



# Contribution of Stakeholder Management on Implementation of Constituency Development Fund Projects in Keiyo North Sub-County, Kenya

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**Abstract:** *This paper is an outcome of the research that was conducted in Keiyo-North Sub-county in Elgeyo-Marakwet County on the contribution of stakeholder management on implementation of constituency development fund projects. Project implementation attributes emanated from the context of people management to achieve project objectives. An important factor in project implementation is stakeholder contribution to the implementation. The study used a cross-sectional research design. The researcher collected data through a census survey since the population is relatively small and manageable. The study targeted 303 registered groups in the Keiyo North constituency. A questionnaire was used to collect both qualitative and quantitative data. Piloting was done in Keiyo South to test the validity and reliability of the instruments of the study. The study findings show that the majority of the respondents noted the participation of stakeholders in the implementation of Constituency Development Fund projects. From the findings and conclusions drawn from the undertaken research project, it is apparent that there is a changing landscape as far as stakeholder contribution in CDF projects is concerned. What was considered critical in earlier years before the CDF may not necessarily be the same today and in the future. It is recommended that the contribution of stakeholder management should be enhanced by strengthening the capacity of Project Management Committees (PMC) at the community level for ease of operations.*

**Keywords:** Stakeholder, Management, Implementation, CDF Projects, Keiyo North, Kenya

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## 1. Introduction

World over, government participation in community projects for development has been growing in many countries of the world including Kenya (Mohamed, 2018). The Kenyan government, adopted Constituency Development Fund strategy as a tool for rural

development where money is utilized for several projects (Basik, 2010). For true impact to be manifested on the ground, effective project implementation at the constituency level should be embraced. Chigbu, (2012), notes that rural development actions are aimed at developing social and economic development of the rural areas. Project implementation attributes emanated from the context of people management to achieve project

objectives, since well-managed personnel will equally manage their duties well. Moreover, in his study in Nigeria on the effectiveness of human capital management on the implementation of government-funded projects.

Ogun (2012) disclosed that such projects were poorly implemented because the project team did not focus on the acquisition of specialized competencies, but generally done based on political connection. According to Ojiako, Ashleigh, Chipulu & Maguire (2011), the implementation of CDF projects takes place in the context of the influence of those who are in power and under indeterminate environmental conditions due to change in politics who decide on the way projects should be carried out within the constituency which in most cases does not reflect the needs of the recipient communities. Ochieng and Ruth (2013) note that despite so many CDF projects implemented to change the living standards of members of society, very few projects that have been initiated are successfully implemented. Oino et al. (2015) add that these projects have been of poor quality despite huge amounts of money invested.

For Henny & Jacky (2012) local initiatives in Malawi that recognized the need for people involvement in all phases of the project life cycle, delivered satisfactory project outcomes in stark contrast to the projects that ignored the people. According to Zembane (2009), focusing on the implementation of agriculture projects in Senegal, the highest project output was attained through extensive stakeholders' participation in project activities. Dayda (2008), writing on his experience with community-based project implementation in Gambia, disclosed that mature project management practices that respected the decisions of project members and involved them in critical aspects of the project promised efficient and effective project closure with attractive results. Anduati (2012), while focusing on the success factors in project implementation in Ghana, observed that project output relied on the extent to which the project team is managed.

Reporting from a study in Rwanda focusing on the reconstruction process after the famous 1994 Rwandese Genocide, Kabuga (2012) observed that effective project implementation was achieved with maximum stakeholders' participation, provision of sufficient resources, prudent project team leadership and awareness in the project environment. According to Liyong (2012),

focusing on his study based on factors influencing the implementation of NGO funded projects in Uganda, observed that some projects were readily vandalized by the intended project beneficiaries because such were initiated with minimum stakeholder participation. He suggested that effective project implementation is needed as its key participants, the contribution of the beneficiaries, since without developing a feeling of ownership, the hitherto project beneficiaries turn into project enemies.

Focusing on the effectiveness of stakeholder participation in the implementation of NGO-initiated projects in Tanzania, Zainab (2009) discovered that banana value addition projects (BVAP) did not attract enough attention from initiators because such projects were properly implemented since most of the project team members lacked the necessary skills to make them productive. She recommended the adoption of the strategy of investing in human capital development if such projects were to be made viable in addressing the immediate needs of the local initiators.

Kenya consists of 210 constituencies, each represented in the National Assembly by an elected Member of Parliament (MP). Allocation of the Constituency Development Fund (CDF) among constituencies is governed by a formula specified in the CDF Act 2005. Since the government did not have poverty estimates at the constituency level in 2003, the CDF was allocated equally in the 2003/2004 with each constituency receiving KES 6 million (six million only). However, from the year 2004, the CDF allocation was revised and pegged on a formula comprising of two parts; part (a) three quarters of the net total CDF divided equally among all constituencies (netting out 3% administrative takedown), and part (b) a quarter of the net total CDF divided by the national poverty index multiplied by the constituency poverty index (GOK, 2004). Part (b) of the formula was implemented by allocating a quarter of the net total CDF kitty based on the contribution to national poverty of each constituency with a 0.23 adjustment factor that rescales the allocations downwards for 16 urban constituencies.

CDF Act embraces a concept where leaders consult more closely with their constituents or by involving them in the project cycle of identification, initiating, planning, executing, monitoring (and evaluation) and project closing (PMBOK, 2004) leading to ownership of the said

project rather than imposing outsider-devised interventions on them. In particular, the Project Management Committees are mandated to do the project's materials and services procurement and forward the same recommendations of award to Constituency Development Fund Tender Committee (CDFTC) for approval or ratification of contract or tender award (GOK, 2007). With the CDF, the constituency is functioning as a development unit and thus a Public Procuring Entity (PPE) with numerous projects being funded; as a result, there are a lot of procurement activities going on.

From 2003/2004, considerable National resources have been channeled towards developing the constituencies through the fund; good percentages (about 68%) of these resources are spent on procurement related activities. Going by the CDF allocation formula, every constituency spends 68 % of its annual allocation on procurement related activities through sourcing, advertising, evaluation, awarding, contracting and contract management; this is so because, of the annual CDF allocation 15 % is usually set aside for education none infrastructure development activities (bursary, continuous assessment tests and mock examinations), administration activities gets 3 % of the allocation, 3 % goes to recurrent expenditure, 2 % for sports activities excluding cash awards, monitoring & evaluation gets 2 % of the allocation, emergency kitty of 5 % of the annual allocation is also catered and 2% for environmental activities (GOK, 2004).

Wamae (2009) in his study on contribution of CDF in employment creation recommended that there should be constant awareness creation for the community members and training for personnel involved in implementation of CDF projects and community participation should be increased as well as stronger links with line government ministries. Further, Ntuala (2010) conducted a study on factors affecting the implementation of CDF funded projects in Tigania East Constituency and recommended that a regulation be enforced to block the involvement of the politician in the activities of CDF implementation. He said that their role should be limited to legislative and oversight.

Kamau (2009) also did a study on the role of community participation in successful completion of CDF projects in Imenti constituency and found that their involvement goes a long way in making sure that the project objectives are

achieved and recommended that the community should be involved in project identification to enhance ownership. Kinyoda (2009) did a study on the level of participation in project identification and selection by constituents, in the case of Makadara CDF, Odieki (2008) did a study on the Effectiveness of constituency development-funded projects in selected indicators of poverty reduction in Kitutu Masaba constituency, Mochiemo (2007) did a study on the contribution of the community in successful completion of CDF projects in Kitutu Chache constituency, Kisii Central District while Kairu (2010) did an effectiveness of the factors that effectiveness successful management of the CDF, the case of Gatanga constituency, Kenya.

## 2. Literature Review

Project implementation is an important performance management tool in government projects towards achieving Kenya's development agenda to Vision 2030 and Sustainable Development Goals (Sinteria, 2018). CDF was introduced as a way of decentralizing funds implemented at community level. For Auya and Oino (2013), the gist of CDF introduction and implementation was to ensure equitable social, economic, environmental and political developments across the nation, giving community members an opportunity to identify design and execute projects that meet their most felt needs. A significant number of authors have used a range of static grids and matrices that evaluate the relevance of various stakeholders on the outcome of projects based on their power, legitimacy and urgency.

Karlsen (2018) contends that numerous stakeholders concerned in the project can worsen the situation and make it more uncertain. Every stakeholder mostly has different welfare and priorities which can easily bring inconsistency or a disagreement with the project and as such it is reasonable to disregard them. It is well known according to the study conducted by (Achterkamp and Vos, 2018) for any project to be accomplished, the welfare of the major stakeholders, or rather all stakeholders has to be considered at the beginning of the study (Scott-Young and Samson, 2018). Ancient scholars and researchers acknowledged management factors concerning people affect the success of the project rather than technical issues (Pinto and Prescott, 2017; Abdullah et al., 2016).

Freeman (2014) describes stakeholders as groups who are very important to the survival and accomplishment of the corporation (Phillips et al., 2013). Concerning this description, the 'claimant' and the 'effectiveness' definition should be predominately addressed (Kaler, 2002). Stakeholders commonly depend on the institution (Donaldson and Preston, 2015) in addition are generally of a fundamental value. (Clarkson, 2015; Mitchell et al, 2017). From the aforementioned, a number of PM researchers have stipulated that it is of utmost magnitude to recognize stakeholders and their relationships (Karlsen, 2012; Olander and Landin, 2015; Jepsen and Eskerod, 2018).

It is believed that stakeholders are the inventors of the project management organization which is accountable for meeting the expectation and participation of the stakeholders. To be accomplished in releasing a project, the deliverables in most cases rely on the inclusion and management of the stakeholders (Chang et al., 2013). Effectual engagement and management of stakeholder depends on the aptitude of the project manager to discover the expectations of the stakeholders as from the commencement to the end (Cleland, 2018). Scholars have stated that project stakeholder management is as a process whereby the project team directs the interests of the stakeholders with the aim to spot, discuss, consent, and contribute so as to accomplish their goals (Brammer & Millington, 2014; Pajunen, 2016; Rawlinson & Cheung, 2018). Kerzner (2011) also categorizes stakeholder relationship management into six processes that is identifying stakeholders, analyzing, engaging, identifying information flow, enforcing stakeholder agreement, as well as stakeholder debriefing.

Stakeholders can either directly or indirectly participate in a project. They also possess diverse views in relation to success as well as have paramount responsibilities when carrying out various projects. Stakeholders' participation both internally and externally (including clients, contractors, customers, managers) in relation to the ultimate product as a project success principle is imperatively considered by most scholars. Occasionally, participation of the stakeholders has been considered in line with meeting their needs as well as expectations. The importance of stakeholders' participation is a study point of interest for various researchers in the past among them (Bourne, 2015; Yang et al., 2018). They have analyzed various proofs which effectively back up Stakeholder

Management (SM) frameworks. Managing stakeholder's means controlling of communications to satisfy the needs and determine issues with project stakeholders.

It is based on the associations involving a business and its stakeholders. Such dealings effectiveness both people and organizations positively and negatively (Harris, 2010). It is possible to use SM for purposes of supporting the effective application of proactive Project Management intended in restricting the activities of stakeholders which may affect the project negatively; or aid the project team's ability in exploitation of opportunities with the intention to give encouragement to stakeholder support of project goals (Karlsen et al, 2018). SM is important in projects as well relatively stakeholders are being classified in several groups. It is mostly concerned in the identification and classification of various stakeholders to make project contribution with them (Chinyio and Olomolaiye, 2010). This participation involves the categorization of stakeholders to permit appropriate management strategies (Savage et al, 2011; Mitchell et al., 2017).

It is getting-together information about stakeholders; identifying their missions in a project; determining their strengths and weaknesses; identifying their strategies; predicting their behavior and developing and implementing strategy for managing them (Cleland and Ireland, 2012). Using various criteria have been grouped stakeholders in different ways (Fassin, 2018) that some of these are discussed here. The stakeholders in a project can be divided into internal stakeholders those who are members of project or external stakeholders those are affected by the project (Calvert, 2015).

Another important attribute of project implementation is that the so-called development partners who finance a considerable part of it as part of either bilateral or multilateral development. But a significant proportion of it remains tied to the numerous conditions from the parties concerned, leading many commentators to question whether there are the real beneficiaries of development assistance (Graham, 1997). Carley (2016) argues that the structure of local public private partnerships encourages stakeholder participation as a primary success factor for project planning. This type of participation reduces "partnership fatigue" by integrating overlapping policy agendas for modernization and social inclusion. The partners require joint vision objectives, performance measures, resource needs and identifications, regular

monitoring of objectives and measures and streamlined process improvement.

The CDF law provides that the Project Management Committees (PMCs) will implement projects with support from the CDFC and technical advice from the relevant Government department. For successful implementation of the CDF projects, democratic values and ethos should be entrenched at the local level. These can be realized through creation of efficient channels of participation and information. Community members should be free to voice their comments without fear of intimidation or victimization. Similarly, officials to CDF bodies at the grassroots should follow a free and fair electoral process so that legitimate offices are mandated to run the CDF activities.

Management and leadership as well as project teams, is also emphasized in the literature as having a significant effect on the project success. Management and leadership also play a key role in supporting monitoring and evaluation of projects. Stakeholders can either be internal or external to the project team or project capacity (Sutterfield et al., 2016). Related classifications are inside and outside stakeholders; direct and indirect stakeholders (Smith and Love, 2014); and primary versus secondary stakeholders (Buchholtz and Carroll, 2018). A primary stakeholder group is those who play main role in project and the organization cannot survive without them, but secondary stakeholders are those who effectiveness or are effectiveness by the project but they are not essential to the organization survival (Karlsen, 2018).

## **2.1 Project Management Competency Theory**

McClelland & McBer (1980) developed the competence theory. They set out competency as the fundamental attributes of an individual in relation to the criterion-referenced efficient performance in a job or situation. Other project management institutes have ever since advanced a number of competency frameworks. Crawford (as cited in Boyatzis, 1982 & Spencer, 1993), illustrates a model of competence which conveniently incorporate

skills, awareness, comprehensible performance and core personality characteristics, to develop and assess through training.

In this study the theory was use to explain how project management competence can be used by project stakeholders in implementing CDF projects in the study area. Competence is none disputed and most preferred in so far as the same is in relation to skills, knowledge, behaviors and attitudes found to be closely affiliated to improved work performance. This is because competency based performance model promotes the nine performance indicators for Project Management competency including team, decision-making leadership, decision-making, mutuality and approachability, honesty and integrity, communication, understanding, learning, understanding and application, self-efficacy, and upholding of external dealings.

## **3. Methodology**

Cross-sectional research design was used in the study. The study targeted 303 respondents, but only 286 respondents returned filled questionnaires. The researcher collected data through census survey. A questionnaire was used to collect both qualitative and quantitative data. The study was carried out in Keiyo North Constituency to investigate the effectiveness of stakeholder participation in the implementation of CDF projects in Keiyo North Constituency, Kenya. The Constituency is divided into three topographic zones namely: The Highlands, Kerio Valley and The Escarpment: all of them separated by the conspicuous Elgeyo Escarpment. The Highlands constitute 49 percent of the constituency's area and are densely populated due to its endowment with fertile soils and reliable rainfall. Administratively, Keiyo North has four County Assembly Wards; Kamariny Ward, Emsoo Ward, Tambach Ward and Kapchemutwa Ward. The target population for this study was the members of Keiyo North Constituency Development Fund Management committees and the project committees involved in the implementation of CDF projects. The study therefore targeted 303 respondents which are shown below.

**Table 1: Target Population**

Committee members	Target Population
local District Officer	1
Members of the County Assembly	4
Representatives of religious organizations	150
Representatives of local NGOs	4
Representative of the youth	1
Women representatives	5
Male representatives	6
Members representing special interests	130
Constituency MP	1
Constituency Development Fund Manager	1
Total	303

Source: (Keiyo North Constituency, 2019)

The study targeted 303 respondents, but only 286 respondents returned filled questionnaires. The researcher collected data through administration of a questionnaire since the population is relatively small and manageable. A Likert scale of 1 to 5 (matrix type of questions) was used to test the various levels of responses. The data obtained from the respondents was cleaned, coded, and analyzed using Microsoft Excel 2013. This enabled the researcher to make meaningful interpretations. Data collected was analyzed

quantitatively and presented in form of tables, charts and figures.

## 4. Results and Discussion

The researchers were interested in analyzing the relationship between stakeholder management on the implementation of National Government Constituency Development Fund projects. The results are shown in Table 2 below.

**Table 2: Stakeholder management and the implementation of NGCDF-funded projects**

Contribution of stakeholder management on the implementation of NGCDF projects	Mean	Std. Deviation
Community receptivity	3.5	1.503
Stakeholder commitment	2.9	1.091
Established communication management plan	2.9	1.091
Understanding of implementation structure	2.3	1.403

Source: (Researcher, 2021)

From Table 2 analysis, the effectiveness of stakeholder management on the implementation of National Government Constituency Development Fund projects was determined by their community receptivity, (M=3.5424, SD=1.50259), stakeholder commitment (M=2.9280, SD=1.09112), establish communication management plan (M=2.9280, SD=1.09112) and understanding of implementation structure (M=2.2712, SD=1.40310). These findings show that the majority of

the respondents agreed on community receptivity and community commitment with a mean of 3.5424. These findings are supported by studies such as (Katamei et al., 2015) who observed that the implementation of NGCDF projects in the Marakwet West Constituency was undermined by no community receptivity, which led to little understanding of the process of implementation, poor leadership skills by the project managers, poorly implemented values and belief systems and lack of

commitment to the implementation of the projects. The researcher was further interested in analyzing the contribution of stakeholder management to project

implementation. The results are presented in Table 3 below.

**Table 3: Showing contribution of stakeholder management Project implementation**

Attributes	Frequency	Percentage
More ideas are generated	70	29.6
It includes varied perspectives from all sectors of the community affected thus giving a clearer picture of the community context	50	21.2
It's fair to everyone. All stakeholders can have a say in the development of an effort that may seriously affect them.	40	16.9
It increases the credibility of the organization	76	32.3
Total	236	100.0

**Source: Field data (2021)**

Analysis in Table 3 above revealed that the majority 76(32.3%) of the respondents stated that stakeholder management increases the credibility of the organization. 70(29.6%) stated that stakeholder management generates more ideas. Twenty-one percent 50(21.2%) stated that stakeholder management includes varied perspectives from all sectors of the community affected thus, giving a clearer picture of the community context. While 40(16.9%) of them stated that stakeholder management makes it fair to everyone. All stakeholders can have a say in the development of an effort that may seriously affect them.

This concurs with (Wamugu & Ogollah, 2017) who note that the benefits which are associated with the participation of stakeholders in the implementation of a project are significant in the performance and success of the projects. The management of the stakeholder, therefore, is important in reducing distrust in project outcomes, improving commitment to project objectives and improvement on credibility performance, logical networking of activities, and estimation of the project budget and formalization of the approval process. On whether stakeholder management increases the credibility of the organization.

**Table 4: Stakeholder management and credibility of the Projects Implemented**

Key Attributes	Frequency	Percentage
Identifies relevant stakeholders	40	16.9
Utilizing stakeholders' competence	60	25.4
Participation of all stakeholders	100	42.4
Managing stakeholder relationships	36	15.3

**Source: Field Data (2021)**

Analysis in Table 4 above shows that the majority of 100 (42.4%) of the respondents agreed that stakeholder management is credible when the participation of all stakeholders is guaranteed during implementation. Twenty-five percent 60 (25.4%) of the respondents stated that stakeholder management promotes the utilization of stakeholders' competence to implement NGCDF projects. 40 (16.9%) stated that stakeholder mapping identifies the target groups and pulls together as much information as possible about them; while 36 (15.3%) of the respondents

stated that stakeholder management through the management of stakeholder relationships. From the above findings, it can be deduced that most of the respondents agree that the effectiveness of stakeholder participation is motivated by involving every stakeholder in the implementation process.

## 5. Conclusion and Recommendations

### 5.1 Conclusion

From the results and discussion, the study concluded that all stakeholders should be involved in NGCDF project implementation. The management of the stakeholders during the implementation process, therefore, is important in reducing distrust in project outcomes, improving commitment to project objectives and improvement on credibility performance, logical networking of activities and estimation of the project budget and formalization of the approval process. It can also be deduced that most of the respondents agree resource allocation, stakeholder management and engagement are paramount to the success of any NGCDF project.

### 5.2 Recommendations

Based on the findings of the study, it is recommended that the contribution of stakeholder management should be enhanced by strengthening the capacity of Project Management Committees (PMC) at the community level for ease of operations.

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