integrity of project operations. Given the dynamic nature of internal controls, ongoing monitoring is necessary to assess the quality and efficacy of these systems. Risk assessment, which encompasses a range of resources, behaviors, methodologies, and actions tailored to each firm’s unique attributes, enables managers to effectively control risks and ensure they remain within acceptable levels. Consequently,

risk management has evolved into a strategic approach that connects daily risks with overall strategy to create value (Kamal, Abas, Khan, & Azfar, 2022). Furthermore, periodic evaluations as recommended by the UNDP (2022) Handbook on Monitoring and Evaluation are vital to ensure that internal control systems continue to perform effectively over time.

#### 2.3.5.3 Rate of Fund Absorption

Rate of Fund Absorption is a critical indicator of the effectiveness of project implementation. It refers to the percentage of allocated funds that have been utilized within a given period (Kipkirui, 2020). The importance of Rate of Fund Absorption lies in its ability to measure the efficiency and effectiveness of the project management team in utilizing allocated funds to implement the project within the set timelines. Achieving a high rate of fund absorption indicates that the project management team is capable of utilizing the funds efficiently and effectively to meet the project objectives within the budgeted cost. A high rate of fund absorption also ensures that the allocated funds are being utilized in a timely manner, avoiding any cost overruns or delays that could lead to project failure. Additionally, a high rate of fund absorption creates positive perceptions among stakeholders, indicating that the implementing agency is committed to delivering high-quality projects and utilizing public funds responsibly. Therefore, prioritizing a high Rate of Fund Absorption in project implementation is critical to achieving successful project outcomes, enhancing stakeholder confidence, and maintaining public trust in the implementing agency.

Kemboi and Muchelule (2019) highlight that the establishment of the National Government Constituency Development Fund (NG-CDF) in Kenya serves as a

mechanism to promote development and ensure fairness throughout the country. Although the aims behind it are commendable, there have been documented cases of inadequate project management in different counties, resulting in below-average project performance and delays in NG-CDF projects. The primary aim of their research was to investigate the influence of project monitoring on the effectiveness of community development initiatives, guided by the theory of change. Using a descriptive survey research design, the study focused on a population of 80 stakeholders involved in NG-CDF projects in Elgeyo Marakwet. The data collection process included distributing questionnaires, followed by analyzing the data using both descriptive and inferential statistics. The findings, which were presented using graphs and frequency tables, revealed a response rate of 81.0% and showed that project monitoring had a positive and statistically significant impact on the performance of NG-CDF projects ($\beta = 0.287$, $P = 0.002 < 0.05$). In summary, the study highlights the crucial importance of project monitoring in improving NG-CDF performance and suggests that all stakeholders—such as project management committees, MCAs, and project representatives—should actively participate in project monitoring. Hence, these findings are in tandem with Ndirangu and Gichuhi (2019), who emphasize that robust project monitoring is vital for ensuring timely fund absorption and overall project success.

Wambiya Atoni and Ogula (2021) conducted a study to evaluate the effectiveness of education sector projects supported by both the NG-CDF and the County Government Fund in Alego Usonga Constituency, Kenya. Employing a cross-sectional design, the study investigated the performance of education sector projects through questionnaires, interview schedules, document analysis, and observation checklists. A random sample of

project managers, beneficiaries, contractors, members of the project management committee, and various institutional leaders was selected. The study's validity was ensured through expert consultations, and reliability was assessed using the test-retest technique. Data were analyzed using descriptive statistics—such as frequencies, percentages, standard deviations, and mean scores—and hypothesis testing was performed using an independent t-test. The results indicated that NG-CDF projects outperformed in prompt financing availability, effective communication, and the inclusion of political interests, whereas County Projects excelled in stakeholder participation, compliance with regulatory frameworks, and efficient project monitoring and evaluation. Hence, the efficient utilization of funds is essential for fulfilling the responsibilities of the Sub-County. These findings are in tandem with the evaluation by Keya, Aduda, Nyamute, and Pokhariyal (2020), who assert that effective fund utilization is critical for achieving superior project performance at the Sub-County level.

## 2.4 Empirical Literature Review

The empirical literature review covered global studies, regional studies and country specific empirical studies.

### 2.4.1 Stakeholder Participation and Implementation of Projects

The implementation of initiatives and corporate governance are significantly influenced by stakeholder participation. The great need for social, economic, and political development means that this fact poses a basic conundrum that can only be answered by the broad participation of local communities in community-based development projects. International cooperation is currently being used to address common challenges. But it's critical to reexamine the enduring notion that these programs successfully address the

needs of the general public. A group's degree of engagement and involvement in decision-making determines how long National Government-Constituency Development Fund programs may be sustained, among other things. Mutinda (2021) asserts that high-level participation in broader developmental contexts is required for a number of specialized activities. The following are some examples of these activities: gathering and analysing data; setting priorities and objectives; evaluating resources that are readily available; making decisions about when to schedule programs; creating implementation strategies and assigning roles to participants; managing programs; keeping an eye on program progress and assessing outcomes and impacts.

Shaukat, Latif, Sajjad, and Eweje (2022) looked at the connection between project success and sustainable project management (SPM). The moderating impacts of team building and stakeholder engagement were the main focus of the study. For the study, 1120 project management experts in Pakistan provided data using a standardized survey questionnaire technique. The findings imply that SPM positively affects project success, but team building and stakeholder involvement had no discernible benefits. These findings add to the body of knowledge on SPM and demonstrate the applicability of SPM in the developing world. From a practical perspective, it is imperative for organizations to take a comprehensive approach to SPM and integrate sustainability considerations into all phases of the project life cycle. In order to enhance SPM outcomes and deliver value to each stakeholder group, project managers must implement strategies for stakeholder engagement and team-building, as well as conduct a thorough analysis of critical project decisions from a sustainability perspective. These factors are becoming more important in order to achieve project success.

Erkul, Yitmen and Celik (2016) studied elements that impacted on performance of construction projects and found that stakeholder engagement was vital as it helped in dispute avoidance and stakeholder communication ensured there was a cosy relationship among stakeholders. Kobusingye's (2017) study on the influence stakeholder's involvement had on project outcomes the case of water, sanitation and hygiene (wash) projects in Rwanda acknowledged that project managers usually had a vision of the public projects performing well due to stakeholders' participation, hence they should be involved in project identification. The study used descriptive research design and for analysis, descriptive statistics was used. The results revealed that stakeholders' involvement in the initiation of projects contributed to the success of the project outcome.

Makau, Mackenzi, and Nicole (2018) examined the effect of stakeholder participation on project monitoring and evaluation using a systematic quantitative literature review approach. Their study concluded that the quality of project monitoring and evaluation is significantly influenced by the level of stakeholder involvement. However, while the study highlighted the importance of stakeholder engagement, it did not empirically investigate the extent to which different forms of participation—such as consultative involvement, decision-making influence, and financial contribution—affect project outcomes. Furthermore, its reliance on a literature review methodology limits the ability to derive context-specific insights applicable to dynamic project environments, particularly in government-funded initiatives. This presented a research gap in understanding how diverse stakeholder engagement mechanisms impact project implementation success in various organizational settings.

Beyond monitoring and evaluation, numerous studies have explored the role of stakeholder participation in project implementation across different sectors. Ontiri (2016) investigated stakeholder involvement in project execution within Clay Works Limited in Mombasa, Omondi and Kinoti (2020) analyzed its impact on road construction projects in Kilifi County, and Kalu and Rugami (2021) examined its influence on infrastructure projects at the Kenya Ports Authority. While these studies confirmed a positive relationship between stakeholder engagement and successful project implementation, they were sector-specific and did not adopt a comparative approach to determine whether similar patterns exist across different industries. Additionally, they did not critically assess how variations in stakeholder power dynamics, resource mobilization, and governance structures affect implementation effectiveness. This gap necessitates further research to explore stakeholder engagement within broader project environments, including public-sector initiatives such as the National Government Constituencies Development Fund (NG-CDF), where accountability and stakeholder interests may differ significantly from private-sector projects.

Owuor (2018) further examined the relationship between stakeholder participation and performance, analyzing 43 listed companies in Kenya over a five-year period (2012–2016) using secondary data. The study found a positive association between stakeholder engagement and corporate performance, reinforcing the argument that participatory decision-making enhances organizational success. However, since the study focused on corporate entities rather than public-sector projects, its findings may not be generalizable to NG-CDF-funded initiatives, where project implementation is often influenced by bureaucratic structures, political interference, and varying levels of public involvement.

Moreover, the reliance on secondary data limits the ability to capture real-time stakeholder interactions, transparency measures, and implementation challenges at the grassroots level. To address this gap, this research employed primary data collection through structured surveys and interviews, allowing for a deeper exploration of how stakeholder participation directly impacts project execution in NG-CDF projects.

Given these research gaps, there is a need for a more comprehensive investigation into the direct relationship between stakeholder engagement and project implementation, particularly within government-funded initiatives. Existing studies have largely concentrated on private-sector projects, road infrastructure, and corporate entities, leaving a gap in understanding how stakeholder participation influences project execution in decentralized public-sector initiatives like NG-CDF. Additionally, while secondary data analyses provide macro-level insights, they do not account for contextual factors such as stakeholder accountability, transparency in decision-making, and the role of participatory governance in project sustainability.

Using descriptive survey design Tiluk and Mokaya (2021) assessed the effects of stakeholder engagement on implementation of physical infrastructure projects in secondary schools: a case of West Pokot and Trans Nzoia Counties, Kenya. For data collection questionnaires and interview guides were used. The findings revealed that stakeholders were highly engaged in infrastructure project development though the levels of engagement varied. The study concluded that stakeholders' participation influenced infrastructure project implementation.

Beldinne and Gachengo (2022) examined resource management practices and the effectiveness of road construction projects in Siaya County, Kenya. It is imperative to mention that Siaya County's road development projects have faced a number of difficulties, such as completion delays, overspending, and poor quality. Stakeholder theory served as the foundation for this analysis, which also used an explanatory research approach. The targeted demographic, which included members from the Siaya County administration, contractors, and officials of the Kenya Urban Roads Authority (KURA), focused on four road development projects in Siaya County. Primary data were gathered using a questionnaire, and descriptive and inferential statistics were used for analysis. Every urban road construction project was counted in a census. The study discovered that the resource management of stakeholders had a significant and positive impact on road construction initiatives. The study concluded that the success of road construction initiatives in Siaya County is significantly influenced by the resource management of stakeholders. It was advised that project managers engage stakeholders in the planning, implementation, and execution of projects to the greatest extent feasible.

Waikenda (2022) extensively examined the influence of stakeholder participation inclusiveness on the performance of County administrations in Kenya. The implementation of a devolved governance system was intended to improve the efficacy of service delivery for all Kenyans and ensure development in all regions. The study employed a descriptive and explanatory cross-sectional survey method, with County governments serving as the unit of analysis. The unit of observation consisted of County authorities, including Governors, deputy Governors, County executive committee members, County secretaries, deputy County secretaries, and MCAs. A sample size of

354 was determined through simple random sampling to ensure a representative cross-section of the target population, and data were collected using structured questionnaires; the gathered data were then analyzed with SPSS, with study variables presented through graphs and frequency tables and supplemented by both descriptive statistics (e.g., frequencies, means, and standard deviations) and inferential statistical techniques, including regression analysis to determine the significance of relationships between dependent and independent variables. The analysis revealed that inclusiveness, as measured by stakeholder participation, has a positive and statistically significant impact on the performance of County administrations in Kenya, thereby underscoring that higher levels of stakeholder engagement are crucial for enhancing administrative effectiveness and overall project success.

Yuen, Wang, Wong, and Li (2020) used the Structure-Conduct-Performance paradigm to investigate how stakeholder involvement impacts sustainable integration and corporate performance in maritime transportation firms. The survey collected data from 156 maritime transport companies. The research revealed that sustainability integration functions as a comprehensive mediator between stakeholder involvement and organizational performance, emphasizing the significance of incorporating sustainability into a business framework and involving stakeholders in the planning and management of sustainable maritime transport activities. These results contribute to the theoretical advancements in stakeholder governance research and offer recommendations for policymakers in the transportation sector and maritime transport entities to enhance sustainability outcomes.

### 2.4.2 Professionalism of Project Management Team and Implementation of Projects

It is imperative to acknowledge that any project intervention is conducted within a complex environment, which renders projects susceptible to risks. Kemboi and Muchelule (2019) have emphasized that even minor conflicts can impede the attainment of project objectives. The calibre of educational and training facilities has a substantial impact on the delivery of projects, as evidenced by a multitude of studies conducted on educational initiatives and training. Project implementation is significantly influenced by professionalism and due diligence, which are essential for the successful completion of projects.

Khalida, Rahmi, and Anizar (2016) investigated the influence of professionalism and the code of conduct on the performance of engineers in their research. In the contemporary globalized world, professionalism is essential, particularly in the engineering profession, as it guarantees a competitive advantage. Engineers' performance is frequently assessed on the basis of their professional decorum, which is closely associated with their adherence to a code of ethics. The objective of the study was to examine the impact of professional ethics and professionalism on the performance of engineers through the use of statistical analysis, specifically linear regression. The results indicated that engineers' performance is substantially influenced by both professionalism and adherence to the code of conduct. These results underscore the significance of upholding high professional standards within the engineering field to achieve overall excellence, emphasizing the significance of ethical behaviour and professionalism in improving the performance of engineers.

Existing studies have extensively examined the role of professionalism in various specialized fields, including auditing, procurement, and corporate governance. However, significant research gaps remained regarding how professionalism influenced project implementation, particularly in large-scale public sector and donor-funded projects. Previous research had primarily explored professionalism within specific disciplines without sufficiently addressing its broader impact on project execution, stakeholder engagement, and overall efficiency. This study bridged these gaps by expanding the understanding of professionalism as a critical determinant of successful project implementation.

Napitupulu, Dewi, and Wijaya (2023) investigated the relationship between work experience, professionalism, and remote auditing on audit quality in public accounting firms in Indonesia. Their study concluded that auditors with greater experience and a high level of professionalism produced higher-quality audits, even in remote auditing environments. However, while this research emphasized the significance of professional conduct in ensuring audit effectiveness, it did not extend its findings to project implementation. The study primarily focused on financial audits rather than the broader scope of project execution, leaving an important gap in understanding how professionalism influenced adherence to project timelines, stakeholder collaboration, and quality assurance in non-auditing fields. This study addressed that gap by exploring the role of professionalism across diverse project implementation processes, considering multiple disciplines and stakeholders.

Similarly, Mrope (2017) examined the impact of procurement professionalism on the efficiency of public procurement functions in Tanzania. The study established that compliance with procurement ethics, competency, and personnel independence significantly enhanced procurement outcomes. While this study provided valuable insights into procurement effectiveness, it did not extend its analysis to project implementation as a whole. Procurement professionalism is only one aspect of project success, and factors such as technical expertise, leadership, and ethical decision-making also play crucial roles in determining implementation outcomes. Moreover, the study was geographically confined to Tanzania, limiting its applicability to other regions with different regulatory and institutional frameworks. This study addressed these limitations by analyzing professionalism's broader implications on project implementation across multiple sectors while contextualizing findings within public sector and donor-funded initiatives.

Okoye (2020) examined corporate governance practices and their influence on the financial sustainability of microfinance institutions (MFIs) in Nigeria. The study highlighted how unprofessional conduct, including weak governance structures, lack of independent boards, and ineffective risk management, contributed to poor financial performance. While this research underscored the consequences of professionalism deficits in governance and financial sustainability, it did not explicitly analyze how professionalism, including ethical compliance and competency, affected project implementation success. Furthermore, the study focused exclusively on financial institutions, leaving a critical gap in understanding how professionalism influenced the execution of development projects in other sectors, such as infrastructure, healthcare, and

education. This study bridged that gap by assessing professionalism as a determinant of effective project execution across various fields, offering a more comprehensive perspective on its role in ensuring efficiency, sustainability, and accountability.

The reviewed studies provided valuable insights into the role of professionalism in different domains; however, they did not comprehensively examine its influence on project implementation beyond specific professional functions. The findings were often sector-specific, making them difficult to generalize across various project environments. Additionally, most studies relied on secondary data or focused on corporate settings, limiting their relevance to public-sector initiatives, where professionalism is essential for ensuring accountability and optimizing resource utilization. This study bridged these gaps by extending the analysis beyond specialized fields, incorporating a multidisciplinary approach to professionalism's impact on project implementation.

Rizal, Anwar, and Abdul (2018) examined the correlation between organizational performance, personnel performance, safety culture, and professionalism. The study underscored the significance of aligning organizational objectives with the vision and mission, as well as the role of personnel performance in determining organizational performance. The analysis was conducted using structural equation modelling, with a sample size of 185 individuals at Wing Air 2 Lanud Abdulrachman Saleh Malang. The findings suggested that the performance of personnel and the performance of the organization were significantly impacted by professionalism and safety culture. Furthermore, the performance of personnel directly affected the performance of the organization, while professionalism and safety culture indirectly influenced the performance of the organization by influencing how personnel performed.

### 2.4.3 Transparency in Project Management and Implementation of Projects

The study conducted by Vivianita, Indudewi, and Prihantini (2020) investigated the influence of transparency and accountability on staff performance in the OPD of Semarang city. The study also considered budget-based performance as a mediating factor. In many regions of Indonesia, there is a widespread occurrence of deviant budgeting practices characterized by inadequate budget planning, resulting in inefficient utilization of funds and hindered progress in development and community services. This study sought to examine the influence of transparency, accountability, and budgeting-based performance on the performance of the OPD.

Additionally, it attempted to determine the indirect impact of transparency and accountability on OPD performance through budgeting-based performance, using contingency theory. The study's sample comprised employees from the accounting and financial departments of the Regional Government Organization (OPD) in Semarang city. The participants were selected via random sampling. The research employed Structural Equation Modelling (SEM) as the methodology, with Smart PLS 3.0 as the statistical software. The findings demonstrated that transparency had a noteworthy impact on OPD performance, although accountability did not. Furthermore, it was discovered that performance-based budgets have an effect on OPD performance. The study found that openness did not have a significant impact on OPD performance through budgeting-based performance. However, accountability had a substantial effect on performance through budgeting-based performance. Although the study acknowledged the existence of deviant budgeting practices, it did not explicitly examine how transparency could mitigate inefficiencies in public projects.

Emmanson and Ajayi (2021) examined the impact of reforms in public sector organizations on the levels of transparency and accountability in Nigeria from 2015 to 2020. The study employs three distinct proxies, including Ease of Doing Business, Open Budget Initiative, and Corruption Index, to assess the degree of transparency and accountability in the Nigerian public sector. The analysis reveals that despite the implementation of several public sector reform measures in Nigeria throughout the years, the outcomes have been inconsistent. The study highlights that the success of public sector changes in Nigeria is contingent upon the prioritization of the political leadership. The reforms are based on the concepts of economy, efficiency, effectiveness, transparency, social growth, innovation, and good governance. The study reveals that certain reform measures have had moderate outcomes, whereas others have had minimal or no effects on transparency and accountability. The study's findings indicate that corruption is pervasive in Nigeria and has a detrimental impact on the country's socioeconomic progress and development.

The government should adopt a more assertive and proactive strategy to combat corruption. The study suggests that implementing the death penalty could be a feasible approach to establish an atmosphere in which corruption and fraudulent activities are less likely to occur. This would guarantee the smooth functioning of the government for the welfare of the general populace, and foster the establishment of robust public institutions, resulting in a nation where the principles of law truly govern. Their study focused primarily on national governance structures and did not specifically address transparency at the micro-level in constituency-based projects. Moreover, while it acknowledged political will as a key determinant of transparency in governance, it did not evaluate how

local-level transparency mechanisms influenced public project execution. This study bridged the gap by focusing on transparency in the implementation of NG-CDF projects, analysing how financial disclosures, community participation, and oversight mechanisms influenced project efficiency and success at the constituency level.

Zhang's (2021) evaluation emphasizes the problem of inadequate project transparency in the construction sector, despite the current focus on integration. Lack of transparency impedes the flow of information and cooperation among project participants, which has a negative effect on project results. The study classifies project transparency into three categories: information transparency, rule transparency, and cultural transparency. It then examines how these categories impact the overall management of the project. The research highlights the absence of definitive outcomes and underscores the necessity for additional comprehensive research to enhance project transparency. Developing thorough plans and specific implementation methods, taking into account actual circumstances, is necessary to provide helpful guidance for improving project transparency in the future. Yitayaw (2021) stressed the need of financial sustainability in strengthening companies, emphasizing the critical role of responsibility in delivering projects. The study concentrated on crucial aspects such as accountability and transparency. Data for the research was collected using primary methods. The report recommended the implementation of well-planned organizational plans that are guided by effective corporate governance processes. These tactics are crucial for facilitating oversight, supervision, control, audit, and policy execution. Implementing ongoing control promotes uniformity, efficiency, and output within organizations. It was primarily centred on the construction sector and did not extend its findings to public-sector development

initiatives. Additionally, although it underscored the need for more empirical research to develop practical implementation strategies for enhancing project transparency, it did not focus on constituency-funded projects, where transparency plays a pivotal role in preventing corruption and ensuring community-driven development. This study bridged that gap by investigating transparency in NG-CDF project implementation, specifically in Homa Bay County, where it analysed how transparency in financial management, procurement processes, and community involvement influenced project outcomes.

The proper implementation of a project intervention is impossible without the presence of openness and accountability regarding funding and other associated resources. A major limitation that affects many infrastructure projects in poor nations, notably in Africa, is the absence of transparency and accountability, especially among low-income populations (Odwar, 2016). Ensuring project managers have transparent and accountable access to adequate money is crucial for successfully delivering projects, particularly in government initiatives targeting rural communities.

Aman (2021) did a qualitative analysis of the creation and implementation of the Ethiopian Youth policy, gathering and analyzing pertinent data. The process of policy creation was examined using document analysis, while policy implementation was investigated through key informant interviews with two personnel from the Central Gondar zonal office. The investigation determined that the policy statement was skilfully crafted, but it also uncovered certain deficiencies in the process of formulating it. The statement lacked a specific timeframe for attaining the stated objectives, despite providing an outline of the policy's vision and goals. Furthermore, the study revealed that the policy document failed to recognize the significance of involving young people in the

decision-making process while implementing the policy. In addition, the examination of policy implementation concentrated on topics such as facilitating legislation and regulations, organizational framework, operational procedures, and program effectiveness.

### 2.4.4 Accountability in Project Management and Implementation of Projects

Umar, Mauliansyah, Taruna, Riski, and Gusfinur (2023) conducted a study in the Simeulue Tengah District of Simeulue Regency to examine the influence of openness and accountability on the administration of village finances, both at an individual and collective level. The research data were obtained by the administration of questionnaires and the scrutiny of corroborating documents. The research involved multiple linear regression analysis, simultaneous testing, and partial testing techniques to investigate the hypotheses and determine, with a 95% confidence level, the impact of the independent factors on the dependent variable. The study looked at the Central Simeulue District of the Simeulue Regency's financial management, accountability, and transparency. There were 64 individuals in the sample. The results show that the financial management of the communities in the Simeulue Tengah District is influenced simultaneously by transparency and accountability. The district's village finances are managed with a moderate impact from transparency and a comparable impact from accountability.

Wibisono, Satriawan, and Khaddafi (2023) conducted a study to examine and provide empirical evidence on how accountability, financial reporting transparency, and accounting information quality affect the acceptance of zakat contributions. They also explored the role of accessibility as a moderating factor. The demographic for this study consisted of muzakki individuals who made direct zakat payments to BAZNAS Batam

City. The researchers employed random sampling to choose the sample, consisting of 96 participants. The sample size was estimated using the Slovin algorithm, with a 1% margin of error. The study gathered original data by employing a quantitative methodology, utilizing a Likert scale questionnaire. The data analysis was conducted using Partial Least Squares (PLS) with the SmartPLS software. The study results demonstrate that accountability has a substantial influence on the level of acceptance of zakat, whereas transparency has a good impact on the level of acceptance of zakat, but this impact is not statistically significant. Moreover, the calibre of accounting information had a notable influence on financial oversight, whereas the ease of access did not have a substantial adverse effect on the extent of zakat acceptance. In addition, the influence of accessibility on the relationship between accountability, openness, and accounting information quality in determining the amount of zakat acceptance, often referred to as predictor moderation, was not observed. Nevertheless, the impact of accessibility on the level of zakat acceptance was found to be negligible, and it did not influence the association between accountability, transparency, and accounting information quality on the level of zakat acceptance, which is known as predictor moderation.

Reggi and Dawes (2016) investigated the correlation between transparency for innovation and transparency for participation and accountability in Open Government Data (OGD) ecosystems. The study emphasized the discrepancy between the anticipated advantages of Open Government Data (OGD), such as economic ingenuity and civic engagement, and the restricted tangible achievements. Prior studies on Open Government Data (OGD) mostly concentrate on either data dissemination for fostering innovation or for promoting civic engagement and transparency, without taking into account their interplay. In order

to address this disparity, the authors employed an ecosystem viewpoint and carried out an investigative case study. The study uncovered two interrelated cycles of influences resulting from the publication of accessible data: one focused on promoting transparency for the purpose of fostering innovation, and the other aimed at addressing wider concerns related to public involvement and government accountability. Through the analysis of these cycles, the study offered valuable insights into the potential benefits and challenges related to the attainment of both objectives.

Porlezza and Splendore (2016) analyse the accountability and openness of entrepreneurial journalism, with a specific emphasis on crowdfunding as a novel business model. The researchers conducted an analysis of case studies from different European countries and the United States to examine how ethical concerns in crowdfunded journalism are tackled. The study included a two-step technique that included analyzing the websites and Twitter accounts of crowdfunding platforms, as well as conducting semi-structured interviews with journalists associated with each platform. The results emphasized ethical issues related to the transparency and responsiveness of crowdfunded news production, and suggested that accountability was frequently entrusted to audience engagement.

Implementing a project successfully is seen to be better achieved by the financial accountability of PMCs in project intervention (Yang et al, 2023). In this context, it is argued that the most significant result of development activities may not be an increase in economic productivity, but rather the capacity development of the PMC (Project Management Committee) to independently initiate actions or influence choices. Accountability is the driving force behind project implementation.

The successful delivery of a project relies greatly on holding PMCs accountable for their financial resources, which in turn improves their performance in various duties and helps achieve the intervention's aims (Oyola, 2013). A project intervention relies on sufficient financial resources, which are swiftly distributed with the only objective of achieving the project's deliverables. Therefore, resource mobilization is a crucial prerequisite for the success of the project (Pan, Kwak & Deal, 2022).

## 2.5 Summary of Literature Review and Gaps

**Table 2.1 Summarized Literature**

| Author | Title | Research Design | Finding | Research Gaps | Focus of the current study |
|---|---|---|---|---|---|
| Shaukat, Latif, Sajjad and Eweje (2022) | Sustainable project management (SPM) and project success is with a focus on the moderating effects of stakeholder engagement and team building. | structured survey questionnaire technique | The findings indicate that SPM has a positive impact on project success, while the effects of stakeholder engagement and team building were not significant. | It did not look at the NG-CDF and implementation of the projects | Corporate governance and implementation NG-CDF of projects |
| Beldinne and Gachengo (2022) | Stakeholders' Resource Management and Performance of Road Construction Projects in Siaya County, Kenya | Explanatory research approach. | The research found that stakeholders' resource management had a favourable and noteworthy influence on road construction projects. | It failed to factor in NG-CDP Projects | The current study looked at the local viewpoint |
| Napitupulu, Dewi and Wijaya (2023) | Effect of work experience, professionalism, and remote audit on audit quality at Public Accounting Firm in DKI Jakarta | Explanatory | Professionalism influences performance | The study was narrow to professionalism and did not look at the cooperate governance | This examination intends to look at professionalism in the local context |
| Kariuki and Guantai (2020) | The impact of performance appraisal practices on employee performance in public secondary schools in Kenya | Census technique | Performance appraisal is significant on employee performance | It only considered performance appraisal in school and not implementation of the projects | This a local study aiming to close the conceptual gap |

| Author | Title | Research Design | Finding | Research Gaps | Focus of the current study |
|---|---|---|---|---|---|
| Mutinda (2021) | Stakeholder involvement and performance | Explanatory design | The is a positive association between corporate governance and performance | The research did not look at the management of NG-CDF | Focus on the corporate governance and management of NG-CDF |
| Vivianita, Indudewi, and Prihantini (2020), | The impact of transparency and accountability on employee performance in Semarang city's OPD was examined, with budget-based performance as an intervening variable | Structural Equation Modelling (SEM) | The study concluded that transparency did not significantly influence OPD performance through budgeting-based performance, whereas accountability greatly influenced performance through budgeting-based performance | It did not consider corporate governance and implementation of the projects | This research aims at bridging conceptual, contextual and methodological gaps |
| Emmanson and Ajayi (2021) | Effects of public sector entities reform on transparency and accountability in Nigeria between the years 2015-2020 | Descriptive | The study concludes that corruption is a widespread problem in Nigeria and is responsible for poor socioeconomic growth and development. | The regional study does not vividly replicate the local study | This investigation seeks to bridge contextual and conceptual gaps |
| Umar, Mauliansyah, Taruna, Riski, and Gusfinur (2023) | Impact of transparency and accountability on village financial management, | Employed multiple linear regression analysis | The findings revealed that village financial management is simultaneously influenced by transparency and accountability. | It did not factor the current concepts and context of the study | This analysis aims at bridging conceptual, methodological and contextual gaps. |

| Author | Title | Research Design | Finding | Research Gaps | Focus of the current study |
|---|---|---|---|---|---|
| Onguka, Iraya & Nyamuite (2020) | Analyzed the corporate governance and performance | Used descriptive research | Indicated that corporate governance is pillar to the organizational performance | The study did not analyze the corporate governance of NG-CDF | The current study addresses the research gaps in the professionalism, accountability, stakeholder involvement in the management of NG-CDF |
| Wibisono, Satriawan, and Khaddafi (2023) | present empirical evidence on the impact of accountability, financial reporting transparency, and accounting information quality on the acceptance of zakat funds, with accessibility acting as a moderating factor | Primary data collection using a quantitative approach with a Likert scale questionnaire. The analysis of data was performed using Partial Least Square (PLS) with the SmartPLS application. | Quality of accounting information had a significant effect on financial supervision, but accessibility did not have a significant negative impact on the level of zakat acceptance. Furthermore, accessibility did not moderate the relationship between accountability, transparency, and accounting information quality on the level of zakat acceptance | The study delves too much on financial accountability, transparency and information quality | This examination intends to bridge contextual, methodological gaps by looking at cooperate governance and implementation of NG-CDF projects. |

| Author | Title | Research Design | Finding | Research Gaps | Focus of the current study |
|---|---|---|---|---|---|
| Chepkwony and Njoroge (2019) | Impact of Performance Appraisal Practices on the performance of employees in public secondary schools in Kenya | descriptive and inferential statistics | The study recommended that school authorities ensure conformity with Ministry of Education guidelines on adequate classroom physical space and conduct regular appraisals of teachers' responsibility as a measure of their preparedness before service delivery. | It concentrated on the secondary schools' employees' performance and appraisal contrary to the current investigation | This study bridges the contextual, conceptual and methodological gaps |
| Okoye (2020) | Studied corporate governance and financial sustainability | Used exploratory design | The findings stated the positive association between corporate governance and financial sustainability | The study did not assess the implementation of the projects | This research concentrates on corporate governance and implementation of the projects |
| Al-Gamarh (2020) | Explored corporate governance and performance | Used descriptive and inferential method | The research established significant and positive association | The study was done globally and there is need for the current research | The research assesses corporate governance and the implementation of the projects |
| Kazmi (2012) | Analyzed strategic management and performance | Used descriptive design | The research stated the positive association | The study was done globally with key focus to accountability and transparency | The research did not look at the implementation of projects under the NG-CDF |

## 2.6 Conceptual Framework

This section is a crucial blueprint outlining the relationship between the predictor variable and the predicted variable. Moreover, it illustrates the parameters of the predictor variable and its corresponding dependent variable. Additionally, the study incorporates the moderating variable. A conceptual framework is a research instrument designed to aid a researcher in gaining insight and comprehension of the subject being examined, as well as to facilitate communication (Frankel & Wallen, 2000). The conceptual model depicted in Figure 1.1 represents corporate governance practices as the independent variable, encompassing Stakeholder Participation, Professionalism, transparency, and accountability as its constituent elements. The variable being measured is the extent to which NG-CDF Funded Projects have been implemented. Analysing the correlation between strategic management techniques and the implementation of National Government Constituency Development Funded Projects in Homabay County, Kenya.

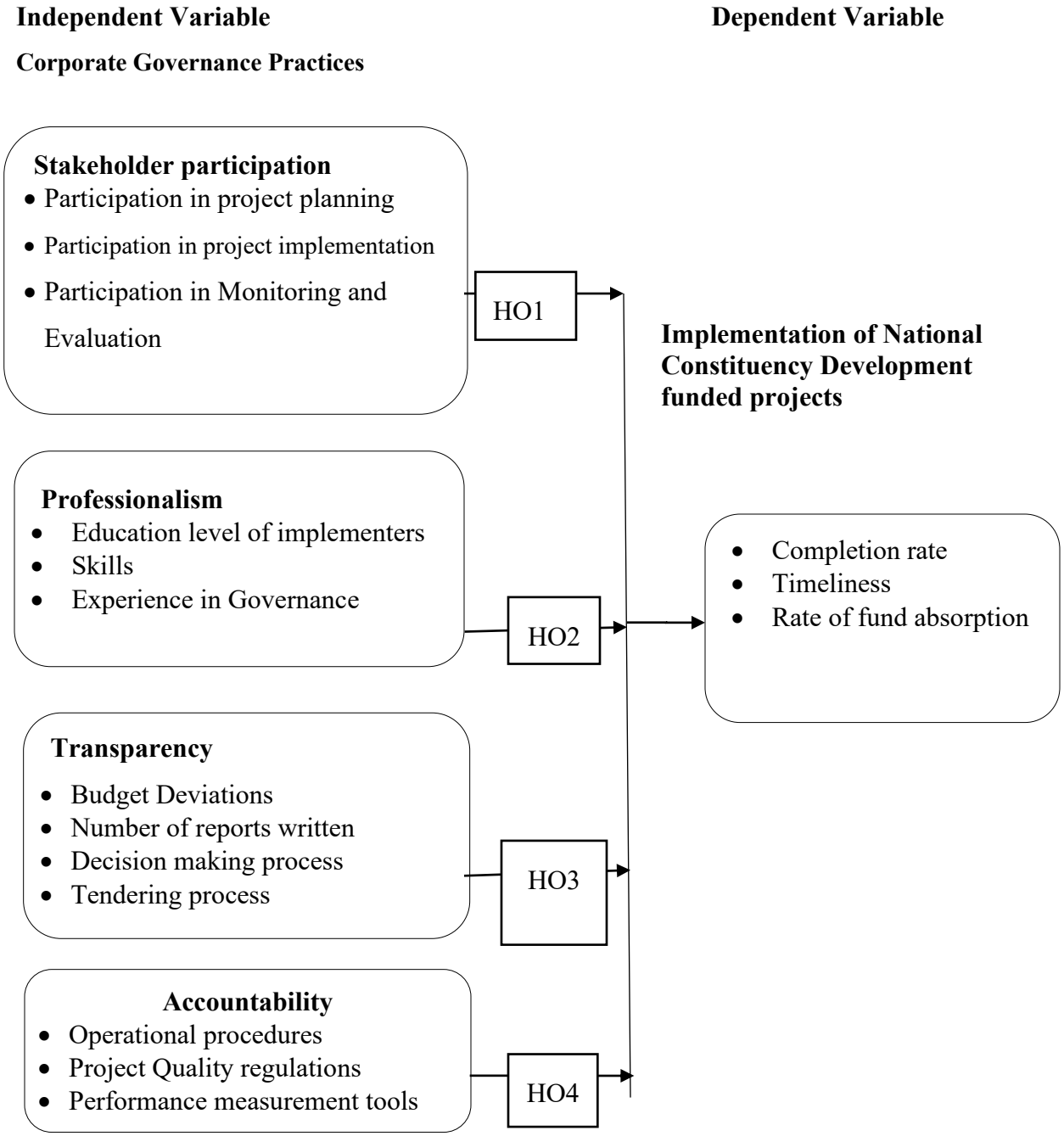


Figure 2.1: Conceptualising the Relationship between Corporate Governance Practictices and Implementation of NG-CDF Funded Projects

**Source: Adapted from other Studies: (Tamene, 2016; Al-Gamarh, 2020: and Onguka, Iraya & Nyamuite, 2020)**

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This section provides a thorough and detailed explanation of the methods employed in the study. The text commences with elucidating the research design, which serves as the architectural plan that delineates the whole methodology and framework of the investigation. The study's target population was determined by the NG-CDF approved proposals in Homabay County, which included projects in eight Sub-Counties: Rachuonyo North, Rachuonyo South, Kabondo-Kasipul, Rangwe, Homabay, Ndhiwa, Suba South, and Suba North. In order to achieve representativeness, the sample was selected using random stratified sampling, which enhances the accuracy and reliability of the population representation. For data collecting, a combination of open-ended and closed-ended questionnaires was used as important study tools. Every instrument serves a distinct purpose in collecting the essential data for the investigation.

Rigorous measures were implemented to guarantee the accuracy and consistency of these instruments, and ethical considerations were carefully addressed throughout the research procedure. In addition, the procedure for data analysis was described, providing a comprehensive explanation of the stages and strategies to be used in analysing the gathered data.

## 3.2 Study Area

Homa Bay County comprises eight sub-counties and a total of forty wards, with a population of 1,131,950 individuals. Among these, there are 539,560 men, 592,367

females, and 23 individuals who identify as intersex. The number of households recorded in the 2019 Census is 262,036. Homa Bay County is situated adjacent to the greatest body of water in the area, Lake Victoria. Homabay County is home to a total of 1126 public elementary and secondary schools, 50 youth polytechnics, 2 technical training institutions, and 2 public universities.

The country engages in diverse agricultural activities, encompassing the cultivation of crops such as coffee, sugarcane, maize, beans, tobacco, dairy, and fish. Additionally, it involves the production of maize, millet, pineapples, sorghum, sunflower, tomatoes, green grams, tobacco, sugarcane, sisal, cotton, cattle (both beef and dairy), sheep, hair goats, dairy goats, meat pigs, rabbits, and poultry. Another tourist attraction in Karachuonyo is Lake Simbi Nyaima, a small volcanic lake with numerous trails. Another notable feature is the Ruma game reserve located in Ndhiwa Sub-County.

Homa Bay County was chosen as the focus of this study due to its distinctive demographic, socio-economic, and geographical attributes that amplify the critical need for effective NG-CDF project implementation. With a population exceeding 1.13 million and a complex administrative structure comprising eight sub-counties and forty wards, Homa Bay faces significant developmental challenges that are emblematic of broader issues in public resource management. The County's strategic location adjacent to Lake Victoria not only underscores its economic and ecological significance but also highlights the need for robust transparency mechanisms to manage competing interests and resource allocations. Additionally, the presence of a substantial educational network—with over 1,100 public schools and diverse agricultural activities further complicates governance processes, necessitating precise and accountable project execution. These unique

challenges, coupled with the County's reliance on NG-CDF funds to drive local development, rendered it an ideal case for investigating how transparency in planning, budgeting, and execution can enhance project outcomes. By focusing on Homa Bay County, this study aimed to generate context-specific insights that could inform policy interventions and strengthen the capacity of local government institutions to manage public funds more effectively. The findings were particularly relevant for stakeholders seeking to improve accountability, reduce corruption, and optimize the impact of NG-CDF initiatives, ultimately contributing to sustainable development in regions with similar socio-economic dynamics

### 3.3 Research Philosophy

The study was guided by a positivist research philosophy that posits an objective reality measurable through systematic observation and quantitative analysis (Creswell, 2017). This philosophy assumes that phenomena can be objectively quantified, enabling researchers to examine relationships between variables without the interference of subjective biases.

### 3.4 Research Design

The study used a quantitative descriptive survey research design was adopted, which serves as the organizational blueprint for answering research questions (Mugenda, 2019). This design is useful in this study as it puts emphasis on the characteristics of a phenomenon not on the reasons of occurrence and therefore providing a better understanding of the nature of the subject.

Descriptive research is particularly effective for determining the frequency at which certain events or phenomena occur and exploring relationships between multiple factors (Creswell, 2017). This design was well-suited for the study due to its cost-effectiveness, simplicity, and clarity, allowing for a comprehensive understanding of the population through the analysis of a representative sample.

The descriptive survey study design was employed not only to establish practical relationships between variables and conduct hypothesis testing, but also to make generalizations across populations. Such an approach enabled the research to clearly delineate distinct variables, assess their current conditions, and understand the interconnections between them (Kratochwill *et al.*, 2023). By focusing on analyzing present conditions and events that have occurred without the researcher's direct observation, the design facilitated an objective analysis of the phenomena under investigation. This approach is consistent with a post-positivist orientation, which acknowledges that while absolute objectivity may be elusive, rigorous methodologies and statistical analysis provided reliable approximations of reality. In summary, the research philosophy and design adopted for this study provided a robust framework for understanding the dynamics of project implementation and enabled the systematic examination of transparency and accountability within the NG-CDF context.

### 3.5 Target Population

A population refers to a cohesive group of humans, things, or items that has at least one shared attribute and from which samples are selected. Mugenda & Mugenda (2019) affirm that the target population comprises a comprehensive set of individuals, events, or objects sharing comparable characteristics. According to Creswell (2017), population

refers to the specific aspects, things, or individuals that fulfil the criteria of a certain study. For this study, the target population was 1680 Project Management Committees (PMCs) that we handling a range of projects that were supported by the NG-CDF throughout a span of seven financial years, from 2015/2016 to 2021/2022. During this time span, the NG-CDF in Homabay County approved a total of 1680 Education projects.

Homabay County is a Kenyan administrative region comprising of eight Sub-Counties. The study aimed to investigate the correlation between corporate governance practices and the execution of government-funded projects in Homabay County. Mugenda and Mugenda (2008) suggest that the target population should possess distinct characteristics, which the researcher intends to use as a basis for generalizing the research findings. The committee members were chosen based on their experience, familiarity, expertise, and understanding of constituency development fund management. The target population for this study comprised 1,680 individuals in table 3.1; however, to ensure a feasible yet representative dataset, the researcher employed a systematic sampling method to arrive at a manageable sample size in table 3.2. By utilizing a combination of stratified and simple random sampling techniques, the researcher ensured that the sample accurately reflected the diversity of the larger population while facilitating detailed data analysis.

**Table 3.1: Target Population**

| Constituencies in Homabay County | Number of education projects | Target population (No of PMC's) |
|---|---|---|
| Homabay Town | 170 | 170 |
| Kabondo Kasipul | 166 | 166 |
| Ndhiwa | 290 | 290 |
| Karachuonyo | 300 | 300 |
| Mbita | 208 | 208 |
| Kasipul | 210 | 210 |
| Rangwe | 163 | 163 |
| Suba | 173 | 173 |
| **Total** | **1680** | **1680** |

**Source: NGCDF code lists**

### 3.6 Sample Size and Sampling Technique

Sampling refers to the process of picking a smaller group of individuals or things from a larger population in a way that guarantees the chosen group accurately represents the characteristics of the full population (Orodho, 2005). The study utilized random stratified sampling to determine the sample by focusing on constituency (Strata). The sampling technique employed is stratified sampling, with stratification based on constituencies. A simple random sampling method was employed, ensuring that every chairperson of the PMC with education project in that constituency had an equal probability of being selected. Arnold and Well (2013) argue that random sampling yields more precise estimations of data pertaining to the overall population and ensures a sample that is more representative, particularly when working with a somewhat homogeneous population.

The goal of stratification is to minimize the standard error by exercising control on variance. The study entailed sampling members from the population of Project Management Committees (PMCs) in the Homabay County. These PMCs were associated with 1680 projects supported by the NG-CDF. The NG-CDF is controlled by 323 members and operates in eight constituencies. By employing the Yamane algorithm (1967), a precise total of 323 participants were chosen by meticulous computations. Random sampling is used to reduce sample mistakes and improve the accuracy of approximation techniques (Cooper & Schindler, 2016). The Yamane Formula was utilized.

**n = N / (1 + Ne^2)**

Where;

n= corrected sample size,

**N** = population size, and

**e** = Margin of error (MoE), e = 0.05 grounded on the research condition.

Hence

n= 1680/ (1+1680(0.05)2)

n= 323

**Table 3.2: Target Population and Sample Size**

| Sub Counties in Homabay County | Number of education projects | Target population (no of PMC's) | Sample size |
|---|---|---|---|
| Homabay Town | 170 | 170 | 32 |
| Kabondo Kasipul | 166 | 166 | 32 |
| Ndhiwa | 290 | 290 | 56 |
| Karachuonyo | 300 | 300 | 59 |
| Mbita | 208 | 208 | 40 |
| Kasipul | 210 | 210 | 40 |
| Rangwe | 163 | 163 | 31 |
| Suba | 173 | 173 | 33 |
| **Total** | **1680** | **1680** | **323** |

**Source: NGCDF code lists**

### 3.7 Data Collection Instruments

The characteristics of the individuals, problem question, study topic, design, aims, anticipated data, and conclusions mostly influence instrument selection (Maxwell, 2012). This study required the use of both closed-ended and open-ended questions. Because every tool and device gathers unique data, this happened. Data from two sources primary and secondary should be used, according to Copper and Schindler's (2013) recommendation. Data that is obtained directly through respondent surveys or interviews is referred to as primary data. This study employed the utilization of open and closed ended questionnaires to gather quantitative data. The questionnaire was partitioned into three distinct pieces. Section A encompassed inquiries regarding the demographic characteristics of the respondents, section B focused on corporate governance methods,

and section C delved into the implementation of projects. A five-point Likert scale was employed, with the following ratings: 1 - Strongly Disagree, 2 - Disagree, 3 - Fairly Agree, 4 - Agree, 5 - Strongly Agree.

### 3.7.1 Data Collection Procedure

The chosen participants received questionnaires from the researcher. In order to safeguard the respondents' rights and protection, the researcher was cautious when distributing the data gathering devices to them. The purpose of the study was clearly explained to the respondent in a language they were more comfortable with before the instruments were given to them. The names of the respondents were kept anonymous by not being listed on the questionnaire. Furthermore, none of the participants were coerced into participating in the survey at any stage. data was collected after receiving a letter of introduction from the university, and a permit from the National Commission for Science and Technology and Innovation (NACOSTI). The data collection processes was through the assistance of two research assistants.

## 3.8. Pilot Test

A pilot study was conducted with 32 participants who were excluded from the main investigation. Pilot studies are used as a preliminary test for research tools such as questionnaires (Polit, Beck & Hungler, 2001; Van Teijlingen & Hundley, 2001). This pilot study's objective was to assess the tool's efficacy in gathering data. The pilot phase is essential because it allows the research instrument to be adjusted (De Vos, et al., 2005:209). This allows the researcher to adjust the questions as necessary and make the necessary adjustments to the data collection process (Glesnie 2006; Mason, 2007).

A pilot study is essential for conducting research. Hazzi and Maldaon (2015) argued that a quality measurement instrument should be strengthened by the use of pre-tests. Jackson (2015) emphasized the significance of doing pre-testing to evaluate the usefulness and efficiency of the instrument. A pilot study was done in Migori County which is having similar demographics and characteristics to the target population to ensure it did not interfere with the study area. The pilot test was conducted by analysing a representative sample of 10% to ensure the collection of pertinent information and the comprehension of reliable facts.

### 3.8.1 Testing for Validity

The validity of an instrument refers to the extent to which it accurately measures the intended variable or construct. It pertains to the extent to which study findings can be deemed precise and applicable to a wider population. According to Edward (2010), validity in qualitative research refers to the ability to provide a reliable and accurate portrayal of the study's subject matter, based on the limitations of the research methods used. Data validity refers to the extent to which the results acquired from data analysis accurately represent the phenomena being studied (Greig et al., 2007). Hence, it pertains to the degree of precision with which the data acquired in the study reflects the variables under investigation. The research instruments were assessed for both content and face validity prior to their utilization in the study. Material validity pertains to how well the items on the instrument accurately represent the complete range of material being measured. On the other hand, face validity is solely concerned with the attractiveness and appearance of the instrument. Once the questionnaires were created, they underwent scrutiny by the University supervisors from the School of Business and Economics at

MMUST. Based on their understanding in the subject area, they assessed if the data collection tools contain items that have not adequately tested some aspects or are excessively biased towards particular aspects of knowledge compared to others. Furthermore, several things were omitted while others were included in the lineup.

### 3.8.2 Testing for Reliability

The reliability of test scores with a Cronbach alpha coefficient greater than 0.7 was assessed and confirmed in this study. Following the pilot study, the items on the instruments were split into two equal parts and then analysed for correlation using the Cronbach's alpha coefficient. Smith (2003) states that a dependability index above 0.7 is generally deemed sufficient. The questionnaires were modified in accordance with the findings of the pilot study. Several things were discarded, some were altered, and others were added to the tools in order to enhance their reliability.

## 3.9 Data Analysis and Presentation

Data analysis entails a comprehensive scrutiny of the data collected from surveys or studies, wherein deductions and inferences are made based on the discovered information (Orodho, 2005). The data obtained includes both quantitative and qualitative elements. The analytic approach utilized descriptive statistics, encompassing measurements such as mean, percentages, standard deviation, and frequency, to offer a comprehensive overview of the data. In addition, inferential statistics, including as Pearson correlation, simple regression, and multiple regression, are used to demonstrate the association between corporate governance standards and the successful execution of NG-CDF funded projects in Homabay County. In order to adequately illustrate this link, a regression model was constructed, providing a precise and comprehensive depiction of the association between

the variables. (Gay, 1992). The analysis was conducted using the Statistical Package for Social Sciences (SPSS). The evaluation of the successful delivery of NG-CDF sponsored projects was conducted using a regression model in the following format:

Implementation equation

$Y = \beta o + \beta_1 X_1 + e$ ……..Model i

$Y = \beta o + \beta_2 X_2 + e$ ……Model ii

$Y = \beta o + \beta_3 X_3 + e$ ……Model iii

$Y = \beta o + \beta_4 X_4 + e$ ……Model iv

$Y = \beta o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$ ……..Model v

Where;

Y –Implementation of Projects

βo - a constant, $B_1$- $B_5$ – Coefficients

$X_1$– Stakeholder Participation

$X_2$ – Professionalism

$X_3$ – Transparency

$X_4$– Accountability

e – Error Term

The data obtained from open-ended questions was subjected to content analysis, a process that entails structuring the gathered data into coherent topics or categories. This qualitative analysis technique enabled the researcher to discern patterns, recurring ideas,

and common themes within the data. Conversely, structured questions that provide quantitative data were analysed using descriptive and inferential statistics. Descriptive statistics provided a comprehensive summary of the data, including measures such as the mean, median, and standard deviation, which gave a concise and informative overview of the dataset. In contrast, inferential statistics enable researchers to derive conclusions and make predictions by analysing the acquired data, employing methods such as hypothesis testing and regression analysis. The data was analysed and subsequently displayed using tables and graphs, which improve data visualization and promote simpler interpretation and comprehension.

### 3.9.1 Diagnostic Tests

A normality test was undertaken to ascertain whether the data adheres to a normal distribution. This was of utmost importance because numerous statistical procedures depend on the assumption of normalcy. Various statistical methods, including the Shapiro-Wilk test, were used to evaluate the normality. These tests produce a p-value, which is then compared to a significance level, usually established at 0.05. When the p-value was lower than the significance level, it signified that the data followed a normal distribution (Mishra *et al.*, 2019).

Multicollinearity is the term used to describe a strong correlation between predictor variables in a regression model. It can lead to issues such as unreliable coefficient estimates and challenges in understanding the relevance of individual predictors. In order to detect multicollinearity, it is possible to compute the correlation matrix between the predictor variables and analyse the correlation coefficients. The variance inflation factor (VIF) is a valuable metric that assesses the degree of multicollinearity for each predictor.

Typically, if the VIF value is more than 5 or 10, it indicates the existence of multicollinearity (Daoud, 2017).

Heteroscedasticity in regression models refers to the phenomenon where the variability of errors varies across distinct levels of predictor variables. This violates the assumption of homoscedasticity, which states that the error variance remains constant. Heteroscedasticity results in coefficient estimates that are both biased and inefficient. An established method for identifying heteroscedasticity entails generating a scatter plot of the residuals (the discrepancies between the predicted and observed values) in relation to the predicted values. Heteroscedasticity is indicated in a scatter plot when there is a systematic shift in the distribution of residuals with the anticipated values (Astivia & Zumbo, 2019).

Heteroscedasticity is the term used to describe the unequal variance in the errors or residuals of a regression model. The breach of the assumption of homoscedasticity, which assumes that the error variance remains constant across all levels of predictors, results in biased and inefficient coefficient estimations. It also impacts the understanding of the significance and value of predictor variables. Heteroscedasticity can be detected by examining scatter plots of residuals or by conducting statistical tests such as the White or Breusch-Pagan test. To address heteroscedasticity, one can consider altering the data, employing robust standard errors, or reducing the influence of outliers by down weighting them. Controlling for heteroscedasticity was essential in order to maintain the precision and reliability of the regression analysis and to derive useful insights from the model (Cattaneo *et al.*, 2018).

To summarize, these diagnostic tests are used to evaluate different assumptions in statistical models. The normality test assesses whether the data follows a normal distribution, the multicollinearity test detects strong correlations among predictor variables, and the heteroscedasticity test determines if errors exhibit consistent variation. By doing these tests, one may verify the accuracy of the model and make necessary modifications if any assumptions are violated.

### 3.10 Ethical Considerations

The researcher obtained consent from the respondents. Voluntary participation required that persons be free from any form of coercion or influence while deciding to participate in research. Participants were informed that their participation in the study was voluntary and that they had the option to withdraw at any point during the inquiry. Ensuring the continued confidentiality of the information was also of utmost importance. This study endeavour did not collect any personally identifiable information. All responses to the questionnaire were kept anonymous, and the data was analysed in an aggregated manner to ensure that no person could be identified. The participants maintained their anonymity during the study. Each participant was issued a distinct code that was utilized consistently throughout the duration of the trial. They were identified by the codes rather than their names. Therefore, the data was kept secure and the researcher obtained permission from NACOSTI and MMUST Directorate to conduct the study. The study ensured the confidentiality of respondents' information and explicitly notified them that the data collected was only for research reasons.

# CHAPTER FOUR

# DATA ANALYSIS, PRESENTATIONS AND INTERPRETATIONS

## 4.1 Introduction

The chapter provides a summary of the data analysis process, the presentation of the results, and the interpretation of the main conclusions. The data included in this study consisted of primary data obtained using a standardized questionnaire delivered to the respondents. Data analysis is conveyed through the utilization of descriptive and inferential statistics.

## 4.2 Response Rate

The percentage of completed questionnaires that respondents returned for analysis is known as the response rate. It also indicates the percentage of informants who participated in a study interview out of all those who were chosen for research (Morton *et al.*, 2012).

**Table 4.1: Questionnaire Response Rate**

| | **Number of Informants** | **Percentage** |
|---|---|---|
| Response | 243 | 75.2 |
| Non-Response | 80 | 24.8 |
| **Total** | **323** | **100** |

**Source: Field Data (2024)**

Table 4.1 indicates that 323 individuals were initially contacted, with 243 completed questionnaires returned a response rate of 75.2 percent, which is generally considered favourable. However, the study encountered challenges with initial non-responsiveness due to factors such as survey fatigue, time constraints, and occasional lack of interest

among potential respondents. To mitigate these issues, the researcher implemented several strategies, including follow-up reminders, streamlining the questionnaire for brevity and clarity, and providing assurances regarding confidentiality and the importance of their contributions. These actions helped to improve participation, ensuring that the effective response rate maintained adequate statistical power. Consequently, the high response rate enhanced the reliability of the findings and ensured that the collected data was representative of the target population. According to Mugenda (2018), response of 70% and above is adequate for representation.

### 4.3 Reliability Results

This study established and approved the reliability of test scores having a Cronbach alpha value higher than 0.7. According to Smith (2003), a reliability index greater than 0.7 is usually considered adequate. Table 4.2 displays the results of the reliability test.

**Table 4.2: Reliability Test Results**

| | Cronbach's Alpha |
|---|---|
| Implementation | 0.747 |
| Stakeholder Participation | 0.757 |
| Professionalism | 0.791 |
| Accountability | 0.776 |
| Transparency | 0.771 |

**Source: Field Data (2024)**

Based on the results, all of the Cronbach Alpha values were greater than 0.7, indicating that the data collecting instrument was reliable. This means that the collected data can be

used to draw dependable conclusions when analysed (0.747>0.7, 0.757>0.7, 0.791>0.7, 0.776>0.7, 0.771>0.7). High reliability reduces the likelihood of measurement error, ensuring that the responses are consistent and that the instrument is effective across different samples. Consequently, the robust Cronbach Alpha values provide confidence that the data collected is dependable, which in turn supports the validity of any conclusions drawn during the analysis phase.

### 4.4 Demographic Results

The demographic data collected from the respondents included their age, degree of education, and duration of engagement in NGCDF. The results are displayed in the following sections.

#### 4.4.1 Age

The age of the respondents who took part in the study was ascertained. The results are organized and presented in Table 4.3.

**Table 4.3: Age of Respondents**

| | **Frequency** | **Percent** |
|---|---|---|
| 21-30 | 40 | 16.5 |
| 31-40 | 48 | 19.8 |
| 41-50 | 96 | 39.5 |
| Above 50 | 59 | 24.3 |
| **Total** | **243** | **100** |

**Source: Field Data (2024)**

According to the data in Table 4.3, 39.5% of the participants were in the age range of 41 to 50 years, 24.3% were over 50 years old, 19.8% were between 31 and 40 years old, and finally 16.5% were between 21 and 30 years old.

### 4.4.2 Level of Education

The educational attainment of the respondents who took part in the study was assessed. The results are organized and presented in Table 4.4.

**Table 4.4: Level of Education**

| | Frequency | Percent |
|---|---|---|
| Certificate | 64 | 26.3 |
| Diploma | 54 | 22.2 |
| Degree | 45 | 18.5 |
| Masters | 35 | 14.4 |
| PhD | 45 | 18.5 |
| Total | 243 | 100 |

**Source: Field Data (2024)**

The study conducted an analysis to ascertain the educational attainment of the diverse participants in the study. The results indicate that the greatest level of education for the majority of respondents (26.3%) was a certificate, followed by diploma level (22.2%), both degree and PhD levels (18.5%), and lastly masters level (14.4%).

### 4.4.3 Duration of Participation in NG-CDF Projects

The study also analysed the duration of engagement in the implementation of NG-CDF projects by the respondents included in the research. The results are organized and presented in Table 4.5.

**Table 4.5: Duration of Participation in NG-CDF Projects**

| | **Frequency** | **Percent** |
|---|---|---|
| One year and below | 51 | 21 |
| 1 to 2 | 43 | 17.7 |
| 3 to 4 | 52 | 21.4 |
| 5 to 6 | 46 | 18.9 |
| Above 6 Years | 51 | 21 |
| **Total** | **243** | **100** |

**Source: Field Data (2024)**

The results indicate that 21.4% of the participants were involved in the implementation of NG-CDF projects for a duration of 3 to 4 years. Additionally, 21% of the respondents had a duration of 1 year or less, or more than 6 years. Furthermore, 18.9% of the participants were involved for a duration of 5 to 6 years, and finally, 17.7% were involved for a duration between 1 to years.

This heterogeneity is essential because it allows for a multifaceted analysis of how varying lengths of experience influence project outcomes, stakeholder engagement, and the overall effectiveness of implementation. It mirrors natural staff turnover and the varied implementation timelines inherent in public sector projects. Moreover, these differences provide valuable comparative insights between less experienced and seasoned

participants, ultimately strengthening the study's findings by ensuring that multiple dimensions of project engagement are considered.

### 4.5 Stakeholder Participation

The study aimed to determine the respondents' level of agreement on statements on stakeholder participation on a scale of 1 to 5, where 1 indicated strongly disagree, 2 disagree, 3 indicated fairly agree, 4 indicated agree, and 5 indicated strongly agree. The results are presented in Table 4.6 as shown below.

**Table 4.6: Descriptive Statistics for Stakeholder Participation**

| | SD | D | FA | A | SA | | |
|---|---|---|---|---|---|---|---|
| | % | % | % | % | % | M | S Dev |
| Stakeholders are involved in the initial planning of the CDF projects | 5.8% | 14.8% | 23.5% | 22.2% | 33.7% | 3.6 | 1.2 |
| Stakeholders are pivotal in determining the project objectives. | 9.5% | 16.0% | 17.3% | 24.7% | 32.5% | 3.5 | 1.3 |
| Every step of project planning incorporates the perspectives of all project stakeholders. | 6.6% | 14.0% | 23.5% | 23.9% | 32.1% | 3.6 | 1.2 |
| The CDF Committee engages the local community in the process of identifying projects. | 7.8% | 14.0% | 19.3% | 24.7% | 34.2% | 3.6 | 1.3 |
| Stakeholders participate in the initial planning phase of the CDF projects. | 9.1% | 15.2% | 18.1% | 26.7% | 30.9% | 3.6 | 1.3 |
| Stakeholders play a role in the execution of the CDF projects. | 4.9% | 13.6% | 21.0% | 25.9% | 34.6% | 3.7 | 1.2 |
| Typically, monitoring and evaluation reports are distributed to all stakeholders. | 9.9% | 14.8% | 21.0% | 27.2% | 27.2% | 3.5 | 1.3 |
| **Aggregate Mean and Standard Deviation** | | | | | | **3.6** | **1.3** |

**Source: Field Data (2024)**

The statement that stakeholders are involved in the beginning planning had Reponses that follow. Out of all the responses, 22.2% agreed, with 33.7% strongly agreeing and 23.5% fairly agreeing. The mean and standard deviation of the statement were 3.6 and 1.2 respectively, indicating that the responses were, on average, in agreement. Regarding the assertion, stakeholders have the primary responsibility for identifying the project objectives. The standard deviation and mean were 1.3 and 3.5 respectively. Conversely, 32.5% of the individuals surveyed expressed strong agreement with the question, while 24.7% agreed and 17.3% somewhat agreed. Furthermore, 23.9% of the participants concurred that the perspectives of all project stakeholders are included in every phase of project planning, while 32.1% strongly concurred and 23.5% moderately concurred. The mean of the line in the statement was 3.6, while 1.2 was its standard deviation.

The CDF Committee engages the local community in the process of identifying projects and received the following replies. Out of the individuals contacted, 19.3% remained neutral, 24.7% were in agreement, and 34.2% strongly agreed. The average rating was 3.6, with a standard deviation of 1.3. In addition, 30.9% of the survey participants expressed high agreement, with a mean score of 3.6 and a standard deviation of 1.3, regarding the involvement of stakeholders in the initial design of the CDF projects. 26.7% of them were in agreement and 18.1% strongly agreed. Regarding the statement, stakeholders play a role in the execution of the CDF initiatives. The question yielded a standard deviation of 1.2 and a mean of 3.7, respectively. Conversely, a significant proportion of those who were contacted, specifically 34.6%, expressed strong agreement with the issue. Additionally, 25.9% agreed with the question, while 21% remained neutral and did not take a definitive stance. Furthermore, 27.2% of the survey participants

indicated that monitoring and evaluation reports are typically disseminated to all relevant stakeholders. Of this percentage, 27.2% strongly agreed with this statement, while 21% expressed a moderate level of agreement. The mean of the line in the statement was 3.5, and 1.3 as its standard deviation.

The participants were queried on the impact of stakeholder involvement on the execution of NG-CDF projects in Homabay County. They expressed the view that stakeholder participation is a crucial factor in both the implementation and long-term viability of projects in Homabay County. The involvement of stakeholders is crucial as it directly influences the outcome of the conducted projects. The stakeholders play a crucial role in establishing the projects based on priority areas and ensuring the efficient use of given resources.

### 4.6 Professionalism of the Project Management Team

The study aimed to determine the respondents' level of agreement on statements on professionalism of the project management team on a scale of 1 to 5, where 1 indicated strongly disagree, 2 disagree, 3 indicated fairly agree, 4 indicated agree, and 5 indicated strongly agree. The results are presented in Table 4.7 shown below.

**Table 4.7: Descriptive Statistics for Professionalism of Project Management Team**

| | SD % | D % | FA % | A % | SA % | M | S Dev |
|---|---|---|---|---|---|---|---|
| The committee members possess the necessary qualifications to execute the projects. | 7.0% | 11.1% | 22.6% | 27.6% | 31.7% | 3.7 | 1.2 |
| The amount of education is a factor that is taken into account while creating a PMC. | 7.8% | 16.0% | 14.8% | 30.0% | 31.3% | 3.6 | 1.3 |
| PMC has a comprehensive understanding of project information and possesses the necessary abilities. | 8.2% | 14.4% | 18.9% | 24.3% | 34.2% | 3.6 | 1.3 |
| Project management competencies is a consideration in the formation of PMC | 9.9% | 12.3% | 16.9% | 30.5% | 30.5% | 3.6 | 1.3 |
| Sufficient skilled staff are hired in the project | 8.2% | 12.3% | 14.8% | 30.5% | 34.2% | 3.7 | 1.3 |
| We are continuously trained on relevant issues on project implementation and management | 6.2% | 12.3% | 18.9% | 25.1% | 37.4% | 3.8 | 1.2 |
| Project management and governance experience is a consideration in the formation of PMC | 8.6% | 9.5% | 19.8% | 24.3% | 37.9% | 3.7 | 1.3 |
| **Aggregate Mean and Standard Deviation** | | | | | | **3.7** | **1.3** |

**Source: Field Data (2024)**

The responses on committee members possessing the necessary qualifications to carry out the projects. 27.6% expressed agreement, with 31.7% strongly agreeing and 22.6% moderately agreeing. The mean and standard deviation were 3.7 and 1.2 respectively, indicating that the responses were, on average, in agreement. In regards to the education level is a factor of the PMC, the standard deviation was 1.3 and the mean was 3.6. Conversely, a strong agreement was expressed by 31.3% of the individuals surveyed, while 30% agreed and 14.8% expressed a moderate level of agreement. In addition,

24.3% of the participants acknowledged that PMC has the necessary project knowledge and skills, while 34.2% strongly agreed and 18.9% moderately agreed. The average value of the statement was 3.6 and its variability was 1.3.

Project management competencies are a factor to be taken into account while forming a Project Management Committee (PMC), the responses were 16.9% of the respondents expressed moderate agreement, 30.5% agreed, and 30.5% strongly agreed. The average rating was 3.6 with a standard deviation of 1.3. Furthermore, a significant proportion of the participants, specifically 34.2%, expressed strong agreement with a mean rating of 3.7 and a standard deviation of 1.3, indicating that the project has successfully recruited an adequate number of highly competent workers. 30.5% of them were in agreement and 14.8% strongly agreed. In relation to the statement, we receive ongoing training on pertinent matters concerning project implementation and management. The standard deviation and mean values were 1.2 and 3.8 respectively. Furthermore, 37.3%, expressed strong agreement with the question. Additionally, 25.1% agreed, while 18.9% expressed a moderate level of agreement. In addition, 24.3% of the participants acknowledged that having expertise in project management and governance is taken into account when forming the Project Management Committee (PMC), the responses were 37.9% strongly agreed with this notion, while 19.8% moderately agreed. The mean of the line in question was 3.7, while 1.3 reflected a standard deviation.

The participants disclosed that professionalism is a crucial factor in project execution and directly impacts the quality of projects carried out in the county. It is crucial to ensure that the projects were performed within the specified cost and schedule constraints.

Therefore, it is an integral part of project management that guarantees the achievement and long-term viability of the projects being executed.

### 4.7 Transparency in Project Management

The study aimed to determine the respondent's level of agreement on statements on transparency in project management on a scale of 1 to 5, where 1 indicated strongly disagree, 2 disagree, 3 indicated fairly agree, 4 indicated agree, and 5 indicated strongly agree. The results are presented in Table 4.8.

**Table 4.8: Descriptive Statistics for Transparency in Project Management**

| | SD | D | FA | A | SA | | |
|---|---|---|---|---|---|---|---|
| | % | % | % | % | % | M | S Dev |
| Funds are always directed to intended projects | 8.2% | 12.3% | 16.9% | 30.5% | 32.1% | 3.7 | 1.3 |
| There are no budget deviations | 5.3% | 11.5% | 21.4% | 25.5% | 36.2% | 3.8 | 1.2 |
| Information regarding projects being implemented is accessible through reports | 8.6% | 13.6% | 16.9% | 31.3% | 29.6% | 3.6 | 1.3 |
| Decision making process in standardized | 7.0% | 12.8% | 21.8% | 28.4% | 30.0% | 3.6 | 1.2 |
| Tendering process is transparent | 6.2% | 16.5% | 18.9% | 26.3% | 32.1% | 3.6 | 1.3 |
| **Aggregate Mean and Standard Deviation** | | | | | | **3.7** | **1.3** |

**Source: Field Data (2024)**

The question pertains to whether monies are consistently allocated to their intended projects. The recorded responses are as follows. Out of all the responses, 30.5% agreed, with 32.1% strongly agreeing and 16.9% reasonably agreeing. The mean and standard deviation of the statement were 3.7 and 1.3, respectively, indicating that the responses were, on average, in agreement. Regarding the statement, there were no deviations from the budget. The standard deviation and mean values were 1.2 and 3.8, respectively. In addition, 36.2% of the individuals contacted expressed strong agreement with the question, 25.5% expressed agreement, and 21.4% expressed a moderate level of agreement. In addition, 31.3% of the participants concurred that reports provide accessible information about the implemented initiatives. Furthermore, 29.6% strongly agreed, while 16.9% moderately agreed. The mean of the line in the statement was 3.6, and its standard deviation was 1.3 as shown in table above.
The decision-making process in the standardized test yielded the following responses. Out of the individuals contacted, 21.8% remained neutral, 28.4% were in agreement, and 30% strongly agreed. The average rating was 3.6 with a standard deviation of 1.2. Furthermore, a significant proportion of the participants, specifically 32.1%, expressed high agreement with a mean rating of 3.6 and a standard deviation of 1.3, indicating that they perceive the tendering process to be transparent. 26.3% of them were in agreement and 18.9% agreed to a reasonable extent.

The respondents indicated that transparency in project management had an impact on the implementation of NG-CDF projects in Homabay County. This was because it increased the confidence and trust among the stakeholders in the project implementation team. The project implementation team may considerably boost the success rate of the project by

guaranteeing transparency regarding the number of resources allocated, the defined time limitations, and the scope of the project.

### 4.8 Accountability in Project Management

The study aimed to determine the respondent's level of agreement on statements on accountability on a scale of 1 to 5, where 1 indicated strongly disagree, 2 disagree, 3 indicated fairly agree, 4 indicated agree, and 5 indicated strongly agree. The results are presented in Table 4.9.

**Table 4.9: Descriptive Statistics for Accountability**

| | SD | D | FA | A | SA | | |
|---|---|---|---|---|---|---|---|
| | % | % | % | % | % | M | S Dev |
| There are procedures to maintain high standards in project Performance | 9.1% | 14.8% | 16.5% | 30.9% | 28.8% | 3.6 | 1.3 |
| The fund embraces internal control processes to ensure projects are implemented as planned | 7.8% | 12.3% | 20.6% | 28.8% | 30.5% | 3.6 | 1.3 |
| Project quality standards are normally specified | 9.5% | 16.0% | 19.8% | 23.0% | 31.7% | 3.5 | 1.3 |
| NG-CDF projects are implemented according to the intended quality standards | 9.1% | 9.5% | 15.6% | 30.5% | 35.4% | 3.7 | 1.3 |
| There are tools used to measure Performance of projects | 7.0% | 11.5% | 21.8% | 28.4% | 31.3% | 3.7 | 1.2 |
| Performance of projects is usually measured | 8.6% | 16.0% | 18.5% | 25.1% | 31.7% | 3.6 | 1.3 |
| **Aggregate Mean and Standard Deviation** | | | | | | **3.6** | **1.3** |

**Source: Field Data (2024)**

The statement there are procedures to maintain high standards in project performance elicited the following recorded answers. Out of all the responses, 30.9% agreed, with 28.8% strongly agreeing and 16.5% reasonably agreeing. The mean and standard deviation of the statement were 3.6 and 1.3 respectively, indicating that the responses were, on average, in agreement. The fund utilizes internal control mechanisms to guarantee that projects are executed according to the intended plan. The standard deviation and mean of the fund are 1.3 and 3.6, respectively. Conversely, a strong agreement was expressed by 30.5% of the individuals surveyed, while 28.8% agreed and 20.6% somewhat agreed. Furthermore, 23% of the participants concurred that project quality criteria are typically defined, while 31.7% strongly concurred and 19.8% moderately concurred. The mean value of the line in the statement and standard deviation were 3.5 and 1.3 respectively.

NG-CDF projects are implemented in accordance with the specified quality requirements, as indicated by the following responses. 15.6% of respondents expressed moderate agreement, 30.5% were in complete agreement, and 35.4% strongly agreed. The average rating was 3.7, with a standard deviation of 1.3. Furthermore, a significant proportion of the survey participants (31.3%) expressed high agreement, with a mean score of 3.7 and a standard deviation of 1.2, regarding the existence of tools for measuring project performance. 28.4% of them were in agreement and 21.8% agreed to a fair extent. Regarding the statement on project performance measurement, the inquiry reported a standard deviation of 1.3 and a mean of 3.6. Conversely, 31.7% of the individuals surveyed expressed strong agreement with the question, while 25.1% agreed and 18.5% somewhat agreed.

The respondents described the impact of accountability in project management on the execution of NG-CDF projects in Homabay County. They emphasized the need for the project management team to be responsible and answerable to the other stakeholders of the project. They observed that the increased level of responsibility bolstered the trust and confidence among the project stakeholders in the project implementation team. This also guarantees that the resources assigned to the project are efficiently utilized.

### 4.9 Implementation of NG-CDF Funded Projects

The effectiveness of the NG-CDF sponsored projects can be assessed based on the percentage of projects that have been completed, the adherence to project timeframes, and the rate at which funds have been utilized. Completion rate is the proportion of projects that have been finished within the specified timeframe. The effectiveness of NG-CDF projects can be accurately assessed by evaluating the project management teams' capacity to successfully finish projects according to the stated objectives. This assessment serves as a crucial indicator of project performance. The project focused on the implementation of National Government-Constituency development funded projects in Homabay County, Kenya, as the dependent variable. Respondents were given questionnaires and asked to rate their level of agreement on a scale of 1 to 5, where 1 indicated extreme disagreement, 2 indicated disagreement ,3 indicated moderate agreement, 4 indicated agreement, and 5 indicated strong agreement. The questionnaires' results are summarized using percentages, mean values, and standard deviations. The results are presented in Table 4.10.

**Table 4.10: Descriptive Statistics for Implementation**

| | SD | D | FA | A | SA | | |
|---|---|---|---|---|---|---|---|
| | % | % | % | % | % | M | S Dev |
| Projects are Completed in line with the objectives | 7.0% | 13.2% | 18.9% | 25.1% | 35.8% | 3.7 | 1.3 |
| Number of completed projects have increased over the past three years | 5.8% | 14.0% | 18.5% | 29.6% | 32.1% | 3.7 | 1.2 |
| The NG-CDF projects have stipulated time limits within which the projects should be implemented | 9.9% | 12.3% | 21.8% | 24.3% | 31.7% | 3.6 | 1.3 |
| NG-CDF follows strict schedule and procedures | 6.6% | 16.9% | 13.2% | 29.6% | 33.7% | 3.7 | 1.3 |
| There is Sufficient budget allocations for NG-CDF projects | 7.8% | 17.3% | 19.8% | 24.7% | 30.5% | 3.5 | 1.3 |
| The NG-CDF projects are completed within the budget | 7.0% | 10.3% | 23.0% | 29.6% | 30.0% | 3.7 | 1.2 |
| There is always need to adjust the NG-CDF project budgets during every implementation cycle | 7.0% | 14.0% | 19.8% | 28.0% | 31.3% | 3.6 | 1.3 |
| NG-CDF funds are remitted on time | 6.2% | 13.6% | 22.2% | 28.8% | 29.2% | 3.6 | 1.2 |

**Source: Field Data (2024)**

The statement indicates that projects are completed in accordance with the objectives, and the recorded responses where 25.1% agreed, with 35.8% strongly agreed and 18.9% moderately agreed. The mean and standard deviation of the statement were 3.7 and 1.3 respectively. Regarding the statement, the number of finished projects has increased over the past three years, had standard deviation of 1.2 and a mean of 3.7. Conversely, 32.1% expressed strong agreement, while 29.6% agreed and 18.5% moderately agreed. 24.3% of the participants concurred that the NG-CDF projects have specified deadlines for project

implementation, 31.7% strongly agreed and 21.8% moderately agreed. The mean was 3.6, and 1.3 as standard deviation.

The accretion that NG-CDF adheres to a rigorous timetable and follows specific protocols, 13.2% agreed fairly, 29.6% highly agreed, and 33.7% strongly agreed. The average rating was 3.7, with a standard deviation of 1.3. Furthermore, 30.5% strongly agreed, with a mean of 3.5 and a standard deviation of 1.3. The question that there are adequate financial allocations for NG-CDF initiatives, 24.7% agreed and 19.8% were neutral. Regarding the assertion that the NG-CDF projects are finished within the allocated budget, had a standard deviation and a mean of 1.2 and 3.7 respectively. Conversely, 30% expressed strong agreement, while 29.6% agreed and 23% agreed to some extent. The remark regarding the necessity of adjusting the NG-CDF project budgets during each implementation cycle had 28% agreeing, with 31.3% strongly agreeing and 19.8% moderately agreeing. The mean and standard deviation were 3.6 and 1.3 respectively. The declaration indicates that the NG-CDF funds are consistently remitted according to a mean of 3.6 and 1.2 as a standard deviation, 29.2% expressed strong agreement with the question, while 28.8% agreed and 22.2% somewhat agreed.

### 4.10 Diagnostic Tests

Diagnostic tests are done prior to regression mode estimation. The diagnostic tests assessed were autocorrelation, heteroscedasticity, multicollinearity, and normality.

#### 4.10.1 Normality test

The normalcy assumption ($ut \sim N(0, \sigma 2)$) is necessary for conducting any hypothesis tests (Brooks, 2008). The results of the Skewness and Kurtosis tests are shown in Table

4.11. The null hypothesis that the data is not regularly distributed cannot be rejected if the P value is greater than 0.05. As a result, the alternative theory that the data is regularly distributed is rejected. The study's findings had significant p-values for each variable studied (P=0.549>0.05, P=0.799>0.05, P=0.668>0.05, P=0.105>0.05, and P=0.083>0.05).

**Table 4.11: Normality test results.**

| | Obs | Pr(Skewness) | Pr(Kurtosis) adj | chi2(2) | Prob>chi2 |
|---|---|---|---|---|---|
| Implementation | 243 | 0.739 | 0.338 | 1.060 | 0.549 |
| Stakeholder participation | 243 | 0.584 | 0.706 | 0.450 | 0.799 |
| Professionalism | 243 | 0.433 | 0.157 | 9.090 | 0.668 |
| Accountability | 243 | 0.512 | 0.0.339 | 11.660 | 0.105 |
| Transparency | 243 | 0.372 | 0.211 | 11.920 | 0.083 |

**Source: Field Data (2024)**

### 4.10.2 Multicollinearity test

Multicollinearity refers to the existence of relationships among the variables being studied (Verma, 2022). Multicollinearity causes an increase in the standard errors and confidence intervals, which in turn results in unstable estimations of the coefficients for each predictor (Abeer, Abd & Youssef, 2022). Variance inflation factors (VIF) were utilized to assess multicollinearity. Values beyond 10 indicate the existence of Multicollinearity (Shrestha, 2022). The study results are presented in Table 4.12.

**Table 4.12: Multicollinearity Test Results.**

| | Collinearity Statistics | |
|---|---|---|
| | **Tolerance** | **VIF** |
| (Constant) | | |
| Stakeholder Participation | 0.638 | 1.568 |
| Professionalism | 0.751 | 1.332 |
| Accountability | 0.695 | 1.44 |
| Transparency | 0.699 | 1.431 |

**Source: Field Data (2024)**

The data displayed in Table 4.4 indicate that there is no presence of multicollinearity among the variables examined in the study. The variance inflation factor is <10 (1.568<10, 1.332<10, 1.440<10, and 1.431<10).

### 4.10.3 Heteroscedasticity test

A statistical concept known as heteroscedasticity looks at whether the values of the independent variables have an impact on the diversity of the errors in a regression study. To evaluate heteroscedasticity in this work, the Breusch-Pagan / Cook-Weisberg test was utilized. The presence of heteroscedasticity is suggested by high chi-square values (Ghardallou, 2023). The table 4.13 shows the heteroscedasticity data.

**Table 4.13: Heteroscedasticity test results.**

| Breusch-Pagan / Cook-Weisberg test for heteroskedasticity |
|---|
| Ho: Constant variance |
| Variables: fitted values of ROE |
| chi2(1) = 1.77 |
| Prob > chi2 = 0.1631 |

**Source: Field Data (2024)**

Based on the findings shown in Table 4.14, where the calculated p value is 0.1631, which is greater than the significance level of 0.05, it can be concluded that there is no evidence of heteroscedasticity. The research did not find evidence to reject the null hypothesis of constant variance, which supports the conclusion that there is no heteroscedasticity.

### 4.11 Inferential Statistics

Inferential statistics of the research involved regression and correlation statistics.

#### 4.11.1 Correlation Analysis

The present study aimed to determine the degree and direction of the relationship between corporate governance practices and the implementation of development projects for NG-CDF. The correlation coefficients vary from +1 to -1. A number of +1 indicates a perfect positive correlation with the implementation of NGCDF projects, whereas a value of -1 indicates a perfect negative association. A correlation coefficient of 0.000 indicates no association, while a coefficient between 0.001 and 0.250 suggests a weak link. A coefficient between 0.251 and 0.500 indicates a moderately strong correlation, while a coefficient between 0.501 and 0.750 suggests a strong correlation. Finally, a coefficient between 0.751 and 1.000 indicates a very strong correlation.

**Table 4.14: Correlation Results**

| | | Implementation | Stakeholder Participation | Professionalism | Accountability | Transparency |
|---|---|---|---|---|---|---|
| Implementation | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 243 | | | | |
| Stakeholder Participation | Pearson Correlation | .538** | 1 | | | |
| | Sig. (2-tailed) | 0.000 | | | | |
| | N | 243 | 243 | | | |
| Professionalism | Pearson Correlation | .455** | .438** | 1 | | |
| | Sig. (2-tailed) | 0.000 | 0.000 | | | |
| | N | 243 | 243 | 243 | | |
| Accountability | Pearson Correlation | .458** | .460** | .403** | 1 | |
| | Sig. (2-tailed) | 0.000 | 0.000 | 0.000 | | |
| | N | 243 | 243 | 243 | 243 | |
| Transparency | Pearson Correlation | .564** | .489** | .335** | .435** | 1 |
| | Sig. (2-tailed) | 0.000 | 0.000 | 0.000 | 0.000 | |
| | N | 243 | 243 | 243 | 243 | 243 |

**Source: Field Data (2024)**

It is important to highlight that there was a positive connection (0.538) between stakeholder participation and the realization of NG-CDF development initiatives. Furthermore, this association was statistically significant (0.000<0.05). Stakeholder participation is strongly correlated with the implementation of NG-CDF development projects. The results align with the findings of Lauren (2022) which emphasized the importance of stakeholder participation in effective corporate governance. This involvement enables corporations to take into account the viewpoints and interests of all stakeholders, rather than solely focusing on shareholders, during their decision-making procedures. This approach recognizes that organizations have social obligations that go beyond their legal duty to shareholders and that their activities can have a substantial influence on different stakeholders, including employees, consumers, suppliers, and the broader community.

In tandem with the findings, Abang'a *et al.* (2022); Freeman, Harrison, & Zyglidopoulos, (2018) stated that stakeholder participation in corporate governance is widely recognized as essential for effective project implementation, as it integrates the perspectives of diverse groups into decision-making processes. Additionally, Lauren (2022) found that active stakeholder engagement fosters greater accountability, transparency, and long-term sustainability, a view further supported by Androniceanu (2021), who emphasizes that such engagement builds trust among stakeholders. However, contrasting findings indicate that the benefits of stakeholder participation may vary depending on the context. Wambiya Atoni and Ogula (2021) reported that while stakeholder participation was instrumental in enhancing regulatory compliance and monitoring in County Projects. Similarly, Shaukat *et al.* (2022) observed that in sustainable project management,

stakeholder engagement did not yield significant benefits compared to team building, highlighting that its influence is not universally positive. These divergent findings underscore that while stakeholder participation is a fundamental pillar of corporate governance, its impact on project implementation is complex and context-dependent, necessitating a nuanced approach to its measurement and integration within organizational strategies (Adomako & Tran, 2022; Ndayizeye & Munene, 2022).

The association between professionalism and implementation of NG-CDF development projects was found to be positive (0.455) and statistically significant ($p < 0.05$). This indicates that there is a significant connection between professionalism and the execution of NG-CDF development initiatives. The results align with the findings of Napitupulu et al. (2023), which demonstrate that professionalism is essential for auditors to adhere to the audit standards established by the Indonesian Institute of Certified Public Accountants and fulfil their responsibilities effectively.

Professionalism in project management is crucial for effective corporate governance, ensuring that managers and board members act ethically and align their expertise with organizational strategy (Indudewi & Feronika, 2023; Singh & Rastogi, 2023). Fu, Bosak, Flood, and Ma (2019) assert that a project management team's combined knowledge and skills drive effective decision-making, optimize resource use, and improve financial performance (Kyere & Ausloos, 2021). In addition, Khalida, Rahmi, and Anizar (2016) along with Napitupulu, Dewi, and Wijaya (2023) demonstrate that adherence to professional codes and rigorous training enhances outcomes in fields such as engineering and auditing. However, some studies caution that even high professionalism may be insufficient when structural and contextual challenges persist. For example, Okoye

(2020) found that unprofessional behaviour and non-independent boards can undermine performance, while Mrope (2017) emphasized that the benefits of procurement professionalism depend heavily on external factors. Moreover, Rizal, Anwar, and Abdul (2018) indicate that professionalism's impact is moderated by safety culture and employee engagement.

The association between accountability and implementation of NG-CDF development projects was found to be positive (0.458) and statistically significant ($p < 0.05$). This indicates that there is a significant relationship between accountability and the execution of NG-CDF development initiatives. The results align with the conclusions of De Silva, Yapa, and Vesty (2023), who emphasized that accountability necessitates individuals to justify their acts, be open about their decision-making processes, and acknowledge responsibility for the outcomes of their activities. Accountability in organizational contexts is frequently associated with performance, as individuals and teams are responsible for achieving specified goals and objectives.

According to Askim and Johnsen (2023), accountability in project management is essential for ethical project execution, requiring decision-makers to fully accept responsibility for their choices and maintain transparency (Fuadah & Setiyawati, 2020). Empirical evidence, such as that provided by Umar, Mauliansyah, Taruna, Riski, and Gusfinur (2023), indicates that strong accountability practices significantly enhance financial management and stakeholder trust, thereby contributing to successful project outcomes. Conversely, Porlezza and Splendore (2016) argue that in certain contexts such as crowdfunded journalism an overreliance on external audience engagement for accountability can weaken its direct impact on project performance. Moreover, some

studies suggest that overly rigid accountability frameworks may impede flexibility and innovation, potentially causing bureaucratic delays and inefficiencies. These contrasting findings highlight that while accountability generally supports project success by aligning team efforts with organizational objectives, its effectiveness is moderated by contextual factors such as resource availability and the balance between internal oversight and external engagement.

The connection between transparency and implementation of NG-CDF development projects was found to be positive (0.564) and statistically significant ($p < 0.05$). Transparency is highly correlated with the implementation of NG-CDF development projects. The results align with the findings of Androniceanu (2021), which emphasized that transparency is crucial in project management as it fosters trust, openness, and accountability among all project stakeholders. Transparency enables all team members to have equal access to information, fostering a collective comprehension of the project's objectives, timetables, and potential hazards.

According to Lourenço (2023), transparency is essential in project management as it fosters trust, accountability, and informed decision-making among stakeholders. Positive evidence indicates that timely and accurate disclosure of operational and financial information enables stakeholders to assess an organization’s health and coordinate effectively, thereby enhancing project outcomes (Emmanson & Ajayi, 2021; Androniceanu, 2021). Such transparency supports prompt issue identification and resource optimization, contributing to smoother project execution and higher stakeholder engagement (UNDP, 2022). Conversely, Zhang (2021) presents contrasting findings, showing that inadequate transparency can impede the flow of critical information, hinder

cooperation among project participants, and ultimately lead to misaligned expectations and delays. These negative impacts suggest that the benefits of transparency are highly dependent on its effective implementation.

### 4.11.2 Regression Results

The linear link between corporate governance practices and implementation of NG-CDF development projects was ascertained by means of regression study. Whereas the dependent variable in the study was implementation, the independent variables were stakeholder participation, professionalism, transparency and accountability. The estimated model summary, ANOVA, and estimated regression coefficients are among the outcomes of the regression study. The results show in the next parts.

#### 4.11.2.1 Simple Linear Regression Results for Stakeholders Participation

**Table 4.15: Simple Linear Regression Results for Stakeholders Participation**

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|
| .538a | 0.29 | 0.287 | 0.49082 |

a Predictors: (Constant), Stakeholder Participation

**Source: Field Data (2024)**

The results clearly indicate that stakeholder participation accounts for 29% of the overall changes observed in the implementation of NG-CDF projects. The remaining 71% can be attributed to other factors that were not examined in this study. The model's R Squared value of 0.29 provides support for this conclusion.

**Table 4.16: ANOVA for Stakeholder Participation**

| | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 23.683 | 1 | 23.683 | 98.311 | .000b |
| Residual | 58.057 | 241 | 0.241 | | |
| Total | 81.74 | 242 | | | |

a Dependent Variable: Implementation

b Predictors: (Constant), Stakeholder Participation

**Source: Field Data (2024)**

Based on the ANOVA results, it is evident that the calculated model was statistically significant at a 99% level of significance. This is supported by the significance of the P-value in the model (0.000<0.05) and the estimated F-value (98.311), which exceeds the crucial F-value in the F tables. This suggests that the involvement of stakeholders is a reliable indicator of the successful execution of NG-CDF initiatives.

**Table 4.17: Regression Coefficient for Stakeholders Participation**

| | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.826 | 0.185 | | 9.887 | 0.000 |
| Stakeholder Participation | 0.502 | 0.051 | 0.538 | 9.915 | 0.000 |

a Dependent Variable: Implementation

**Source: Field Data (2024)**

**$Y=1.826+0.502X_1$**

Y – Implementation of Projects

$X_1$– Stakeholder participation

The model's coefficient estimates indicate that the coefficient of stakeholder engagement was positively valued at 0.502 and statistically significant at a level of 0.000, which is less than the threshold of 0.05. An increase of one unit in stakeholder participation in the implementation of NG-CDF projects leads to a significant improvement of 0.502 units in the implementation of NG-CDF projects.

The study found that stakeholder participation has a significant and positive effect on the implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya. Therefore, the null hypothesis, which stated that stakeholder participation has no significant influence on project implementation, was rejected. The study's results align with Lauren's (2022) findings, which suggest that stakeholder participation is essential for effective corporate governance.

#### 4.11.2.2 Simple Linear Regression Results for Professionalism

**Table 4.18: Simple Linear Regression Results for Professionalism**

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|
| .455a | 0.207 | 0.203 | 0.5187 |

a Predictors: (Constant), Professionalism

**Source: Field Data (2024)**

The results indicate that professionalism accounts for 20.7% of the overall variations in the implementation of NG-CDF projects, while the remaining 79.3% can be attributed to other factors not examined in the study. The model's R Squared value of 0.207 provides support for this conclusion.

**Table 4.19: ANOVA for Professionalism**

| | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 16.898 | 1 | 16.898 | 62.806 | .000b |
| Residual | 64.842 | 241 | 0.269 | | |
| Total | 81.74 | 242 | | | |

a Dependent Variable: Implementation

b Predictors: (Constant), Professionalism

**Source: Field Data (2024)**

Based on the ANOVA results, it is evident that the calculated model was statistically significant at a 99% level of significance. This is supported by the significance of the P-value in the model (0.000<0.05) and the estimated F value (62.806), which exceeds the crucial F value in the F tables. This suggests that professionalism is a reliable indicator of the successful execution of NG-CDF initiatives.

**Table 4.20: Regression Coefficient for Professionalism**

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 2.097 | 0.196 | | 10.68 | 0.000 |
| Professionalism | 0.418 | 0.053 | 0.455 | 7.925 | 0.000 |

a Dependent Variable: Implementation

**Source: Field Data (2024)**

**$Y=2.097+0.418X_1$**

Y – Implementation of Projects

$X_1$– Professionalism

The coefficient estimates in the model suggest that the coefficient of professionalism was statistically significant (0.000<0.05) and positive (0.418). The implementation of NG-CDF programs is significantly improved by 0.418 units for each unit increase in professionalism. Therefore, the null hypothesis that professionalism has no significant impact on the implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya was rejected, and the study concluded that professionalism has a significant and positive effect on the implementation of the National Government-Constituency Development funded projects in Homabay County. The findings align with Khalida, Rahmi, and Anizar (2016), who contend that professionalism is essential in the engineering field and the modern globalized world for securing a competitive advantage. Similarly, Napitupulu *et al.* (2023) argue that auditors must demonstrate high professionalism to adhere to audit standards and fulfil their responsibilities effectively. In addition, Indudewi and Feronika (2023) emphasize that integrating information technology with professional competence significantly enhances auditor performance and accountability. Moreover, Mrope (2017) found that procurement professionalism is strongly correlated with improved operational efficiency in public entities, suggesting that professional practices are fundamental to achieving organizational goals.

#### 4.11.2.3 Simple Linear Regression Results for Transparency

**Table 4.21: Simple Linear Regression Results for Transparency**

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|
| .564a | 0.319 | 0.316 | 0.48074 |

a Predictors: (Constant), Transparency

**Source: Field Data (2024)**

It is evident from the results that transparency accounts for up to 31.9% of the total alterations in the implementation of NG-CDF projects, while the remaining 68.1% is attributable to factors that were not studied. This conclusion is corroborated by the model's R-squared value of 0.319.

**Table 4.22: ANOVA for Transparency**

| | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 26.043 | 1 | 26.043 | 112.684 | .000b |
| Residual | 55.698 | 241 | 0.231 | | |
| Total | 81.74 | 242 | | | |

a Dependent Variable: Implementation

b Predictors: (Constant), Transparency

**Source: Field Data (2024)**

Based on the ANOVA results, it is evident that the calculated model was statistically significant at a 99% level of significance. This is supported by the significance of the P-value in the model (0.000<0.05) and the estimated F-value (112.684), which exceeds the crucial F-value in the F tables. This suggests that the level of transparency is indicative of the successful execution of NG-CDF projects.

**Table 4.23: Regression Coefficient for Transparency**

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.989 | 0.158 | | 12.612 | 0.000 |
| Transparency | 0.47 | 0.044 | 0.564 | 10.615 | 0.000 |

**Source: Field Data (2024)**

$$\mathbf{Y=1.989+0.47X_1}$$

Y – Implementation of Projects

$X_1$– Transparency

The model's coefficient estimations indicate that the coefficient of accountability was positive (0.47) and statistically significant ($p < 0.05$). An increase of one unit in transparency in the implementation of NG-CDF projects results in a considerable improvement of 0.47 units in the implementation of NG-CDF projects. The study found that transparency has a significant and positive impact on the implementation of National Government-Constituency Development funded projects in Homabay County, Kenya. As a result, the null hypothesis stating that transparency has no significant influence on project implementation was rejected.

When a firm promptly and accurately shares information, it empowers stakeholders to make well-informed choices regarding their involvement with the corporation (Zhang, 2021). This transparency acts as a safeguard against unethical practices by subjecting operations to external scrutiny (Emmanson & Ajayi, 2021). Transparency ensures that all team members have equal access to critical information (Androniceanu, 2021). Empirical evidence further supports that integrating robust accountability and transparency measures leads to enhanced project performance and overall organizational success (Lourenço, 2023; UNDP, 2022). Conversely, insufficient transparency can result in miscommunication and diminished trust, ultimately hindering project outcomes.

#### 4.11.1.4 Simple Linear Regression Results for Accountability

**Table 4.24: Simple Linear Regression Results for Accountability**

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|
| .458a | 0.21 | 0.207 | 0.51761 |

a Predictors: (Constant), Accountability

**Source: Field Data (2024)**

The results clearly indicate that accountability accounts for 21% of the overall variations in the implementation of NG-CDF projects, while the remaining 79% can be attributed to other factors that were not examined in the study. The model's R-squared value of 0.21 provides support for this conclusion.

**Table 4.25: ANOVA for Accountability**

| | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 17.17 | 1 | 17.17 | 64.087 | .000b |
| Residual | 64.57 | 241 | 0.268 | | |
| Total | 81.74 | 242 | | | |

a Dependent Variable: Implementation

b Predictors: (Constant), Accountability

**Source: Field Data (2024)**

Based on the ANOVA results, it is evident that the calculated model was statistically significant at a 99% level of significance. This is supported by the significance of the P value in the model (0.000<0.05) and the estimated F value (64.087) which exceeds the crucial F value in the F tables. This suggests that the level of responsibility is a determining factor in the successful execution of NG-CDF initiatives.

**Table 4.26: Regression Coefficient for Accountability**

| | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 2.143 | 0.189 | | 11.354 | 0.000 |
| Accountability | 0.413 | 0.052 | 0.458 | 8.005 | 0.000 |

a Dependent Variable: Implementation

**Source: Field Data (2024)**

**$Y=2.143+0.413X_1$**

Y – Implementation of Projects

$X_1$– Accountability

The model's coefficient estimations indicate that the coefficient of accountability was positively valued at 0.413 and statistically significant at a level of 0.000, which is less than the conventional threshold of 0.05. An increase of one unit in accountability in the execution of NG-CDF projects results in a significant improvement of 0.413 units in the implementation of NG-CDF projects. The study found that accountability has a significant and positive impact on the implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya. Therefore, the null hypothesis stating that accountability has no significant influence on project implementation was rejected.

Accountability is a crucial notion necessary for guaranteeing ethical and responsible conduct in both individuals and organizations. Responsibility, as defined by Askim and Johnsen (2023), pertains to the duty of decision-makers to accept accountability for their

acts, decisions, and results. In organizational contexts, accountability is closely associated with performance, as teams are held responsible for achieving specified goals and objectives (De Silva, Yapa, & Vesty, 2023). Furthermore, empirical research by Emmanson and Ajayi (2021) supports that strong accountability frameworks enhance overall operational efficiency and stakeholder trust. Studies by Kobusingye (2017) and Jumanne, Njoroge, and Moi (2023) further underscore that when accountability is embedded within corporate governance, it leads to improved decision-making and project success, ultimately driving long-term sustainable performance.

### 4.11.3 Multiple Regression Results

**Table 4.27: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .677a | 0.458 | 0.449 | 0.43145 |

a Predictors: (Constant), Transparency, Professionalism, Accountability, Stakeholder Participation

**Source: Field Data (2024)**

According to the findings, 45.8% of the variation in NG-CDF project implementation is attributable to the identified corporate governance practices, which include stakeholder involvement, professionalism, accountability, and transparency. The remaining 54.2% is attributable to other factors that were not considered in the study. The R-squared value of 0.458 in the model lends credence to this conclusion.

**Table 4.28: ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 37.436 | 4 | 9.359 | 50.276 | .000b |
| | Residual | 44.304 | 238 | 0.186 | | |
| | Total | 81.74 | 242 | | | |

a Dependent Variable: Implementation

b Predictors: (Constant), Transparency, Professionalism, Accountability, Stakeholder Participation

**Source: Field Data (2024)**

The calculated model was found to be statistically significant at the 99% level of significance, as shown by the ANOVA results. The F value estimated (50.276) is higher than the F critical value in the F tables, and the model's P value (0.000<0.05) also supports this. This suggests that NG-CDF project implementation is predicted by corporate governance norms.

**Table 4.29: Regression Coefficients**

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 0.825 | 0.207 | | 3.988 | 0.000 |
| Stakeholder Participation | 0.218 | 0.056 | 0.234 | 3.917 | 0.000 |
| Professionalism | 0.174 | 0.051 | 0.189 | 3.428 | 0.001 |
| Transparency | 0.275 | 0.048 | 0.330 | 5.774 | 0.000 |
| Accountability | 0.118 | 0.052 | 0.131 | 2.29 | 0.023 |

**Source: Field Data (2024)**

$$Y=0.825+0.218X_1+0.174X_2+0.275X_3+0.118X_4$$

Y – Implementation of Projects, βo - a constant, $B_1$- B4 – Coefficients, $X_1$– Stakeholder Participation, $X_2$ – Professionalism, $X_3$ – Transparency, $X_4$– Accountability, e – Error Term

The coefficient of stakeholder engagement is 0.218 (p = 0.000), meaning that for every one-unit increase in stakeholder participation, the implementation of NG-CDF projects improves by 0.218 units. This finding strongly supports the notion that active stakeholder involvement is essential in driving project success. Proponents argue that public participation is vital for achieving social, economic, and political progress, as enshrined in the Constitution of Kenya (2010), because it ensures that decisions are made inclusively and that the diverse needs of local communities are met (Lauren, 2022). This perspective is reinforced by studies which suggest that when stakeholders—ranging from shareholders and employees to community members—are actively involved, projects are more likely to benefit from collective wisdom, thereby enhancing transparency and accountability (Abang'a et al., 2022; Freeman, Harrison, & Zyglidopoulos, 2018). In this view, stakeholder engagement facilitates conflict resolution and strengthens the ethical and operational foundations of corporate governance (Adomako & Tran, 2022).

However, contrasting evidence indicates that the benefits of stakeholder engagement may not be universally consistent. While some studies underscore its positive influence, others have reported that the impact of stakeholder participation can be moderated by contextual factors. For instance, Wambiya Atoni and Ogula (2021) found that although stakeholder participation significantly enhances regulatory compliance and monitoring in some County Projects, its influence on the timely financing and direct operational efficiency of NG-CDF projects may be less pronounced. Shaukat *et al.* (2022) even reported instances where the positive effects of stakeholder engagement were overshadowed by challenges

in team dynamics and resource constraints, suggesting that its overall effectiveness is contingent upon the specific environment in which a project is implemented. Thus, while there is robust evidence that stakeholder participation is critical for informed decision-making and sustainable project implementation, these contradictory findings highlight that its impact is complex and may vary by project type and contextual conditions.

The model's coefficient estimates indicate that the coefficient of professionalism is positive (0.174) and statistically significant ($p = 0.001$), implying that improvements in professionalism are associated with better project implementation outcomes. This result is consistent with Khalida, Rahmi, and Anizar (2016), who asserted that professionalism is vital in the modern globalized society, particularly within the engineering field, as it ensures a competitive advantage through high ethical standards and expert conduct. Similarly, Napitupulu et al. (2023) found that auditors must demonstrate professionalism to adhere to established audit standards and effectively fulfill their responsibilities, underscoring the role of professional conduct in enhancing performance outcomes.

Supporters of professionalism contend that a project management team's combined knowledge, skills, and experience not only drive effective decision-making but also optimize resource utilization, thereby contributing to enhanced financial performance and operational efficiency (Fu, Bosak, Flood, & Ma, 2019; Kyere & Ausloos, 2021). Furthermore, Indudewi and Feronika (2023) argue that professionalism, characterized by ethical behavior and adherence to legal standards, reinforces stakeholder trust and corporate legitimacy. By upholding strict codes of conduct, avoiding conflicts of interest, and ensuring transparent financial reporting, organizations can cultivate a culture of accountability and continuous improvement.

Conversely, some studies offer a more nuanced view. While the positive impacts of professionalism are well-documented, critics such as Oyola (2013) have highlighted that an overemphasis on rigid professional standards may sometimes stifle innovation and reduce operational flexibility. In certain contexts, overly stringent adherence to professional norms can lead to bureaucratic inertia, which may hinder the rapid adaptation required in dynamic project environments. Moreover, the benefits of professionalism may be diluted when external factors—such as resource constraints or an unsupportive regulatory framework—impede the effective translation of professional skills into project success. Thus, while the overall evidence supports the critical role of professionalism in project management, its impact can be mitigated by external challenges and the need for a balance between rigor and flexibility.

The model's coefficient estimates for transparency in project management are positive (0.275) and statistically significant ($p = 0.000$), indicating that increased transparency is associated with improved project outcomes. According to Lourenço (2023), when a firm promptly and accurately communicates details regarding its activities, financial performance, and decision-making processes, stakeholders are better equipped to make informed choices. This openness not only enhances the credibility of the organization but also deters unethical behavior by exposing potential malpractices to public scrutiny (Zhang, 2021; Emmanson & Ajayi, 2021).

In the context of project management, transparency ensures that all team members have equal access to critical information about project objectives, timelines, and risks, thereby facilitating coordinated action and prompt problem resolution (Androniceanu, 2021). The positive relationship between transparency and project performance is supported by

evidence indicating that organizations with higher levels of openness tend to experience fewer delays and better overall outcomes (UNDP, 2022). However, contrasting studies have found that if transparency practices are poorly executed, they can lead to information overload, miscommunication, and even reduced operational flexibility (Zhang, 2021). For example, in certain sectors like public procurement or construction, inadequate or excessive transparency may hinder rather than help project implementation, suggesting that the benefits of transparency are highly contingent upon how well such practices are managed and integrated with other governance mechanisms.

The model's coefficient estimates for accountability indicate a positive relationship (0.118) and statistical significance ($p = 0.023$), meaning that a one-unit increase in accountability leads to a significant improvement in project implementation outcomes. Accountability demands that individuals provide explanations for their actions, maintain openness in their decision-making processes, and assume responsibility for the results of their activities (Askim & Johnsen, 2023). This level of accountability is closely linked to performance, as it ensures that all team members are motivated to achieve specified targets and operate in line with ethical standards (De Silva, Yapa, & Vesty, 2023).

Empirical research supports the view that robust accountability frameworks enhance operational efficiency and stakeholder trust. For instance, studies by Kobusingye (2017) and Jumanne, Njoroge, and Moi (2023) show that when accountability is integrated into corporate governance, it leads to improved decision-making and overall project success. Yet, there is also evidence that challenges the assumption of a uniformly positive impact. In some cases, overly rigid accountability mechanisms may result in inflexibility, hindering the organization’s ability to adapt quickly to changes (Kyere & Ausloos, 2021).

Additionally, if accountability processes are perceived as punitive or excessively bureaucratic, they might discourage initiative among team members, thereby negatively affecting performance. Thus, while accountability is generally seen as a critical driver of project success, its effectiveness depends on the balance between rigorous oversight and operational flexibility.

Collectively, the findings suggest that stakeholder engagement, professionalism, transparency, and accountability are interrelated components that collectively drive successful project implementation. The positive associations between these factors and project outcomes are supported by multiple studies (Askim & Johnsen, 2023; Fuadah & Setiyawati, 2020; Kipkirui, 2020; Lourenço, 2023), which indicate that a well-integrated approach to governance enhances performance, stakeholder trust, and overall sustainability. However, contradictory evidence from studies by Porlezza and Splendore (2016), Oyola (2013), and Zhang (2021) cautions that an overemphasis on any single element—be it accountability, transparency, or professionalism—without a balanced approach may inadvertently stifle flexibility, innovation, or effective stakeholder collaboration.

In the realm of public sector projects, particularly those implemented under the NG-CDF in Kenya, robust stakeholder participation and effective financial management have been shown to be critical. Studies by Kemboi and Muchelule (2019) and Keya, Aduda, Nyamute, and Pokhariyal (2020) indicate that when funds are absorbed efficiently and stakeholders are actively engaged, project outcomes improve significantly. Conversely, research by Ndirangu and Gichuhi (2019) suggests that inadequate monitoring and poor

stakeholder engagement can lead to delays and inefficiencies, which detract from the intended benefits of public sector initiatives.

Similarly, in the context of corporate governance, professionalism plays a dual role. On one hand, it provides a competitive advantage by ensuring that leaders and managers adhere to high ethical and performance standards (Khalida *et al.*, 2016; Napitupulu et al., 2023). On the other hand, there are concerns that an overemphasis on rigid professionalism may impede innovation and reduce the organization's adaptability, as highlighted by Oyola (2013). These mixed findings underscore that while professionalism is generally beneficial, its optimal impact depends on the interplay between internal competencies and external environmental factors.

Furthermore, transparency serves as both a catalyst for effective project management and a potential hindrance if not properly managed. When transparency is practiced effectively, it enhances trust and facilitates better decision-making (Lourenço, 2023; Androniceanu, 2021). However, excessive or poorly implemented transparency can lead to information overload and miscommunication, thereby hampering rather than helping project progress (Zhang, 2021; Emmanson & Ajayi, 2021).

In summary, the body of evidence indicates that while accountability, stakeholder engagement, professionalism, and transparency each play a critical role in the successful implementation of projects, their effects are not uniformly positive. Their benefits are most pronounced when they are balanced and adapted to the specific context of the project. In environments where these governance mechanisms are well-integrated, they collectively drive superior performance, bolster stakeholder confidence, and ensure sustainable project outcomes. Conversely, when any of these elements are either

overemphasized or poorly executed, they can lead to challenges such as reduced flexibility, innovation stagnation, or communication breakdowns, which ultimately impede project success. This multifaceted understanding calls for a tailored approach to corporate governance, one that integrates these elements in a manner that is responsive to the unique challenges and opportunities of each project environment (Donaldson & Preston, 1995; UNDP, 2022; Shaukat *et al.*, 2022).

**Table 4.30: Summary Table of the Hypotheses**

| Hypothesis | Null Hypothesis | Result |
|---|---|---|
| $H_{01}$ | Stakeholder participation has no significant influence on the implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya. | Rejected |
| $H_{02}$ | Professionalism of the project management team has no significant influence on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya | Rejected |
| $H_{03}$ | Transparency in project management has no significant influence on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya. | Rejected |
| $H_{04}$ | Accountability in project management has no significant influence on implementation of the National Government-Constituency Development funded projects in Homabay County, Kenya. | Rejected |

**Source: (Field Data, 2024)**

# CHAPTER FIVE

# SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

## 5.1 Introduction

This section encompasses the study's discussions, findings, conclusions, and recommendations. In addition, the investigation proposed recommendations and the research's contribution to the field of knowledge. These findings are predicated on the findings of the data analysis conducted in Chapter Four.

## 5.2 Summary of findings.

The summaries of the study findings are presented in this section. The summaries are the effects of stakeholder participation, professionalism of the management team, transparency and accountability on implementation.

### 5.2.1 Stakeholder Participation.

The primary objective of the study was to investigate the impact of stakeholder involvement on the execution of development projects sponsored by the National Government-Constituency Development Fund (NG-CDF) in Homa Bay County, Kenya. Descriptive statistical analysis revealed that the mean score for stakeholder engagement was 3.6 with a variability of 1.3, suggesting that, on average, respondents' answers demonstrated a strong consensus regarding the importance of stakeholder involvement. These findings indicate that stakeholders generally concurred on the effectiveness of their engagement in project execution, reflecting a shared perception that active participation is integral to successful project outcomes.

Further supporting this notion, the correlation analysis demonstrated a favorable and statistically significant relationship between stakeholder participation and the implementation of NG-CDF development initiatives, with a correlation coefficient of 0.502 ($p < 0.05$). This strong positive correlation signifies that as stakeholder participation increases, so does the effectiveness of project implementation. The regression model further quantified this relationship, indicating that the coefficient for stakeholder participation was 0.502 and statistically significant ($p < 0.05$). Specifically, an increase of one unit in stakeholder participation was associated with an improvement of 0.218 units in the overall implementation of NG-CDF projects. These results underscore the pivotal role that stakeholder engagement plays in driving project success, suggesting that enhanced participation is likely to lead to more efficient, effective, and sustainable development outcomes in Homa Bay County.

These findings provide empirical evidence that supports the critical link between stakeholder involvement and project execution in the context of NG-CDF initiatives. They highlight the importance of fostering robust stakeholder engagement mechanisms as a strategic approach to enhancing the overall performance of development projects.

### 5.2.2 Professionalism of the Project Management Team.

The study's second purpose was to assess the impact of professionalism on the execution of projects sponsored by the National Government Constituency Development Fund (NG-CDF) in Homa Bay County, Kenya. The descriptive statistics revealed that the overall average score for the professionalism items was 3.7 with a variability of 1.3, indicating a strong consensus among respondents regarding the importance of professional standards in project execution. The association between professionalism and

the implementation of NG-CDF projects was found to be both positive and statistically significant, with a correlation coefficient of 0.455 ($p < 0.05$). This robust relationship suggests that higher levels of professionalism—characterized by ethical conduct, competency, and adherence to established protocols—substantially enhance the effectiveness of project execution. Further, the regression analysis provided more detailed insights, revealing that the coefficient for professionalism was 0.418 and statistically significant at the 0.05 level. In practical terms, this means that for every one-unit increase in the level of professionalism, there is a corresponding improvement of 0.418 units in the overall execution of NG-CDF projects. These findings underscore the critical role that professionalism plays in ensuring not only the efficient implementation of development initiatives but also in building trust and accountability among stakeholders. Ultimately, the study provides compelling evidence that fostering a culture of professionalism is essential for achieving sustainable project outcomes in Homa Bay County, thereby reinforcing the need for targeted interventions that enhance professional practices within public sector project management.

### 5.2.3 Transparency in Project Management.

The fourth aim of the study was to ascertain the impact of transparency on the execution of projects sponsored by the National Government-Constituency Development Fund in Homabay County, Kenya. Descriptive data revealed that the overall mean score for transparency was 3.7 with a variability of 1.3, indicating that respondents generally agreed on the critical importance of transparent practices in project execution. This consensus highlights that transparency is not merely a peripheral concern, but a foundational element of effective project management in the public sector.

Correlation analysis further reinforced the significance of transparency, showing a strong positive relationship with the successful implementation of NG-CDF projects. With a correlation coefficient of 0.564 ($p < 0.05$), the findings suggest that higher levels of transparency are associated with more effective project outcomes. This relationship is particularly important given the context of NG-CDF initiatives, where public trust and accountability are vital for ensuring that funds are allocated and utilized efficiently. In public projects, transparency is essential to mitigate risks such as misappropriation of funds, project delays, and inefficiencies that can undermine developmental goals.

Regression analysis provided additional insights, with the model's coefficient estimation for transparency recorded at 0.47 and found to be statistically significant ($p = 0.000$). This indicates that a one-unit increase in transparency is linked to an improvement of 0.47 units in project implementation. These findings support the theoretical perspective that transparency fosters a culture of accountability and trust among stakeholders. In the context of NG-CDF projects in Homa Bay County, where diverse stakeholder groups are involved, transparent processes ensure that all parties are well-informed and can effectively monitor project progress. By promoting openness, project managers can preempt potential issues, facilitate collaborative problem-solving, and ultimately enhance the sustainability of developmental outcomes. This study, therefore, not only confirms the pivotal role of transparency in project implementation but also provides actionable insights for policymakers and practitioners seeking to improve public-sector governance and service delivery

### 5.2.4 Accountability in Project Management.

The study's third purpose was to ascertain the impact of accountability on the execution of NG-CDF-sponsored projects in Homa Bay County, Kenya. Descriptive data revealed that the overall mean score for accountability was 3.6 with a variability of 1.3, indicating that respondents were generally in agreement regarding the importance of accountability in project implementation. Regression analysis showed that the coefficient for accountability was 0.413 and statistically significant at a 0.05 level, implying that an increase of one unit in accountability corresponds to a significant improvement of 0.413 units in project execution. Additionally, the correlation analysis revealed a positive and statistically significant association ($r = 0.458$, $p < 0.05$) between accountability and the implementation of NG-CDF projects, further substantiating the critical role of accountability in enhancing project outcomes.

Moreover, the study employed multiple regression analysis to examine how various corporate governance practices—namely stakeholder participation, professionalism, accountability, and transparency—collectively influence the implementation of NG-CDF initiatives. The model demonstrated that these practices accounted for 45.8% of the overall changes observed in project implementation. The ANOVA analysis further confirmed the robustness of the model, yielding a high F-value of 50.276 ($p < 0.001$), which underscores the statistical significance of these variables. Specifically, the coefficients for stakeholder participation, professionalism, accountability, and transparency were 0.218, 0.174, 0.275, and 0.118 respectively, indicating that each of these factors plays a significant role in driving effective project implementation. These

findings collectively highlight that accountability is instrumental in achieving successful and sustainable outcomes for NG-CDF projects in Homa Bay County.

## 5.3 Conclusions

The conclusions of the study are presented in this section. The conclusions are based on the effects of stakeholder participation, professionalism of the management team, transparency and accountability on implementation.

### 5.2.1 Stakeholder Participation.

The study concludes that stakeholder participation has an influence on the implementation of National Government-Constituency development funded projects in Homabay County, Kenya. This implies that a unit improvement in stakeholder participation results to effective implementation of NG-CDF projects.

### 5.2.2 Professionalism of Project Management Team.

The study made a conclusion that professionalism of the project management team has an influence on implementation of National Government-Constituency Development funded projects in Homabay County, Kenya. This implies that a unit increase in the level of professionalism results in improvement on implementation of NG-CDF projects.

### 5.2.3 Transparency in Project Management.

Regarding transparency, the study concludes that transparency in project management influences implementation of National Government-Constituency Development funded projects in Homabay County, Kenya. This implies that for project to be implemented effectively there should be transparency.

### 5.2.4 Accountability in Project Management.

The study revealed that accountability in project management influenced implementation of National Government-Constituency Development funded projects in Homabay County, Kenya. Hence a unit increase in accountability resulted to improved implementation of NG-CDF projects.

## 5.3 Recommendations

The study recommends that the stakeholders should be involved in initial planning, at every planning step and implementation of the CDF projects. The local community should be involved in project identification and implementation. This will contribute to successful implementation of projects.

Since the study finds professionalism of project management team to be a great contributor of implementation success, the study recommends that Committee members should have the minimum required qualifications to implement the projects, when forming the PMCs and NGCDFCs. Education level should be considered, PMC members should possess relevant project knowledge and skills, and regular training done.

The study further recommends that transparency in project management should be observed. Funds should always be directed to intended projects and budget deviations should be avoided. Information regarding projects being implemented should be made accessible through reports and the tendering process should always be transparent.

Finally, the study makes the recommendation that there should be accountability in project management. The fund should embrace internal control processes to ensure projects are implemented as planned. Project quality standards should be specified and

adhered to. There should also be tools of measurement of performance and Performance of projects should be measured to promote accountability, leading to good project quality and scope.

### 5.4 Implication of the study

This study will be of significant help to NG-CDF fund managers and project managers to know who to mix relevant project management tools to improve the implementation success. This entails the knowledge of how they can apply stakeholders' participation, professionalism, transparency and accountability to achieve best results in project implementation.

Policy makers in the NGCDF board and organisation find this study printable when making management policies, getting the importance of stakeholder involvement, how to choose professionals to manage projects, known importance of information flow and being accountable. The study may recommend corporate governance practices that may be useful in the development of policy interventions that could ensure the selection and placement of NG-CDF managers are done on merit and based on qualification relevance to corporate governance practices.

This study will be beneficial to scholars as it is providing data and literature for future research and will help guide researchers on other areas that need more study.

The findings of this study have significant theoretical implications for understanding the role of corporate governance practices in public sector project implementation, particularly within the context of NG-CDF initiatives. First, the positive and statistically significant relationships between accountability, transparency, stakeholder participation,

and professionalism with project implementation validate and extend existing governance theories, such as agency theory and stakeholder theory. These results suggest that when governance mechanisms are robust and effectively integrated, they help mitigate agency problems and enhance accountability, ultimately leading to improved project outcomes. This supports the theoretical assertion that transparent and accountable governance practices reduce information asymmetry and align the interests of managers with those of stakeholders. The study will help Governments that would like to develop effectively by giving sound governance practices that promote projects that are done at various levels of devolution.

### 5.5 Suggestions for Further Research

The study recommends that further studies be conducted in other Counties, as the current study was done in Homabay County. Additionally, other studies may focus on other corporate governance practices such as integrity. Additionally, other studies may be done in other sectors such as state corporations, manufacturing sectors and even banking sector.

Replicating this study in counties is essential for several reasons. First, counties, as the grassroots level of government, often have unique socio-economic, cultural, and administrative characteristics that may influence the effectiveness of governance practices differently from national or corporate contexts. By replicating the study at the County level, researchers can capture these local nuances, ensuring that the findings are context-specific and reflective of the realities on the ground. This localized focus allows policymakers to tailor interventions more effectively to improve transparency, accountability, and overall project implementation within County governments.

It would be worthwhile to delve into the comparative analysis of NG-CDF projects across different counties or regions in Kenya. This comparative approach could shed light on variations in project implementation strategies, stakeholder engagement practices, and outcomes achieved. By examining the factors contributing to the success or challenges faced by NG-CDF projects in diverse contexts, policymakers and practitioners can glean valuable lessons and best practices for improving project effectiveness and sustainability. Additionally, exploring the role of community participation and ownership in NG-CDF projects could provide deeper insights into the dynamics of local governance and decision-making processes. Understanding how communities perceive, engage with, and benefit from NG-CDF projects could inform strategies for fostering greater grassroots empowerment and inclusive development.

Another area for further investigation is the impact of NG-CDF projects on environmental sustainability and climate resilience at the local level. Given the growing concerns over environmental degradation and climate change, assessing the environmental implications of NG-CDF interventions could be crucial. This research could examine the extent to which NG-CDF projects integrate environmental considerations, such as natural resource management, conservation initiatives, and climate adaptation measures. Furthermore, investigating the resilience of NG-CDF-funded infrastructure and community assets in the face of environmental shocks and disasters could provide insights into enhancing the climate resilience of local communities. By addressing these gaps in knowledge, future studies can contribute to the design of more holistic and environmentally sustainable development interventions under the NG-CDF framework.

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# APPENDICES

## APPENDIX I: Introductory Letter

MESHACK AMAYO,

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

P.O Box 190– 50100

KAKAMEGA.

TO WHOM IT MAY CONCERN

**RE: REQUEST FOR RESEARCH INFORMATION:**

I am a student pursuing Masters of Business Administration (Strategic Management) at Masinde Muliro University of Science and Technology, Kakamega. I am conducting a Research Project on 'corporate governance practices and implementation of the National Government Constituency Development Funded projects in Homabay County, Kenya.' This is in partial fulfillment of the requirements of a Master's degree in Business Administration.

The purpose of this letter is to kindly request that you fill questionnaire attached with accuracy. The information that you provide and your identity will be confidential and is for the sole purpose of academics only. A copy of the final report on request will be made available to you. Your cooperation will be highly appreciated.

Yours faithfully,

**Meshack Amayo**

**APPENDIX II: QUESTIONNAIRE**

This questionnaire is for the purpose of gathering information on the corporate governance practices and implementation of the National Government Constituency Development funded projects in Homabay County, Kenya. The information gathered from respondents shall be strictly confidential and are for the purposes of academic research only. Your participation shall be highly appreciated.

**SECTION A**

**DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.**

1. State your age in years:

20 years and below. [ ] 21-30 [ ]

31-40 [ ] 41-50 [ ]

Above 50 [ ]

3. What is your highest level of education?

Certificate [ ] Diploma [ ]

Degree [ ] Masters [ ] PhD [ ]

Other (Specify)……

4. Indicate the duration of participation in the implementation of NG-CDF development projects in Homabay County

One year and below [ ]1-2 [ ] 3-4 [ ] 5-6 [ ] Above 6 years [ ]

**SECTION B: CORPORATE GOVERNANCE PRACTISES**

**a. STAKEHOLDERS' PARTICIPATION**

5. What is your level of agreement with the following statements in relation to stakeholder participation NG-CDF in Homabay County?

**Use scale of 1 to 5, 1 – Strongly Disagree, 2 – Disagree, 3 –Fairly agree, 4 – Agree, 5 – Strongly Agree**

| | **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|---|
| i. | Stakeholders are involved in initial planning of the CDF projects | | | | | |
| ii. | stakeholders play the most important role in identifying the project objectives | | | | | |
| iii. | The views of all project stakeholders are taken into account in every step of project planning | | | | | |
| iv. | The CDF Committee involves the local community in project identification | | | | | |
| v. | Stakeholder feedback is critical for effective implementation | | | | | |
| vi. | Stakeholders are involved in implementation of the CDF projects | | | | | |
| vii. | Monitoring and evaluation reports are normally shared with all the stakeholders | | | | | |

6. In your own opinion, explain how stakeholder participation influences the implementation of NG-CDF projects in Homabay County……

……

**b. PROFESSIONALISM OF PROJECT MANAGEMENT TEAM**

7. What is your level of agreement with the following statements in relation to professionalism of project management team in NG-CDF projects in Homabay County?

**Use scale of 1 to 5, 1 – Strongly Disagree, 2 – Disagree, 3 –Fairly agree, 4 – Agree, 5 – Strongly Agree**

| | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| i. | Committee members have the required qualifications to implement the projects | | | | | |
| ii. | Education level is a consideration in the formation of PMC | | | | | |
| iii. | PMC possess relevant project knowledge and skills | | | | | |
| iv. | Project management competencies is a consideration in the formation of PMC | | | | | |
| v. | Sufficient skilled staff are hired in the project | | | | | |
| vi. | We are continuously trained on relevant issues on project implementation and management | | | | | |
| vii. | Project management and governance experience is a consideration in the formation of PMC | | | | | |

8. In your own opinion, explain how professionalism of project management team influences the implementation of NG-CDF projects in Homabay County……

**c. TRANSPARENCY IN PROJECT MANAGEMENT**

10. What is your level of agreement with the following statements in relation to transparency in project management of NG-CDF projects in Homabay County?

**Use scale of 1 to 5, 1 – Strongly Disagree, 2 – Disagree, 3 –Fairly agree, 4 – Agree, 5 – Strongly Agree**

| | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| i. | Funds are always directed to intended projects | | | | | |
| ii. | There are no budget deviations | | | | | |
| iii. | Information regarding projects being implemented is accessible through reports | | | | | |
| iv. | Decision making process in standardized | | | | | |
| v. | Tendering process is transparent | | | | | |

11. In your own opinion, explain hot transparency in project management influences implementation of NG-CDF projects in Homabay County……..

……..

**d. ACCOUNTABILITY IN PROJECT MANAGEMENT**

12. What is your level of agreement with the following statements in relation to accountability in project management of NG-CDF projects in Homabay County?

**Use scale of 1 to 5, 1 – Strongly Disagree, 2 – Disagree, 3 –Fairly agree, 4 – Agree, 5 – Strongly Agree**

| | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| i. | There are procedures to maintain high standards in project Performance | | | | | |
| ii. | The fund embraces internal control processes to ensure projects are implemented as planned | | | | | |
| iii. | Project quality standards are normally specified | | | | | |
| iv. | NG-CDF projects are implemented according to the intended quality standards | | | | | |
| v. | There are tools used to measure Performance of projects | | | | | |
| vi. | Performance of projects is usually measured | | | | | |

13. In your own opinion, explain how accountability in project management influences the implementation of NG-CDF projects in Homabay County……

**SECTION C: IMPLEMENTATION**

14. What is your level of agreement with the following statements in relation to implementation NG-CDF projects in Homabay County.

**Use scale of 1 to 5, 1 – Strongly Disagree, 2 – Disagree, 3 –Fairly agree, 4 – Agree, 5 – Strongly Agree**

| | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| i. | Projects are Completed in line with the objectives | | | | | |
| ii. | Number of completed projects have increased over the past three years | | | | | |
| iii. | The NG-CDF projects have stipulated time limits within which the projects should be implemented | | | | | |
| iv. | NG-CD follows strict schedule and procedure | | | | | |
| v. | There is Sufficient budget allocations for NG-CDF projects | | | | | |
| vi. | The NG-CDF projects are completed within the budget | | | | | |
| vii. | There is always need to adjust the NG-CDF project budgets during every implementation cycle | | | | | |
| viii. | NG-CDF funds are remitted on time | | | | | |

**Thank You for your Participation**

## APPENDIX III: CONSTITUENCIES IN HOMABAY COUNTY

| S/NO | CONSTITUENCIES |
|---|---|
| 1 | Homabay town |
| 2 | Kabondo Kasipul |
| 2 | Ndhiwa |
| 4 | Karachuonyo |
| 5 | Mbita |
| 6 | Kasipul |
| 7 | Rangwe |
| 8 | Suba |