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**INFLUENCE OF MANAGERIAL FACTORS ON EFFECTIVE MANAGEMENT OF
NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUND IN KENYA**

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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE AWARD OF THE
DEGREE OF MASTER OF COMMERCE OF STRATHMORE UNIVERSITY**

STRATHMORE UNIVERSITY BUSINESS SCHOOL

STRATHMORE UNIVERSITY

NAIROBI, KENYA

MAY 2025

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other university. To the best of my knowledge, and belief, the dissertation contains no material previously published or written by any other person except where due reference is made in the dissertation itself.

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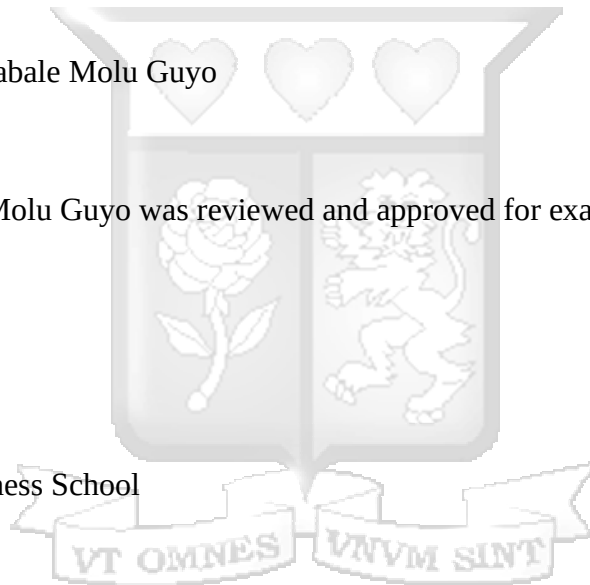
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ABSTRACT

The National Government Constituencies Development Fund (NG-CDF) in Kenya stands as a pivotal mechanism for driving socio-economic progress at the grassroots level, aiming to address local developmental needs directly. However, its operational effectiveness and ability to deliver on its mandate are frequently undermined by a confluence of persistent challenges. These include pervasive political interference that can misdirect resource allocation, insufficient or tokenistic stakeholder engagement that fails to capture genuine community priorities, and cumbersome bureaucratic hurdles that create delays and inefficiencies. These multifaceted challenges cast significant doubt on the extent to which the fund achieves its explicitly stated intended purpose of equitable development, thereby motivating this comprehensive study to meticulously explore the critical factors that influence its overall management and governance. The research undertook an in-depth investigation to determine how political interference, the nature and extent of stakeholder engagement, and the impact of bureaucratic hurdles collectively affect the effective and transparent management of the NG-CDF. Specifically, it critically examines the pivotal role and experiences of Fund Account Managers (FAMs), who are strategically positioned across all of Kenya's 290 diverse constituencies. A purposive sampling approach was deliberately employed in this research to ensure a broad and representative regional perspective, capturing varied operational contexts. Grounded firmly in the theoretical frameworks of agency theory, which illuminates the principal-agent dynamics and potential for goal misalignment, and institutional theory, which helps in understanding how established norms, rules, and structures shape organizational behavior, the study delves into the complex interplay between these identified managerial factors and the achievement of effective fund management outcomes. A quantitative research methodology was employed, involving structured questionnaires administered to 166 Fund Account Managers to gather robust empirical data on their perceptions, operational experiences, and encountered challenges. The empirical findings of this research revealed a compelling narrative: robust and meaningful stakeholder engagement significantly enhances the effective management and perceived legitimacy of the NG-CDF. Conversely, persistent bureaucratic hurdles demonstrably impede its smooth operation and timely project completion. Interestingly, direct political interference, while often cited anecdotally, shows a statistically minimal direct impact on managerial effectiveness when the influences of stakeholder participation and administrative processes are concurrently considered in the analytical model. By empirically examining these multifaceted influences, this study addresses a crucial and previously underexplored gap in the broader understanding of decentralized fund management within the specific context of developing countries like Kenya. It thereby contributes valuable insights to the existing body of knowledge on public fund management theory. Furthermore, the study offers a suite of practical and actionable recommendations for policymakers. These include the urgent need for strengthening accountability and transparency mechanisms to curb potential misuse, proactively boosting substantive stakeholder involvement throughout the project lifecycle from inception to evaluation, and systematically simplifying administrative processes to reduce red tape and improve efficiency. These insights carry significant policy implications for improving the governance and overall performance of similar devolved funds both within Kenya and in other comparable international contexts. The study suggests that implementing such targeted measures can substantially optimize NG-CDF management, ultimately leading to more impactful and sustainable development outcomes that align with Kenya's broader decentralized governance framework and national development aspirations.

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I am deeply indebted to my family for their unwavering support. Their belief in my abilities have been my greatest source of strength.

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DEDICATION

I wholeheartedly dedicate this research thesis to my beloved parents and siblings, whose unwavering support, love, and sacrifices have been the foundation of my academic journey. Their endless belief in my potential have been my greatest source of strength.

Above all, I dedicate this research thesis with immense gratitude and humility to the Almighty Allah. His divine guidance, wisdom, and boundless mercy have been my refuge throughout this journey. It is through His strength and blessings that I have been able to persevere through the challenges and complete this work. I am forever grateful for His grace and for the wisdom He has bestowed upon me.



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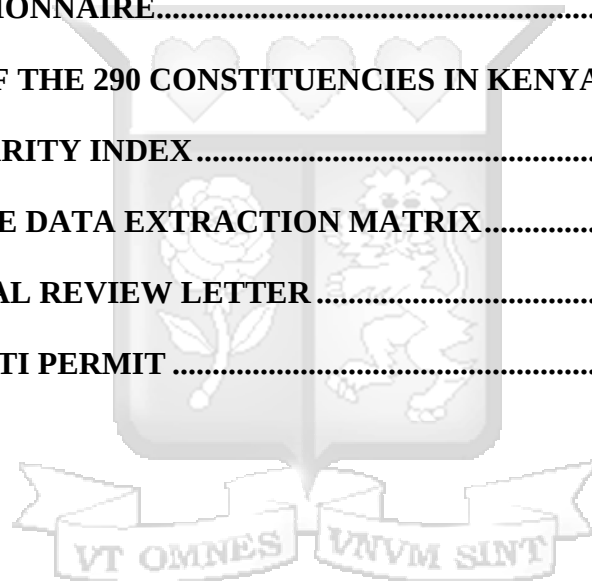
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OPERATIONAL DEFINITION OF TERMS

1. **Political Interference:** The involvement of political figures or bodies in the management of funds, where decision-making may be influenced to serve political interests rather than community needs. This could cause misallocation of resources and hinder effective project implementation (Nganga, 2018; Mwangi, 2020).
2. **Stakeholder Engagement:** The process of involving individuals, groups, or organizations that may be affected by or have an influence on a project. Effective stakeholder engagement in fund management ensures transparency, accountability, and the alignment of projects with community needs (Kinyua & Muturi, 2019; Njogu, 2021).
3. **Bureaucratic Hurdles:** Administrative and procedural obstacles that impede the efficient management of public funds. These may include time delays in project approvals, redundant documentation, and overlapping mandates among various government agencies (Wachira, 2019; Wairimu, 2022).
4. **Fund Account Managers (FAMs):** Officials responsible for the management, disbursement, and oversight of funds in their constituencies. Their role includes ensuring that development projects are carried out efficiently and in accordance with regulations (Ngugi & Nyamweya, 2021; Juma & Kosgei, 2022).
5. **Project Completion Rate:** A metric used to assess the efficiency of project execution by calculating the percentage of projects that have been completed as planned within a given timeframe (Bryson, 2018; Kaplan & Norton, 1996).
6. **National Government Constituencies Development Fund (NG-CDF):** A public fund in Kenya that supports development projects at the constituency level to enhance local governance and community development. It is managed by fund account managers and is subject to political and bureaucratic influences (National Government Constituencies Development Fund Act, 2015; Wanjohi, 2017).
7. **Transparency:** The principle of openly sharing information related to fund management processes, decisions, and outcomes. Transparency helps build public trust and ensures accountability in the use of public funds (Hajji & Ahmed, 2018; Otieno, 2019).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Public fund management remains a pivotal concern for governments globally due to its profound influence on sustainable development outcomes. Efficient and equitable allocation of financial resources is essential for addressing diverse population needs and driving economic growth. Decentralization has emerged as a strategy in many countries to enhance transparency, accountability, and efficiency in public fund management. For example, the United States introduced the Government Performance and Results Act (GPRA), which requires federal agencies to establish goals, measure performance, and report progress, thereby fostering transparency and accountability in federal funding (U.S. Office of Management and Budget, 2019). Similarly, in Europe, the Public Internal Financial Control (PIFC) framework standardized fund management practices across member states, aiming to align them with sound financial management principles and reduce risks of misallocation and misuse (European Commission, 2020). In Brazil, participatory budgeting initiatives have been implemented, enabling community involvement in fund allocation decisions, which has been shown to enhance transparency and accountability (Wampler & Avritzer, 2021). These international examples underscore the importance of robust management practices in addressing challenges such as corruption, bureaucratic inefficiencies, and political interference.

Effective public fund management can be evaluated through various indicators including but not limited to political involvement in decision-making, community participation, and administrative processes. These factors influence how resources are allocated and utilized across different contexts. In developing economies, where resources are often limited, the impact of these factors on fund management becomes particularly significant for achieving development goals.

In Kenya, the National Government Constituencies Development Fund (NG-CDF) was established to reduce regional development disparities by decentralizing public funds to the constituency level. The fund seeks to promote equitable development by allocating resources to finance projects like schools, health facilities, and infrastructure across Kenya's 290 constituencies, with funding

determined by factors such as population size and poverty levels (NG-CDF Board, 2020). Fund Account Managers (FAMs) are central to this process, yet they encounter various challenges in fulfilling their responsibilities effectively.

Despite its objectives, the management of NG-CDF funds in Kenya has faced significant issues. Reports indicate that over 200 constituencies experienced delays in fund disbursement, hindering project implementation (Nation, 2023). Audit findings have highlighted stalled and unexplained projects, pointing to potential mismanagement and inefficiencies (Nation, 2022). Moreover, a High Court ruling declared the NG-CDF unconstitutional, citing breaches of the separation of powers and lack of Senate consultation during its enactment, which raises further questions about its legal and structural integrity (Nation, 2024). Corruption and accountability deficits have also been prevalent, with evidences suggesting that funds intended for development have been misappropriated, resulting in incomplete projects and wasted resources (Nation, 2022). Delayed disbursements have compounded these problems, increasing costs and reducing the number of projects completed within budget (Nation, 2023).

The effectiveness of the NG-CDF hinges on the performance of FAMs and the involvement of local stakeholders. Practices such as regular monitoring, transparent reporting, and stakeholder participations are critical for ensuring funds are used efficiently to meet developmental goals. Moreover, addressing accountability and integrity among FAMs is essential to counter factors that undermine fund management outcomes.

This study is theoretically anchored in agency theory and the principal-agent problem, which examine the challenges of monitoring and accountability when agents (e.g., FAMs) act on behalf of principals (e.g., constituents). The theory highlights potential conflicts when agents' interests diverge from those of principals, as seen when external pressures lead FAMs to prioritize certain projects over others based on considerations beyond community needs (Stiglitz, 2018). Decentralization, while offering flexibility to address local challenges, can be compromised by various influences, prompting this investigation into the factors impeding effective NG-CDF management in Kenya.

1.1.1 Political interference and the management of the National Government Constituencies Development Fund (NG-CDF)

Effective management of public funds is a critical concern for governments globally, directly influencing sustainable development outcomes and the delivery of public services (European Commission, 2020). Scholarly literatures emphasizes that while robust financial management systems are essential for efficient and equitable resource allocation, they often operate within complex political environments (U.S. Office of Management and Budget, 2019; Wampler & Avritzer, 2021). Political interference in public finance refers to the undue influence exerted by political actors on the allocation, management, and oversight of public resources, potentially deviating from established procedures, technical criteria, or public interest objectives (Kanyinga & Okello, 2010; World Bank, 2017). This can manifest in various ways, including biased project selection based on political favouritism, diversion of funds, or manipulation of implementation processes for political gain (Ong'era & Musili, 2019).

Studies on decentralized funding mechanisms, such as those in Brazil and other developing nations, consistently highlight the tension between the goals of local autonomy and transparency on one hand, and the risks of elite capture and politically motivated resource distribution on the other (Wampler & Avritzer, 2021). In the context of funds like Kenya's National Government Constituencies Development Fund (NG-CDF), academic analysis indicate that despite legal frameworks designed to ensure independence, political considerations frequently impact decisions related to project identification, funding approvals, and implementation oversight (Kanyinga & Okello, 2010; Ong'era & Musili, 2019).

This influence can lead to the prioritisation of politically visible projects over those addressing genuine community needs, potentially undermining the fund's developmental impact (Ong'era & Musili, 2019). Furthermore, the legal and operational environment of such funds is often shaped by political contestation, affecting stability and management practices (Kanyinga & Okello, 2010). Understanding the mechanisms and consequences of political interference, as explored in scholarly work, is thus crucial for assessing the performance of public fund management structures like the NG-CDF.

1.1.2 Stakeholder engagement and the management of the National Government Constituencies Development Fund (NG-CDF)

The relationship between community involvement and the management of public funds is widely recognized in development literatures as a critical determinant of project success and sustainability (Ali, 2019; World Bank, 2015). Stakeholder engagement, in this context, involves the processes by which public entities interact with individuals, groups, or institutions who are affected by or can affect the outcomes of public projects and resource allocation decisions (Bovaird, 2007). Several scholarly definitions highlight different facets of this concept. For instance, Freeman (1984), a foundational figure, define stakeholders as any group or individual who can affect or is affected by the achievement of the organization's objectives.

In a public sector context, Bovaird (2007) describe stakeholder engagement as the active involvement of citizens and other non-state actors in decision-making processes related to public policy and service delivery. Rowley (1997) view stakeholder engagement through a network perspective, emphasizing the nature and density of relationships between an organization and its various stakeholders. In development projects, engagement is often conceptualized as mechanisms designed to ensure participation, enhance transparency, and promote accountability by incorporating community input and feedback throughout the project lifecycle (Ali, 2019).

The framework of funds like the NG-CDF often includes provisions for such engagement, through structures like project management committees and public forums (Gathoni & Ngugi, 2016). Academic studies suggest that the effectiveness and genuineness of these engagement mechanisms vary significantly, and this variation correlates with differences in project outcomes (Ali, 2019; Gathoni & Ngugi, 2016). Constituencies with more robust and inclusive engagement processes tend to report better project alignment with community priorities and higher levels of ownership, contributing to sustainability, while limited participation is associated with implementation challenges and reduced project effectiveness (Ali, 2019).

1.1.3 Bureaucratic hurdles and the efficient management of the National Government Constituencies Development Fund (NG-CDF)

Bureaucratic structures and processes are inherent to public administration systems and are designed to ensure accountability, fairness, and adherence to regulations (Weber, 1947). However, these same structures can introduce complexities and inefficiencies, often referred to as bureaucratic hurdles or administrative bottlenecks (Mukaindo & Ongoya, 2023; Peters, 2019). Bureaucratic hurdles represent procedural or structural impediments within an organization or system that slow down decision-making, hinder resource flow, or complicate operational processes (Peters, 2019).

These factors are considered managerial factors because they directly impact the efficiency and effectiveness with which managers can perform their tasks, allocate resources, and implement projects (Mukaindo & Ongoya, 2023). Scholarly work on public sector management frequently discusses how excessive red tape, complex approval chains, stringent reporting requirements, and inter-departmental coordination challenges can impede operational efficiency (Peters, 2019). In the context of decentralized funds like the NG-CDF, the need for rigorous compliance checks and multi-level approvals, while necessary for preventing misuse of funds, can create significant administrative delays (Mukaindo & Ongoya, 2023).

These delays, such as protracted processes for fund requisition or project approval, directly affect the operational capacity of fund managers, impacting project timelines and potentially increasing costs due to factors like inflation or prolonged administrative overheads (Mukaindo & Ongoya, 2023). Navigating these complexities requires specific managerial skills and represents a significant challenge influencing the timely and cost-effective delivery of development projects supported by such funds.

1.1.4 Management of the NG-CDF

Effective management in the public sector, particularly concerning development funds, is a multifaceted concept that goes beyond mere compliance with procedures (Keya et al., 2023). Effective management generally refers to the achievement of intended goals and objectives efficiently and sustainably (Drucker, 1954; Keya et al., 2023). It involves making the right

decisions and successfully implementing them to achieve desired outcomes (Drucker, 1954). In the context of public fund management, effectiveness is often measured by the extent to which funded projects address identified community needs, deliver intended benefits, and contribute to broader development goals (Keya et al., 2023; World Bank, 2015). Efficiency, on the other hand, concerns the optimal use of resources, that is, time, money, human resources, in achieving those objectives (Keya et al., 2023; Toggl, 2023). A project is managed efficiently if it is completed on time and within budget.

Scholarly frameworks for evaluating public project management often integrate both efficiency and effectiveness (Keya et al., 2023). Efficiency metrics, such as project completion rate, indicate the operational productivity and resource utilization (Toggl, 2023). A high completion rate often suggests effective planning, resource allocation, and execution processes. Effectiveness metrics, such as the percentage of projects meeting their stated objectives or achieving desired community impact, gauge the extent to which the projects are relevant, beneficial, and sustainable (Prosci, 2023; Keya et al., 2023).

Literatures posits that achieving both efficiency and effectiveness in public fund management requires strong governance practices, including transparency, accountability mechanisms, and sound financial management (Keya et al., 2023). Effective management of funds like the NG-CDF, therefore, requires a focus on both the timely and cost-effective delivery of projects (efficiency) and ensuring these projects genuinely meet community needs and contribute to local development (effectiveness) (Keya et al., 2023).

1.1.5 The National Government Constituencies Development Fund (NG-CDF) in Kenya

The National Government Constituencies Development Fund (NG-CDF) in Kenya serves as a significant devolved funding mechanism aimed at promoting equitable development at the grassroots level (Kanyinga & Okello, 2010; Mukaindo & Ongoya, 2023). Established originally through an Act of Parliament, the fund allocates a portion of the national government's ordinary revenue directly to constituencies for the implementation of local development projects identified by community members and local stakeholders (Kanyinga & Okello, 2010). Conceptually, the NG-CDF represents an effort to decentralize development planning and resource allocation,

empowering local communities and their representatives to address specific needs within their constituencies (Ong'era & Musili, 2019). The fund's operational model involve various actors, including the national board, constituency-level committees, and Fund Account Managers responsible for the day-to-day financial administration and project oversight (Mukaindo & Ongoya, 2023). Projects typically funded include those in education, health, infrastructure, and social welfare sectors (Kanyinga & Okello, 2010).

However, the NG-CDF has also been the subject of considerable academic and public discourse regarding its structure, legality, and operational effectiveness (Kanyinga & Okello, 2010; Mukaindo & Ongoya, 2023). Scholarly analyses have examined the tension between the fund's developmental objectives and challenges related to political influence, accountability deficits, and administrative inefficiencies (Ong'era & Musili, 2019; Mukaindo & Ongoya, 2023). Legal challenges concerning its constitutional alignment with the devolved system of government have also been a recurring theme in academic and policy discussions (Kanyinga & Okello, 2010). The management of the NG-CDF, particularly by Fund Account Managers navigating these complex operational, political, and administrative landscapes, is central to determining whether the fund achieves its intended developmental impact (Mukaindo & Ongoya, 2023; Keya et al., 2023). Thus, the NG-CDF serves as a relevant and important context for studying the factors influencing the management and outcomes of decentralized public development funds.

1.2. Statement of the Problem

Empirical studies across global, regional, and local contexts highlight the challenges in managing decentralized development funds. Globally, effective financial management within governmental frameworks like Constituencies Development Funds (CDFs) is crucial for equitable resource allocation and national progress. Research underscores the critical role of leadership styles, transparency, and accountability mechanisms in governing public funds (Thunus et al., 2018; Elharakany, 2021). Transformational leadership encourages innovation in fund management, while participatory decision-making strengthens community trust (Powell, 2016; Kipkorir et al., 2021). Regionally, CDF models in African nations, including Uganda and South Africa, grapple with issues akin to Kenya's NG-CDF, such as bureaucratic inefficiencies and political interference (Byrd et al., 2023; Fox et al., 2017). These global and regional perspectives emphasize the

pervasive nature of managerial challenges in decentralized funding, stressing the necessity for context-specific interventions.

Locally, Kenya's National Government Constituencies Development Fund (NG-CDF) framework exemplifies these struggles, facing persistent management challenges that significantly hinder its effectiveness in fostering local development and reducing socio-economic disparities (Oketch et al., 2020). Studies over the past decade have consistently documented detrimental outcomes such as fund misallocation, recurring project delays experienced by constituencies, and eroded public trust (Nyaguthii & Oyugi, 2013; Ndung'u, 2022). Persistent issues include pervasive political interference in project selection (Ochieng & Tubey, 2013), inadequate stakeholder engagement (Oisanga, 2022), and bureaucratic delays in approvals (Oketch et al., 2020). While existing research identifies these operational flaws, critical gaps impede comprehensive solutions. Conceptually, current studies inadequately address governance frameworks to mitigate political interference within Kenya's unique political landscape (Nyaguthii & Oyugi, 2013). Methodologically, there is limited empirical evidence on systematic stakeholder engagement to enhance accountability (Ochieng & Tubey, 2013; Ndung'u, 2022). Contextually, strategies for capacity-building in procurement and streamlining bureaucracy remain underexplored (Oisanga, 2022).

Constituencies in Kenya have experienced persistent delays in NG-CDF disbursements over the past decade, with recurring project stagnation documented in studies from as early as 2013 (Nyaguthii & Oyugi, 2013; Ndung'u, 2022). These delays are frequently linked to bureaucratic inefficiencies in fund approval processes, particularly during critical phases of project implementation (Oketch et al., 2020). For instance, delays in procurement approvals and stakeholder consultations have stalled infrastructure upgrades and educational bursary allocations, disproportionately affecting marginalized communities (Oisanga, 2022). Political interference in project selection, a systemic issue noted by Ochieng and Tubey (2013), further exacerbates delays by diverting resources to non-priority initiatives. Such challenges align with broader regional findings on decentralized fund management in Africa, where similar delays stem from institutional weaknesses and fragmented accountability mechanisms (Byrd et al., 2023; Fox et al., 2017). These

recurring delays underscore the urgency of systemic reforms to align NG-CDF operations with Kenya's socio-political context and grassroots development needs (Lubwama et al., 2024).

This study's significance lied in its potential to bridge these gaps by proposing actionable strategies for optimizing NG-CDF management. By investigating political interference mitigation, stakeholder engagement models, and bureaucratic reforms, this research contributes insights to the global discourse on decentralized fund governance while addressing Kenya's specific developmental needs. This dual focus aligned with international calls for adaptive management practices that balance institutional frameworks with local socio-political dynamics (Gahbauer et al., 2019; Lubwama et al., 2024). Ultimately, the findings aimed to contribute to restoring public trust and enhancing the NG-CDF's capacity to deliver equitable community development, offering lessons for similar funds globally.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of this study was to examine managerial factors that impact the effective management of National Government Constituencies Development Fund (NG-CDF) in Kenya.

1.3.2 Specific Objectives

1. To examine the impact of political interference as a managerial factor on the management of National Government Constituencies Development Fund in Kenya
2. To explore the level of stakeholder engagement as a managerial factor in the management of National Government Constituencies Development Fund (NG-CDF) in Kenya.
3. To identify and address bureaucratic hurdles as a managerial factor in the management of National Government Constituencies Development Fund (NG-CDF) in Kenya.

1.4 Research Questions

1. What is the impact of political interference on the management of National Government Constituencies Development Fund (NG-CDF) in Kenya?
2. What is the level of stakeholder engagement affecting the management of National Government Constituencies Development Fund (NG-CDF) in Kenya?
3. What bureaucratic hurdles affect the management of National Government Constituencies Development Fund (NG-CDF) in Kenya?

1.5 Significance of the Study

This study holds significant value for policy, practice, and theoretical discourse in public administration and development studies. By critically analyzing the challenges facing National Government Constituencies Development Fund (NG-CDF), such as political interference and resource mismanagement, the research provides policymakers with actionable insights to revise and strengthen fund governance frameworks. These findings directly inform efforts to enhance transparency, accountability, and efficiency in NG-CDF implementation, serving as an evidence-based foundation for systemic reforms that address institutional barriers to equitable development.

Practically, the study equips fund managers and stakeholders with strategies to improve resource allocation, project execution, and operational efficiency. It identifies ways to streamline fund utilization and align project timelines with developmental goals, ensuring constituencies derive maximum benefit from allocated resources. Furthermore, the research underscores the importance of fostering inclusive stakeholder engagement to strengthen community ownership of NG-CDF projects. By advocating for participatory models that prioritize local needs, the study will enhance public trust and ensures projects reflect grassroots priorities, there by improving sustainability. The documentation of effective managerial practices within NG-CDF also offers a replicable blueprint for optimizing decentralized funds in Kenya, such as the Equalization Fund and National Government Affirmative Action Fund, amplifying their impact on national development. Ultimately, these practical insights empower communities through improved public services, equitable resource distribution, and socio-economic growth, advancing Kenya's broader development objectives.

Theoretically, the study enriches academic discourse on public fund management in decentralized governance systems, particularly in developing contexts. It advances understanding of how political, bureaucratic, and managerial dynamics intersect to shape the effectiveness of constituency-level funds. By constructing a nuanced framework that bridges gaps in public administration and development theory, the research provides scholars and practitioners with a deeper lens to analyze the complexities of devolved fund governance. This contribution strengthens scholarly dialogue and informs future studies on institutional design, accountability mechanisms, and participatory development in resource-constrained settings.

1.6 Scope of the Study

This study investigated the managerial factors influencing the effective management of Kenya's National Government Constituencies Development Fund (NG-CDF) across all 290 constituencies. The research focused on Fund Account Managers (FAMs) as the target population, given their pivotal role in overseeing NG-CDF implementation at the constituency level. These 290 FAMs served as the unit of observation, providing first hand insights into bureaucratic, political, and administrative challenges in fund management. The unit of analysis was the NG-CDF management system, with specific dimensions explored across three key variables: bureaucratic factors (e.g., adherence to procurement guidelines, reporting hierarchies, and compliance mechanisms), political factors (e.g., stakeholder interference, alignment of projects with community priorities, and electoral cycles), and administrative factors (e.g., resource allocation efficiency, capacity of oversight committees, and staff competency). These dimensions were analyzed to identify systemic gaps and enablers in accountability and governance.

The research philosophy was grounded in positivism, utilizing a realist ontology and objectivist epistemology, suitable for empirical investigation. The research employed a descriptive cross-sectional design to capture a snapshot of the variables (political interference, stakeholder engagement, bureaucratic hurdles), primarily using quantitative approach, combining structured questionnaires administered to all FAMs to collect quantitative data on management practices, decision-making processes, and operational hurdles, together with qualitative analysis of NG-CDF audit reports, policy documents, and budgetary records. This dual approach enabled a comprehensive evaluation of structural and contextual dynamics shaping fund performance. Data collection occurred over a three-month period from November 2024 to January 2025, with analysis extending to April 2025, aligning with Kenya's fiscal cycle for relevance to recent policy reforms.

Sampling involved purposive selection, stratifying constituencies across Kenya's eight regions (Central, Coastal, Eastern, Nairobi, North Eastern, Nyanza, Rift Valley, and Western) to ensure geographical diversity. A sample size of 166 FAMs was determined using a statistical formula for finite populations. Data analysis encompassed descriptive and inferential statistics using SPSS, with diagnostic tests like the Hausman test, Shapiro-Wilk test, VIF, Breusch-Pagan test, and Ramsey RESET test ensuring model suitability. Reliability was confirmed with Cronbach's Alpha

exceeding 0.70 for all constructs, and validity was established through factor analysis, with KMO and Bartlett's tests indicating data suitability.

Geographically, the research was limited to Kenya's 290 constituencies, though its findings may offer insights for decentralized fund management frameworks in similar global contexts. By synthesizing empirical data from FAMs with institutional records, the study clarified how structural, operational, and contextual factors collectively hindered or enhanced the NG-CDF's ability to achieve its developmental objectives

1.7 Chapter Summary

Chapter One introduces the study, examining the managerial factors influencing the effective management of Kenya's National Government Constituencies Development Fund (NG-CDF) across all 290 constituencies. Setting the stage with a global perspective on public fund management, it highlights decentralization initiatives like the USA's GPRA, Europe's PIFC, and Brazil's participatory budgeting as efforts to improve transparency and efficiency, while acknowledging universal challenges such as corruption and political interference. The focus then shifts to Kenya's NG-CDF, designed to reduce regional disparities through local project funding, but often hampered by significant obstacles faced by Fund Account Managers (FAMs), including political interference, insufficient stakeholder engagement, and bureaucratic hurdles, leading to project delays and potential mismanagement.

The study delved into three critical factors: political interference skewing project priorities, inadequate stakeholder engagement hindering alignment with local needs and accountability, and bureaucratic hurdles causing delays and increased costs. Underscoring the persistent problems of fund misallocation, project delays, and eroded public trust within the NG-CDF, the chapter identified research gaps in mitigating these specific managerial challenges. Consequently, the study aimed to examine how these factors impact NG-CDF management, specifically investigating the influence of political interference, the level of stakeholder engagement, and the nature of bureaucratic hurdles through targeted research questions. The research holds significance for informing policy reforms, enhancing FAM practices, and enriching academic understanding of decentralized governance, with its scope covering all constituencies, targeting FAMs, and

employing a quantitative approach (questionnaires, document analysis) between November 2024 and April 2025.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlined the theoretical and empirical foundations of the study, focusing on factors influencing the management of Kenya's NG-CDF by fund account managers across 290 constituencies. The theoretical framework integrated agency theory addressing principal-agent dynamics, information asymmetry, and accountability costs and institutional theory, which examines how regulatory and normative pressures shape managerial behavior. Empirically, the chapter reviewed global, regional, and local literature aligned with the study's three objectives: the impact of political interference on resource allocation, the role of stakeholder engagement in project success, and the effects of bureaucratic hurdles on operational efficiency. A conceptual framework and operationalization of variables conclude the chapter, mapping how each factor was measured to generate insights for improving NG-CDF management in Kenya.

2.2 Theoretical Foundation

This study was anchored on agency theory, which serve as the primary analytical lens to examine the principal-agent dynamics inherent in the management of the National Government Constituencies Development Fund (NG-CDF) by Fund Account Managers (FAMs). Agency theory (Jensen & Meckling, 1976) directly addresses the core governance challenges of aligning interests between principals (citizens and the NG-CDF Board) and agents (FAMs), mitigating information asymmetry, and reducing agency costs through monitoring and accountability mechanisms. These issues were central to understanding how conflicts of interest, transparency gaps, and accountability lapses may arise in the utilization of public funds.

To complement this framework, institutional theory (DiMaggio & Powell, 1983; Meyer & Rowan, 1977) was employed as a support theory, providing critical insights into the external institutional pressures such as legal frameworks, political norms, and societal expectations that shape FAMs' decision-making and operational practices. Institutional theory illuminate how coercive, mimetic, and normative isomorphic forces drive conformity to regulatory standards and legitimize fund management practices, even as decoupling between formal policies and actual implementation

may persist. Together, agency theory anchored the analysis of internal governance relationships, while institutional theory contextualized these dynamics within Kenya's broader institutional environment, offering a holistic understanding of the factors influencing NG-CDF management. This dual theoretical approach ensured that both micro-level principal-agent interactions and macro-level institutional influences were rigorously examined.

2.2.1 Agency Theory

Agency theory was developed by Jensen and Meckling in 1976. They introduced the theory to examine the relationship between principals (owners or stakeholders) and agents (managers or individuals tasked with acting on behalf of the principals) (Jensen & Meckling, 1976).

The theory predicts that conflicts of interest may arise in principal-agent relationships due to differing goals and information asymmetry. It suggests that agents may not always act in the best interests of the principals, leading to agency problems such as mismanagement or misuse of resources. To mitigate these issues, the theory emphasizes the need for mechanisms like monitoring, incentives, and control systems to align the interests of agents with those of the principals and reduce agency costs, which are the costs incurred by principals to ensure agents act appropriately (Jensen & Meckling, 1976).

Agency theory supports the dependent variable in this study, the Management of NG-CDF (efficiency and effectiveness), as well as certain aspects of the independent variables, such as Bureaucratic Hurdles and Stakeholder Engagement. The theory is particularly relevant in understanding how information asymmetry and monitoring mechanisms influence the efficiency of project completion rates and the effectiveness of projects meeting objectives. It also highlights how bureaucratic hurdles, such as administrative procedures and time delays, can exacerbate agency problems by increasing agency costs and reducing transparency and accountability (Eisenhardt, 1989).

Critics argue that agency theory has several limitations. It primarily focuses on micro-level dynamics between principals and agents and may not fully account for broader institutional and political factors that influence fund management (Eisenhardt, 1989). The theory is also seen as

presenting a simplistic view of principal-agent relationships, assuming a clear distinction between principals and agents, whereas these relationships can be more complex and interdependent (Perrow, 1986). Additionally, the theory's emphasis on self-interest as the primary driver of agent behavior neglects other motivational factors such as professional ethics and organizational culture (Eisenhardt, 1989). Furthermore, agency theory's focus on aligning agent behavior with principal interests often prioritizes short-term outcomes over long-term sustainability and ethical considerations, which can lead to decisions that are not in the best long-term interest of the organization or society (Perrow, 1986). Finally, the assumption of rationality, that both principals and agents make choices to maximize their satisfaction, may not always hold true in real-world scenarios due to the complexity of human behavior, which can be influenced by irrational and emotional factors (Perrow, 1986).

In the context of this study on the factors influencing the management of the National Government Constituencies Development Fund (NG-CDF) in Kenya, agency theory is highly relevant. It relates to the study by explaining how conflicts of interest may arise between principals (citizens and the NG-CDF Board) and agents (FAMs), particularly when agents may not act in the best interests of the principals, leading to agency problems such as mismanagement or misuse of funds. The theory's focus on information asymmetry is particularly pertinent, as FAMs often possess more detailed knowledge about fund management processes, including project funding prioritization, implementation, monitoring and evaluation, financials, property and staff management, than the principals (NG-CDF, 2020). This information asymmetry can create challenges in transparency and accountability, which directly impacts the efficiency and effectiveness of NG-CDF management. Additionally, the theory's emphasis on agency costs and control mechanisms, such as regular reports, audits, and performance evaluations, aligns with the study's examination of bureaucratic hurdles and stakeholder engagement as factors influencing NG-CDF management. By applying agency theory, this study can analyze how monitoring, reporting, and incentive structures can help align the interests of FAMs with those of the citizens and ensure better management of NG-CDF resources (Jensen & Meckling, 1976; Eisenhardt, 1989).

2.2.2 Institutional Theory

Institutional theory, initially developed by Meyer and Rowan (1977) and further expanded by DiMaggio and Powell (1983), with subsequent contributions from scholars such as Scott (2008) and Suchman (1995), provides a framework for understanding how institutions; defined as formal and informal rules, norms, and practices; shape the behavior of individuals and organizations within a given context. The theory predicts that organizations adapt to their institutional environments to gain legitimacy and ensure survival by conforming to external pressures, including legal frameworks, cultural expectations, and professional standards (Scott, 2008). It suggests that institutions provide the frameworks within which organizations operate, influencing their structures, processes, and actions, and that organizations may experience institutional isomorphism, a process by which they become similar over time due to three types of pressures: coercive, mimetic, and normative (DiMaggio & Powell, 1983). Additionally, the theory anticipates the possibility of decoupling, where formal policies may not align with actual practices, particularly under high institutional pressure or resource constraints (Meyer & Rowan, 1977).

In the context of this study, institutional theory supports several key variables. For the independent variables, that is, managerial factors, the theory explains how political interference is influenced by coercive pressures from governmental and political institutions, which affect decision-making processes and fund management practices (DiMaggio & Powell, 1983; NG-CDF, 2020). Similarly, stakeholder engagement is shaped by normative pressures from societal and community expectations, which determine the level and frequency of stakeholder involvement in planning and decision-making (Scott, 2008). Bureaucratic hurdles, such as the number of administrative procedures and time delays in project approval, are also influenced by coercive pressures from legal and administrative frameworks that organizations must navigate (Meyer & Rowan, 1977; NG-CDF, 2020). For the dependent variable, the management of the National Government Constituencies Development Fund (NG-CDF), the theory highlights how institutional pressures and isomorphism impact efficiency, measured by project completion rate, by requiring adherence to standardized practices and procedures (DiMaggio & Powell, 1983). It also addresses effectiveness, measured by the percentage of projects meeting objectives, by emphasizing that legitimacy and normative pressures ensure organizations align their practices with societal expectations, thereby enhancing credibility and public trust (Suchman, 1995; NG-CDF, 2020).

Despite its utility, institutional theory is not without criticism. Scholars such as Farrell (2018) argue that the theory often emphasizes the stability and persistence of institutions, potentially overlooking the dynamic aspects of organizational change. Aksom and Tymchenko (2020) suggest that it tends to focus on how organizations conform to institutional pressures, which may neglect the role of agency and strategic behavior in driving change. Przeworski (2004) notes that it can be challenging to distinguish whether institutions shape behavior or if behavior shapes institutions, leading to ambiguity in causal explanations. Furthermore, Zucker (1987) points out that the theory may not adequately address micro-level processes and individual actions within organizations, as it primarily focuses on macro-level structures and norms.

The part of institutional theory most relevant to this study is its explanation of how external institutional pressures such as legal frameworks, government policies, and societal norms shape the management practices of Fund Account Managers (FAMs) within the NG-CDF (NG-CDF, 2020). Specifically, the concepts of institutional isomorphism and decoupling are directly applicable. Institutional isomorphism, driven by coercive, mimetic, and normative pressures, helps explain how political interference, stakeholder engagement, and bureaucratic hurdles influence the efficiency and effectiveness of NG-CDF management. For instance, coercive pressures from regulations and political interference may force FAMs to adopt certain practices, while decoupling may occur when formal policies, such as transparent bidding processes, are not fully implemented due to practical challenges or political pressures (Meyer & Rowan, 1977; DiMaggio & Powell, 1983; NG-CDF, 2020).

This framework allows for an analysis of how FAMs navigate the institutional environment to achieve legitimacy and manage funds effectively, making institutional theory a crucial lens for understanding the broader contextual factors at play. Moreover, institutional theory can inform strategies for improving NG-CDF management by identifying areas where institutional pressures may be misaligned with practical implementation, such as through targeted policy reforms to reduce decoupling or by strengthening capacity-building initiatives to better align formal structures with operational realities (Scott, 2008). This approach not only enhances the theory's applicability

but also offers practical insights for addressing the challenges faced by FAMs in achieving efficient and effective fund management.

2.2.3 Integration of Agency and Institutional Theories

Integrating Agency Theory and Institutional Theory offers a comprehensive approach to understanding NG-CDF management. Agency Theory focus on micro-level principal-agent dynamics, examining how information asymmetry and conflicting interests between FAMs and the NG-CDF Board or citizens can lead to inefficiencies, such as delayed projects or misallocated funds. Conversely, Institutional Theory provide a macro-level perspective, highlighting how external pressures—political, legal, and social—shape organizational practices. Together, these theories enabled the study to analyze both internal conflicts and external influences. For instance, Agency Theory explains how political interference may misalign FAMs' actions with principals' goals, while Institutional Theory frames this interference as coercive pressure from political institutions, necessitating adaptive strategies to maintain legitimacy (Lane, 2005; Scott, 2008).

The study's conceptual framework, which examines managerial factors (political interference, stakeholder engagement, bureaucratic hurdles) influencing NG-CDF management's efficiency and effectiveness, is enriched by this dual-theoretical approach. Agency Theory suggests stakeholder engagement reduces information asymmetry, enhancing accountability and project outcomes, as supported by studies on public sector transparency (Araujo & Tejedo-Romero, 2016). Institutional Theory posits that bureaucratic hurdles stem from regulative norms, which can impede efficiency if misaligned with operational needs, as seen in development project analyses (Scott, 2008). By integrating these perspectives, the study provided a nuanced analysis of how internal and external factors interacted, offering insights for improving NG-CDF management through enhanced monitoring and institutional reforms (Eisenhardt, 1989; DiMaggio & Powell, 1983).

2.3 Conceptual Literature Review

Public fund management is shaped by complex interactions between political, social, and institutional factors. This section conceptualized three critical variables influencing the management of Kenya's National Government Constituencies Development Fund (NG-CDF): political interference, stakeholder engagement, and bureaucratic hurdles. Each concept was

analyzed through its theoretical dimensions, linkages to broader frameworks, and implications for effective fund management.

2.3.1 Management of the NG-CDF

The management of the NG-CDF refers to the administrative processes, governance structures, and operational practices employed to allocate, disburse, and monitor funds for constituency-level development projects. Established to decentralize resource allocation and reduce regional disparities, the NG-CDF operates under a framework that mandates Fund Account Managers (FAMs) to oversee projects such as schools, health facilities, and infrastructure (NG-CDF Board, 2020).

Effective management is measured through two core dimensions: efficiency and effectiveness. Efficiency pertains to the optimal use of resources, including timely project completion and adherence to budgetary constraints, while effectiveness evaluates whether projects achieve their intended socio-economic outcomes, such as improved access to education or healthcare (Keya et al., 2023). The fund's management is further guided by legal and institutional frameworks, such as the NG-CDF Act, which outlines roles for FAMs, oversight committees, and community representatives.

Agency theory provided a critical lens for understanding NG-CDF management. FAMs, as agents, are tasked with executing projects on behalf of constituents (principals), but their actions are often influenced by competing interests, such as political pressures or bureaucratic constraints (Stiglitz, 2018). Institutional theory complemented this perspective by emphasizing how formal rules and informal norms shape managerial behavior. For instance, rigid approval processes mandated by institutional frameworks may delay project execution, while informal political alliances might prioritize certain projects over others (Musyoka, 2020). The interplay of these factors determines whether the NG-CDF achieves its dual objectives of equitable development and community-driven growth. Audit reports revealing stalled projects and unexplained expenditures (Nation, 2022) underscore systemic inefficiencies, while incomplete facilities in marginalized constituencies reflect failures in effectiveness (Ong'era & Musili, 2019). Thus, the management of the NG-CDF

is not merely a technical exercise but a dynamic process mediated by political, institutional, and participatory forces.

2.3.2 Political Interference

Political interference refers to the undue influence of elected officials or political actors in administrative processes, often prioritizing projects that enhance their political visibility over those aligned with community needs (Ong'era & Musili, 2019). This concept manifests in two key dimensions: resource misallocation and project prioritization. Resource misallocation occurs when funds are diverted to politically expedient initiatives, such as high-profile infrastructure projects, rather than addressing systemic issues like healthcare or education gaps (Ong'era & Musili, 2019). Project prioritization reflects the strategic selection of initiatives that maximize electoral gains, even if they lack alignment with long-term developmental goals. Agency theory elucidates this dynamic, framing political interference as a principal-agent problem where Fund Account Managers (FAMs), acting as agents, may prioritize the interests of political principals over those of constituents (Stiglitz, 2018). Such misaligned incentives erode accountability, as FAMs face pressure to comply with political directives rather than adhere to technical or community-driven criteria. The resulting inefficiencies such as stalled projects or inflated budgets highlight how political interference undermines both the efficiency (timely execution) and effectiveness (goal attainment) of NG-CDF management (Nation, 2023).

2.3.3 Stakeholder Engagement

Stakeholder engagement encompasses the systematic involvement of communities, civil society, and local leaders in decision-making processes to ensure transparency and accountability (Greenwood, 2007). Rowley (2011) identifies four dimensions of engagement: participatory planning, where stakeholders contribute to project design; continuous communication, ensuring dialogue throughout implementation; collaborative monitoring, enabling oversight of fund utilization; and inclusive decision-making, integrating diverse perspectives into governance. Effective engagement fosters trust and legitimacy, as seen in Brazil's participatory budgeting model, where community input directly shapes resource allocation (Wampler & Avritzer, 2021). Conversely, weak engagement—characterized by tokenistic consultations or exclusionary

practices—undermines accountability by creating information asymmetries between FAMs and constituents (Papa, 2016).

For instance, when stakeholders are excluded from monitoring, mismanagement risks rise, as FAMs face fewer checks on discretionary decisions (Nkonge, 2018). In Kenya's NG-CDF context, limited engagement has been linked to projects misaligned with local priorities, such as unused facilities or duplicated efforts, reflecting poor effectiveness (Nation, 2022). Agency theory further clarified this relationship: robust stakeholder engagement reduces information asymmetry, empowering constituents (principals) to hold FAMs (agents) accountable for performance, thereby aligning managerial actions with community welfare (Stiglitz, 2018).

2.3.4 Bureaucratic hurdles

Bureaucratic hurdles denote systemic inefficiencies arising from rigid administrative procedures, overlapping mandates, and procedural redundancies that delay decision-making and resource allocation (Sinteria, 2018). In NG-CDF management, these hurdles manifest as delays in approvals due to multi-layered authorization processes, overlapping mandates between national and local agencies, and procedural redundancies such as repetitive documentation requirements (Oisanga, 2022; Musyoka, 2020). Institutional theory contextualizes these challenges, framing bureaucratic rigidity as a normative pressure where adherence to formal rules designed to ensure compliance paradoxically stifles innovation and responsiveness (Mukaiindo & Ongoya, 2023).

For example, Kenya's NG-CDF procurement processes often require approvals from multiple agencies, leading to prolonged timelines and cost escalations (Nicholas & Kiarie, 2021). Such inefficiencies disproportionately affect marginalized constituencies, where limited administrative capacity exacerbates delays (Oketch et al., 2020). Bureaucratic hurdles also intersect with political interference: complex procedures create opportunities for political actors to manipulate approvals, further distorting resource allocation (Parliament, 2022). Ultimately, these hurdles compromise both efficiency (delayed project completion) and effectiveness (reduced community impact), as seen in audit reports highlighting stalled NG-CDF projects (Nation, 2023).

2.3.5 Synthesis of Relationships

The interplay of political interference, stakeholder engagement, and bureaucratic hurdles creates a tripartite challenge for NG-CDF management. Political interference distorts priorities, redirecting funds toward politically expedient but low-impact projects, thereby reducing effectiveness. Weak stakeholder engagement exacerbates this by limiting oversight, enabling mismanagement to persist unchecked. Bureaucratic hurdles compound inefficiencies, delaying project execution and inflating costs. Conversely, strong stakeholder engagement can mitigate political interference by fostering transparency, while streamlined procedures reduce opportunities for bureaucratic manipulation. For instance, participatory planning ensures projects align with community needs (enhancing effectiveness), whereas simplified approval processes accelerate implementation (improving efficiency). Institutional theory underscores the need to balance regulatory compliance with flexibility, while agency theory emphasizes aligning FAMs' incentives with constituent welfare. Together, these conceptual linkages highlight the need for holistic reforms addressing all three variables to optimize NG-CDF outcomes.

2.4 Empirical literature review

This section synthesizes empirical studies examining three critical factors influencing the management of Kenya's National Government Constituencies Development Fund (NG-CDF): political interference, stakeholder engagement, and bureaucratic hurdles. Globally, political interference in development funds has been linked to resource misallocation and compromised project efficacy, as seen in Bräutigam and Knack's (2004) analysis of aid prioritization, though gaps persist in understanding localized dynamics like Kenya's NG-CDF. Regionally, studies such as Masanyiwa et al. (2013) on Tanzania highlight patronage-driven project selection, while Kenyan research by Ndung'u (2022) underscores governance weaknesses enabling political manipulation. Stakeholder engagement, explored globally by Reed (2008) and locally via Kenya's National Taxpayers Association (2018), reveals deficits in participatory decision-making, exacerbating community disenfranchisement. Similarly, bureaucratic inefficiencies—documented globally by Brixiová et al. (2021) and regionally in South Africa by Cheteni and Khamfula (2020)—manifest in Kenya as procurement delays and accountability gaps (Kiringai et al., 2021). However, existing studies often lack contextual specificity to Kenya's governance structures, longitudinal insights, and comparative intra-country analyses. This review thus identifies critical

gaps in addressing Kenya's unique socio-political landscape, emphasizing the need for tailored governance reforms, enhanced stakeholder inclusion, and streamlined administrative processes to optimize NG-CDF outcomes.

2.4.1 Political interference on the management of the National Government Constituencies Development Fund (NG-CDF)

Political interference, defined as the undue influence of elected officials in shaping project priorities—often for electoral advantage rather than developmental imperatives—has been widely documented as a critical impediment to effective governance (Ong'era & Musili, 2019).

At the global level, political interference in constituency development funds poses significant challenges to effective management and equitable allocation, as seen in various countries. These examples shed light on the impact of political interference on Kenya's National Government Constituencies Development Fund (NG-CDF), where fund account managers across the 290 constituencies grapple with similar issues. In India, the Member of Parliament Local Area Development Scheme (MPLADS) enables MPs to recommend constituency projects. The Institute of Social Sciences (2005) report criticized MPLADS for underutilization, corruption, and misuse, suggesting abolition (Times of India). The CAG of India has consistently noted violations, like the 2010-11 report exposing financial mismanagement and fraud, including Smriti Irani's MPLAD fund use in Gujarat (National Herald India). Such political interference via corruption and patronage parallels the managerial challenges in NG-CDF.

The Philippines' Priority Development Assistance Fund (PDAF), dubbed the "pork barrel," faced scrutiny after the 2013 scam revealed legislator misuse. Gonzales (2021) highlights PDAF's role in systemic corruption (Sapienza), while Ortiz (2014) examines its social costs and political manipulation (Academia.edu). The Janet Lim-Napoles scam, using fake NGOs, shows how political interference distorts allocation, a concern for NG-CDF managers striving to safeguard funds. Malik (2021) studies Pakistan's constituency development funds, revealing political dynamics skewing allocation (Cambridge Core). MPs' discretion often leads to interference, undermining equitable distribution, much like the pressures NG-CDF managers face in ensuring fairness across Kenya's constituencies. Brazil's "secret budget" scandal, involving grants to secure legislative support under President Bolsonaro, exemplifies political interference with little

oversight (Brazilian Report). Brasil de Fato and The Guardian report it as a major corruption case, with funds diverted for political gain (Brasil de Fato, The Guardian). This underscores the need for robust oversight in NG-CDF management.

Bräutigam and Knack (2004), examining foreign aid effectiveness, provide foundational insights into this challenge. Their research demonstrates that when political considerations, such as diplomatic alliances or rewarding political allies, supersede genuine developmental priorities, resource allocation becomes fundamentally skewed (Bräutigam & Knack, 2004). This often results in inefficient project selection, where initiatives are chosen for their political visibility or benefit to incumbents rather than their potential impact on poverty or community needs (Bräutigam & Knack, 2004). Such misalignments inherently undermine the core purpose of development aid, diminishing its capacity to foster sustainable economic growth and improve livelihoods, effectively diverting funds from their intended beneficiaries (Bräutigam & Knack, 2004). While illuminating the broader dynamics of political influence on international aid, this global perspective does not capture the specific mechanisms and localized political pressures inherent in constituency-level development funds like the NG-CDF.

Regionally, across Africa, studies highlight similar patterns of political interference within constituency development funds. Masanyiwa et al. (2013), investigating Tanzania's Constituency Development Catalyst Fund (CDCF), found compelling evidence of political leaders manipulating project selection processes to favour their supporters and consolidate political bases. This practice, deeply embedded in patronage politics, systematically distorts the equitable distribution of resources, often channeling funds towards politically connected areas or groups while neglecting others (Masanyiwa et al., 2013). Furthermore, this politically driven selection frequently leads to the implementation of substandard or poorly conceived projects, prioritizing short-term political gains over long-term community benefit (Masanyiwa et al., 2013). Such interference not only compromises the technical efficiency and developmental impact of the fund but also breeds cynicism and disenfranchisement among communities excluded from decision-making and resource allocation, potentially eroding social cohesion (Masanyiwa et al., 2013). Although this Tanzanian case study offers valuable regional parallels concerning patronage, the specific administrative frameworks and political nuances governing Kenya's NG-CDF necessitate a more focused examination within the Kenyan context.

In Kenya itself, recent scholarship directly addresses political interference within the NG-CDF framework. Ndung'u (2022) provides a critical quantitative analysis, confirming that political considerations remain a powerful, often overriding, factor in how NG-CDF projects are selected and managed. The study details how political agendas frequently lead to suboptimal resource allocation, with funds directed towards projects offering high political mileage rather than addressing the most urgent community needs identified through participatory processes (Ndung'u, 2022). This political calculus can significantly compromise project quality and long-term sustainability, as the pressure for visible, quick results may overshadow crucial considerations of technical viability, maintenance, and enduring impact (Ndung'u, 2022). Ndung'u's findings strongly advocate for reinforcing governance structures, enhancing independent oversight mechanisms, and promoting greater transparency to insulate NG-CDF management from undue political manipulation. However, the study's quantitative nature points towards the need for complementary longitudinal research to track how these interference patterns evolve over successive political cycles and comparative analyses across diverse constituencies to understand variations in political influence.

Within the Kenyan context, the National Government Constituency Development Fund (NG-CDF) has emerged as a focal point for analyzing these dynamics. Established to decentralize development resources, the NG-CDF's management is often compromised by political actors prioritizing constituency-level patronage over equitable or needs-based allocation (Ong'era & Musili, 2019). This section synthesizes global, regional, and local literature to construct a framework for understanding how political interference specifically shapes the operational efficacy and accountability of the NG-CDF. By interrogating these intersections, the analysis seeks to illuminate systemic vulnerabilities and contribute to broader discourse on governance reform in decentralized

Synthesizing the literature reveals significant contextual, methodological, and geographical gaps in fully understanding political interference in Kenya's NG-CDF. Contextually, while global studies like Bräutigam and Knack (2004) illustrate broad principles of politically motivated resource misallocation, they lack the granularity to explain the specific constituency-level dynamics where local political actors directly influence NG-CDF priorities. Regional studies, such as Masanyiwa et al. (2013) on Tanzania's CDCF, highlight relevant issues like patronage but

cannot be directly transposed due to differences in Kenya's specific administrative setup and political culture surrounding the NG-CDF. Even Kenyan-focused studies like Ndung'u (2022), while identifying the problem and suggesting strengthened oversight, often lack specific, contextually appropriate governance solutions tailored to Kenya's unique socio-political environment.

Methodologically, the reliance on cross-sectional snapshots, as seen even in recent work like Ndung'u (2022), limits understanding of the long-term persistence and evolution of political interference within the NG-CDF over time. The limited scope of comparative research across Kenya's diverse constituencies also means that variations in interference levels and successful mitigation strategies remain poorly understood. Geographically, while regional examples offer some insight, the unique political landscape and governance structure of Kenya demand more dedicated, in-country research focusing specifically on the NG-CDF across different geographical and political contexts within Kenya itself.

The reviewed literature consistently underscores the pervasive nature of political interference in development fund management across global, regional, and local scales, yet it simultaneously highlights critical gaps demanding more focused inquiry, particularly within the Kenyan NG-CDF context. Addressing this interference is paramount to ensuring NG-CDF resources are allocated equitably, transparently, and effectively, thereby maximizing their potential to meet genuine community needs and foster sustainable local development. Future research must strive to develop and evaluate robust, context-specific governance models capable of shielding the NG-CDF from distorting political influences. Consequently, the current study seeks to contribute to filling these gaps by specifically investigating the research question: “What is the impact of political interference in the management of the National Government Constituencies Development Fund (NG-CDF) by fund account managers across Kenya’s 290 constituencies?”

2.4.2 Stakeholder engagement in the management of the National Government Constituencies Development Fund (NG-CDF)

Stakeholder engagement, defined in this study as the active integration of stakeholder interests and participation into the fund's management framework (Greenwood, 2007; Gathoni & Ngugi, 2016),

is widely recognized as a critical determinant of development project success. Conceptualized by Greenwood (2007) and later operationalized within the National Government Constituency Development Fund (NG-CDF) context by Gathoni and Ngugi (2016), this approach emphasizes collaborative decision-making processes that align project objectives with community priorities. Globally, stakeholder engagement has been shown to enhance project legitimacy, mitigate risks, and foster accountability (e.g., Reed et al., 2009; Ahenkan & Osei-Kojo, 2014). Regionally, studies in sub-Saharan Africa highlight its role in bridging gaps between policy design and grassroots implementation, particularly in decentralized funding models akin to the NG-CDF (Muriithi et al., 2018). Locally, the NG-CDF framework underscores stakeholder engagement as a mechanism to ensure equitable resource allocation and community ownership of development outcomes (Gathoni & Ngugi, 2016).

This section synthesizes literature from global, regional, and local perspectives to critically examine the depth and extent of stakeholder engagement in NG-CDF management. By analyzing its influence on project design, implementation efficiency, and sustainability, the discussion highlights how systematic engagement strategies contribute to achieving development goals.

Globally, the imperative of stakeholder engagement for effective development is widely recognized. Reed's (2008) comprehensive meta-analysis of environmental management projects across diverse nations underscores this point. By examining numerous case studies, Reed determined that meaningful engagement across the entire project lifecycle—spanning planning, execution, and evaluation—is fundamental. This inclusive approach ensures that diverse viewpoints are integrated, leading not only to more sustainable solutions but also to outcomes that achieve broad community acceptance. Crucially, such engagement cultivates a sense of local ownership, thereby mitigating potential resistance and enhancing the long-term viability and relevance of development initiatives.

Illustrating the risks of neglecting engagement, Ayee and Crook (2003), through their qualitative examination of decentralization and local governance in Ghana using interviews and focus groups, identified inadequate stakeholder participation as a key factor contributing to project underperformance or outright failure. Their findings highlight that when communities are not robustly involved, projects often suffer from a lack of local ownership, failing to align with community expectations or contribute meaningfully to local development priorities. This

reinforces the necessity of inclusive and participatory strategies in decentralized funding mechanisms.

Further emphasizing the need for context-specific approaches, Fuchs et al. (2019) explored the implementation of the Building Assets and Agency (BAA) model via asset-based community development (ABCD) in Kenya. Their mixed-methods study, incorporating surveys and participatory workshops aimed at boosting agricultural incomes and well-being, demonstrated tangible successes, including increased crop production and sales for participants and broader community engagement. This success was attributed to engagement strategies tailored specifically to the local cultural, historical, and sociopolitical landscape, offering valuable lessons for designing engagement within the NG-CDF framework.

Analyzing multi-stakeholder partnerships for achieving Sustainable Development Goals (SDGs), Van Tulder and Van Mil (2023) employed case studies and quantitative analysis. Their research confirms the potential of such partnerships but cautions that success hinges critically on aligning stakeholder goals and strategic interests. This finding underscores the importance of establishing clear, principles-based management practices to foster effective collaboration among the diverse actors involved in NG-CDF, ensuring their collective efforts are synergistic and impactful.

Distinguishing between modes of engagement, Freudenberg et al. (2011), through a comparative analysis of global case studies, categorized engagement into informational, review, and interactive types. Their evaluation concluded that interactive engagement—where stakeholders actively participate in problem identification, planning, and implementation—yields the most sustainable outcomes. This approach ensures stakeholder knowledge, perceptions, and aspirations are genuinely integrated into development processes, lending legitimacy and effectiveness to the initiatives, a finding echoed regionally where studies like Ayee and Crook (2003) again confirm that participatory approaches are vital for meeting local needs in contexts like Ghana.

Locally, the specific challenges within the NG-CDF context are highlighted by reports such as that from the National Taxpayers Association (NTA) in 2018. This report revealed that limited stakeholder engagement during both planning and implementation frequently leads to NG-CDF projects misaligned with community priorities, resulting in dissatisfaction, poor uptake, and

suboptimal outcomes. This underscores a critical need for enhanced, meaningful community involvement in NG-CDF decision-making. However, much of the reviewed literature, while valuable, reveals contextual gaps. Global and regional studies (e.g., Reed, 2008) offer broad principles but often lack specificity regarding the unique political structures and community dynamics influencing CDFs like NG-CDF. Critical Kenyan socio-political factors, including power dynamics and historical contexts that shape engagement effectiveness, are frequently overlooked. Furthermore, while engagement gaps are noted, barriers specific to NG-CDF, such as political interference or transparency issues, require deeper examination.

Methodologically, the reliance on qualitative data, while insightful, points to a need for more longitudinal studies tracking engagement dynamics over time and comparative analyses assessing different engagement strategies within the NG-CDF context. The scarcity of quantitative metrics directly linking engagement levels to NG-CDF project outcomes is also apparent. Geographically, a reliance on global or non-Kenyan regional cases necessitates more Kenya-specific research that captures the diversity across its 290 constituencies, moving beyond broad strokes to understand localized challenges and successes. Adapting global best practices requires careful consideration of Kenya's distinct governance landscape.

In summary, literature across scales confirms stakeholder engagement's centrality to development success. Yet, the unique operational environment of Kenya's NG-CDF, marked by specific governance structures and socio-political dynamics, necessitates further investigation to overcome barriers to effective participation. Addressing the identified gaps through tailored, comprehensive engagement strategies is essential for enhancing the management and impact of NG-CDF projects. This study, therefore, sought to fill these knowledge gaps by addressing the research question: “How does the level of stakeholder engagement affect the management of the National Government Constituencies Development Fund (NG-CDF) by fund account managers across Kenya’s 290 constituencies?”

2.4.3 Bureaucratic hurdles and the management of the National Government Constituencies Development Fund (NG-CDF)

Bureaucratic hurdles are defined as systemic obstacles rooted in administrative frameworks characterized by rigid procedural rules, hierarchical structures, and excessive formalities (Sinteria, 2018). These challenges manifest as slow approval processes, redundant documentation requirements, and communication bottlenecks, which collectively hinder the efficient management of development funds. Globally, such inefficiencies delay project timelines, escalate operational costs, and diminish the potential impact of development initiatives. Within Kenya's National Government Constituencies Development Fund (NG-CDF), these hurdles are amplified by complex administrative protocols, prolonged decision-making cycles, and fragmented coordination among critical stakeholders, as evidenced in recent global, regional, and local studies. Scholars argue that bureaucratic inefficiencies often prioritize compliance over outcomes, stifling innovation in resource allocation. For instance, Sinteria (2018) highlights how rigid hierarchies in administrative systems create misaligned incentives, leading to delayed fund disbursement and inconsistent project monitoring. In the NG-CDF context, overlapping mandates between national and county-level authorities further exacerbate these challenges, perpetuating institutional fragmentation. Theoretical frameworks such as principal-agent theory and institutional capacity models underscore how weak accountability mechanisms and siloed communication channels deepen these inefficiencies.

This section critically analyzes how bureaucratic hurdles within the NG-CDF framework undermine its developmental objectives. By synthesizing empirical studies, it identifies structural bottlenecks—such as redundant reporting systems and delayed approvals—as key barriers to effective implementation. The analysis advocates for administrative reforms to streamline processes, enhance interagency collaboration, and foster transparency, thereby aligning institutional practices with the fund's goals.

From a global standpoint, a recent study by Brixiová et al. (2021) explores the pervasive impact of bureaucratic hurdles on the effectiveness of development aid. The research rigorously underscores that convoluted administrative procedures, a persistent lack of coordination among implementing agencies, and insufficient investment in capacity-building efforts are primary

factors diminishing the efficiency and overall impact of development projects worldwide (Brixiová et al., 2021). These systemic issues not only delay project implementation timelines but critically inflate operational costs, thereby diverting vital resources away from the intended beneficiaries. To mitigate these challenges, the study advocates for streamlining administrative processes and enhancing inter-agency coordination mechanisms (Brixiová et al., 2021). Furthermore, it emphasizes the necessity of sustained investments in capacity-building programs to ensure fund managers possess the requisite skills. While offering a valuable contemporary perspective on widespread bureaucratic challenges, this global analysis inherently lacks specificity regarding the unique governance structures and localized pressures characteristic of constituency development funds like the NG-CDF.

Providing a regional lens, a study by Cheteni and Khamfula (2020) examines analogous bureaucratic challenges in the management of development funds within South Africa. The authors pinpoint several critical issues, including excessively lengthy approval processes, inadequate training provisions for fund managers, and a detrimental lack of transparency, which collectively hinder the efficient deployment of development funds (Cheteni & Khamfula, 2020). As potential remedies, the study champions the adoption of digital solutions to streamline procedural workflows, reduce costly delays, and significantly improve overall transparency in fund management practices (Cheteni & Khamfula, 2020). Concurrently, it calls for enhanced, targeted training programs to better equip officials with the sophisticated skills required for effective fund management (Cheteni & Khamfula, 2020). Although this study provides pertinent insights from a comparable African context, it is crucial to acknowledge that South Africa's bureaucratic and administrative architectures may differ substantially from Kenya's. Consequently, while the identified *types* of hurdles (approvals, training, transparency) are likely relevant, the specific manifestations and optimal solutions may not be directly transferable, necessitating research tailored specifically to the Kenyan NG-CDF context.

Examining organisational dimensions that often underpin bureaucratic issues, a study by Bakunzibake et al. (2019) in Rwanda focused on the implementation challenges of a 'one-stop' e-government initiative. Employing a qualitative case study methodology involving document analysis and interviews with key managers (Bakunzibake et al., 2019), the research aimed to uncover organisational obstacles in this LDC context. Key findings revealed a lack of clear

planning for redesigned service processes, an unclear and ad-hoc change management strategy, insufficient systematic organisational learning mechanisms (impeded by reporting gaps), and unclear operational goals at the local government level that failed to align with national objectives (Bakunzibake et al., 2019). While focused on e-government rather than fund management directly, these findings highlight systemic organisational weaknesses – poor planning, strategy, learning, and goal alignment – that commonly translate into bureaucratic inefficiencies and hurdles within public sector programs, offering insights into potential underlying issues that could affect NG-CDF management.

Focusing squarely on Kenya, the study by Kiringai et al. (2021) offers invaluable, context-specific insights into the bureaucratic challenges plaguing NG-CDF management. Utilising quantitative methods to assess the impact of bureaucratic inefficiencies on project outcomes, the study empirically confirms that lengthy procurement processes, significant gaps in accountability mechanisms, and insufficient capacity-building initiatives for fund managers represent critical barriers to the effective stewardship of the NG-CDF (Kiringai et al., 2021). These inefficiencies manifest tangibly as project implementation delays, budget overruns, and, alarmingly, incomplete or entirely abandoned projects, directly impacting service delivery. The study proposes concrete policy reforms, including streamlining procurement, enhancing transparency via improved reporting, and reinforcing capacity-building for fund managers (Kiringai et al., 2021). While providing a robust empirical foundation for understanding NG-CDF's bureaucratic challenges, the authors acknowledge the need for further investigation into the long-term effects on project sustainability and comparative analyses across diverse constituencies to identify transferable best practices.

Contextually, the reviewed literature, while informative, often overlooks the unique governance structures and intricate local socio-political dynamics specific to the NG-CDF, which distinguish it from broader development aid or funds in other national contexts. Conceptually, many studies rely on generalized bureaucratic frameworks, sometimes failing to capture the specific nuances of constituency-level development funds and often emphasizing procedural bottlenecks over the behavioral, motivational, or systemic organizational factors (as hinted by Bakunzibake et al., 2019) influencing these hurdles. Methodologically, there remains a gap, particularly noted by the quantitative focus of Kiringai et al. (2021), for in-depth qualitative research exploring the lived

experiences and perceptions of stakeholders, alongside a need for broader comparative studies across Kenya's diverse constituencies. Geographically, the limitations of applying findings from global or other regional contexts (Brixiová et al., 2021; Cheteni & Khamfula, 2020) underscore the imperative for research deeply rooted in Kenya's specific conditions.

In conclusion, while bureaucratic challenges in development fund management are a recognised phenomenon, their precise manifestations within the unique NG-CDF framework demand targeted investigation and context-specific policy responses. The studies collectively highlight recurrent bureaucratic hurdles such as administrative complexity, coordination deficits, transparency issues, and capacity constraints, all demonstrably impeding effective project management. However, given Kenya's distinct governance and administrative landscape, further research is essential to develop nuanced, tailored solutions capable of enhancing NG-CDF's efficiency and developmental impact. Addressing these deeply embedded bureaucratic hurdles is paramount to ensuring these significant public funds are managed effectively and achieve their intended purpose for beneficiaries. The current study aimed to contribute to filling these identified gaps by directly addressing the research question: “What bureaucratic hurdles affect the management of the National Government Constituencies Development Fund (NG-CDF) by fund account managers across Kenya’s 290 constituencies?”

2.5 Summary of Research Gaps

Empirical reviews of the factors influencing the management of the National Government Constituencies Development Fund (NG-CDF) have highlighted several critical research gaps. First, there is a pressing need for context-specific empirical research tailored to Kenya’s unique administrative and political dynamics, which shape NG-CDF management. Existing studies often focus on broader global or regional frameworks, such as general public fund management or local governance models in other African countries, which may not adequately address the nuanced challenges of Kenya’s NG-CDF system. Second, comparative analyses remain underexplored. Intra-country comparisons across constituencies could elucidate how disparities in political interference, stakeholder engagement, and bureaucratic practices impact outcomes, while cross-national studies might identify transferable best practices from other regions.

Third, there is limited research identifying specific barriers to effective stakeholder engagement or proposing actionable strategies to address bureaucratic inefficiencies. Investigations into successful approaches from comparable systems elsewhere could inform context-specific solutions. Finally, longitudinal studies are scarce; long-term analyses tracking the evolving impact of political interference, stakeholder dynamics, and administrative challenges on NG-CDF management could deepen understanding of systemic risks and opportunities for reform. Addressing these gaps would strengthen evidence-based policymaking and enhance the fund's efficacy in Kenya's socio-political context.

Table 2. 1 Summary of research gaps

Scholars	Study objectives	Findings	Type of Research identified gap	Research gaps
Bräutigam & Knack (2004)	To investigate the impact of political considerations on the effectiveness of foreign aid	Political interference leads to resource misallocation and inefficient project selection, undermining poverty alleviation and development goals.	-Contextual -Geographical	The study did not explore constituency development funds or the unique political dynamics at localized levels, particularly in Kenya's NG-CDF context. The study's geographical scope is global while the current study is going to be based in Kenya.
Masanyiwa et al (2013)	To examine political interference in Tanzania's Constituency Development Catalyst Fund (CDCF)	Political interference favors political supporters, leading to resource distribution inequities and low-quality projects	Contextual Geographical	The study focused on Tanzania's political and administrative systems. Tanzania's political and administrative systems differ from Kenya's, so the findings may not fully apply to Kenya's NG-CDF, requiring further exploration. The study is based in Tanzania while the current study based in Kenya
Ndung'u (2022)	To analyze political interference in the	Political motivations dominate project	Methodological	The study Lacked longitudinal research to track political interference over time. Comparative studies across

	management of the NG-CDF in Kenya	selection, resulting in suboptimal resource allocation and compromised project quality.		Kenyan constituencies were needed to understand regional variations
Reed (2008)	To explore the role of stakeholder participation in enhancing project outcomes globally	Inclusive stakeholder engagement leads to better decision-making, transparency, and accountability, resulting in more sustainable projects.	Contextual Geographic	The study did not address the specific challenges of stakeholder engagement in constituency development funds, particularly in the NG-CDF context in Kenya The study had a global scope while the current study focused on the constituencies in Kenya
Ayee & Crook (2003)	To study decentralization and local governance in Ghana and the role of stakeholder engagement.	Lack of stakeholder engagement leads to project failure, low community ownership, and resistance.	Contextual Geographic	The study focused broadly on decentralization and does not offer specific insights on constituency development funds or Kenya's NG-CDF. The study was in Ghana while the current study focused on the constituencies in Kenya
Fuchs et al. (2019)	To examine how asset-based community development (ABCD) models impact agricultural development in Kenya.	Tailored stakeholder engagement strategies increase agricultural production and economic well-being of local farmers.	Methodological	The study had Limited use of longitudinal tracking to measure sustained impact.
Brixiová, Kangoye, & Said (2021)	To analyze the impact of bureaucratic hurdles on the effectiveness of	Bureaucratic inefficiencies, such as complex procedures and poor	Contextual Geographical	The study did not specifically address constituency development funds or the unique governance structures involved in NG-CDF management.

	development aid globally.	coordination, delay projects and increase costs.		The study had a global scope while the current focused on the constituencies in Kenya.
Cheteni & Khamfula (2020)	To explore bureaucratic challenges in the management of development funds in South Africa.	Bureaucratic issues like lengthy approvals and lack of transparency hinder efficient management. Digital solutions and training are recommended	Methodological Geographical	The study focused on South Africa. South Africa's governance structures differ from Kenya's, requiring further exploration specific to the NG-CDF in Kenya. The study was focused in South Africa while the current study focused on the constituencies in Kenya
Kiringai, Mwenda, & Kamau (2021)	To assess the bureaucratic inefficiencies in NG-CDF management in Kenya.	Inefficiencies in procurement processes, lack of accountability, and insufficient capacity-building lead to delays, cost overruns, and incomplete projects	Methodological	Further research is needed on the long-term effects of bureaucratic hurdles and comparative analyses across different constituencies to identify best practices.
Van Tulder & Van Mil (2023)	To evaluate multi-stakeholder partnerships' effectiveness in achieving SDGs.	Success in multi-stakeholder partnerships relies on aligned interests and goals among partners, along with principles-based management.	Contextual Geographical	The study had broad application to SDGs, not specifically NG-CDF. The study had a general scope without Kenya-specific data.
Freudenberg et al. (2011)	To assess effectiveness of	Interactive engagement is	Contextual: Geographical:	The study focused broadly on engagement strategies; no

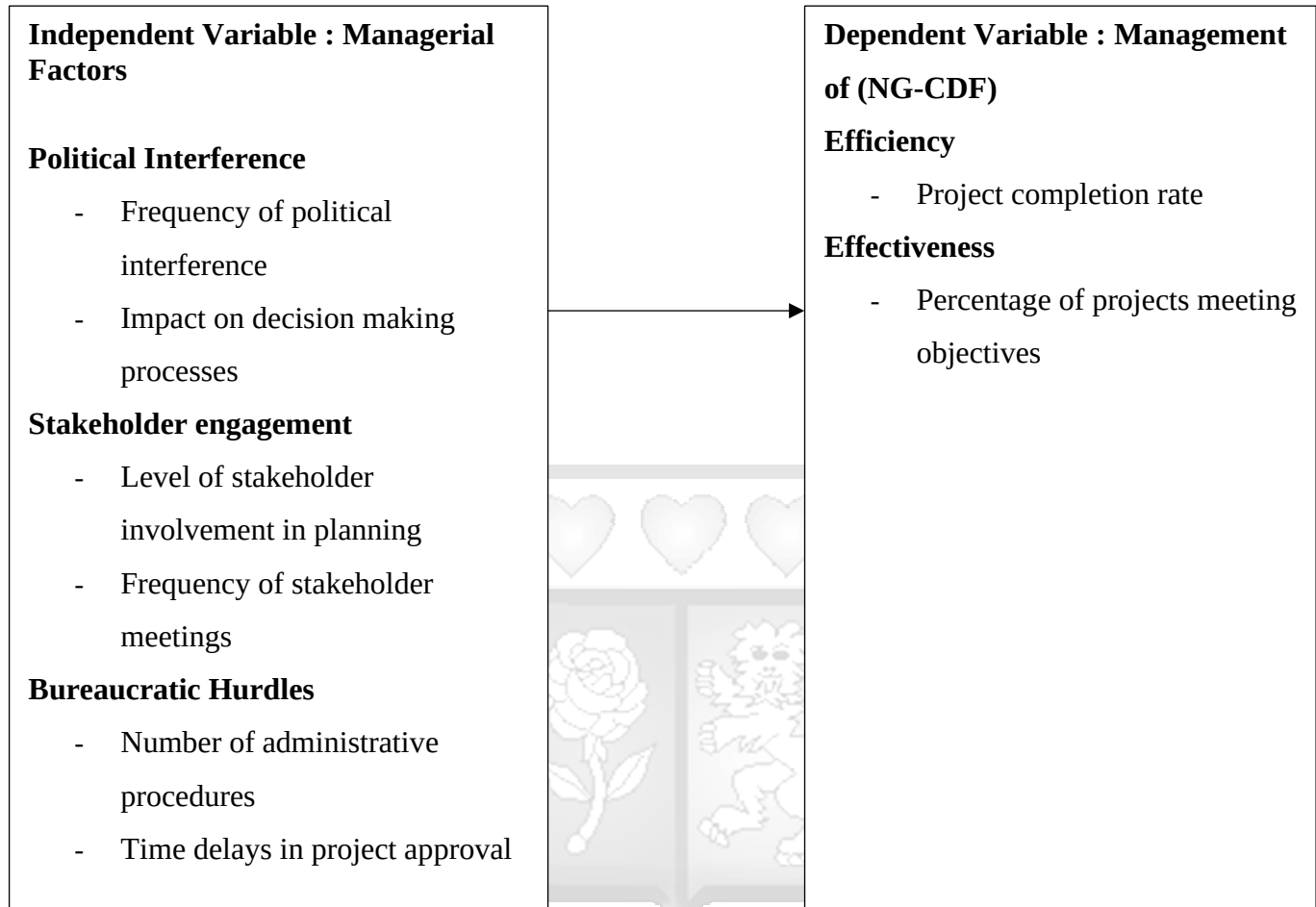
	informational, review, and interactive stakeholder engagement strategies globally.	most effective, as it involves stakeholders in all project stages, integrating their knowledge and perspectives for sustainable outcomes.		specificity to NG-CDF. Global study, not Kenya-focused.
National Taxpayers Association (NTA) (2018)	To evaluate stakeholder engagement in the planning and implementation of Kenya's NG-CDF projects.	Limited engagement results in projects misaligned with community priorities, leading to dissatisfaction and low project uptake.	Methodological Conceptual	The study lacked comparison of different stakeholder engagement strategies. The study did not address barriers to engagement.
Cheteni & Khamfula (2020)	To examine bureaucratic issues in South African development funds.	Lengthy approval processes, lack of transparency, and limited fund manager training hinder fund management efficiency.	Geographical	Based in South Africa; findings may not translate to Kenya.

Source: (Research Data, 2024)

2.6 Conceptual Framework

The conceptual framework for this study is designed to illustrate the relationship between the independent variables (political interference, stakeholder engagement, and bureaucratic hurdles) and the dependent variable (management of NG-CDF).

Figure 2. 1 Conceptual framework



Source: (Research Data, 2024)

The conceptual framework for this study was designed to analyze the factors influencing the management of the National Government Constituencies Development Fund (NG-CDF) by Fund Account Managers (FAMs). It posits that three managerial factors—political interference, stakeholder engagement, and bureaucratic hurdles—act as independent variables that impact the dependent variable, the management of NG-CDF. The management is evaluated through two dimensions: efficiency, measured by the project completion rate, and effectiveness, measured by the percentage of projects meeting their objectives. This framework is clearly presented, with each variable explicitly defined and linked to measurable outcomes. Political interference is assessed by its frequency and impact on decision-making processes, stakeholder engagement by the level and frequency of stakeholder involvement, and bureaucratic hurdles by the number of

administrative procedures and time delays in project approval. The framework provides a structured approach to understanding how these factors influence the performance of NG-CDF, ensuring a focused and systematic analysis.

2.6.1 Agency Theory's Relationship to the Conceptual Framework

Agency theory, as articulated by Jensen and Meckling (1976), provides a foundational theoretical lens through which the effective management of the National Government Constituencies Development Fund (NG-CDF) is understood. This theory is anchored in the principal-agent relationship, where principals (citizens and NGCDF Board) delegate decision-making authority to agents (fund managers and committee members) who are responsible for managing public resources. However, the theory acknowledges the inherent risk of agency problems; arising from conflicts of interest and information asymmetry; that can undermine effective management (Jensen & Meckling, 1976; Eisenhardt, 1989). From a scholarly perspective, agency theory supports the dependent variable; Effective Management of NG-CDF, through several key mechanisms including; 1) Monitoring Mechanisms and Accountability - According to Eisenhardt (1989), effective monitoring is a critical strategy for reducing agency problems. Monitoring mechanisms, such as regular audits, performance evaluations, and public reporting, enhance accountability by ensuring that agents are held responsible for their actions (Shapiro, 2005). In the context of NG-CDF, monitoring ensures that fund managers and committee members adhere to established guidelines, utilize funds efficiently, and transparently report fund allocation and expenditure. Studies by Makori and Jagongo (2013) emphasize that consistent monitoring and evaluation significantly enhance accountability and transparency in the management of public funds. 2) Incentive Alignment for Agent Motivation - Agency theory suggests that providing appropriate incentives can align the interests of agents with those of principals (Jensen & Meckling, 1976). Evidence indicates that when agents (fund managers) are incentivized through recognition, performance-based rewards, or career progression, they are more likely to prioritize effective fund management (Murphy, 1999). For NG-CDF, such incentives could include recognition for successful project implementation or promotions for demonstrated leadership and ethical conduct, which, in turn, enhance fund management outcomes (Koech & Namusonge, 2012). 3) Control Systems and Compliance - Control systems are central to mitigating agency problems, as they establish clear rules, guidelines, and procedures for agents (Jensen & Meckling, 1976; Shleifer &

Vishny, 1997). In NG-CDF management, these control systems ensure compliance with financial management principles, minimize misuse of funds, and promote efficient project implementation (Ouko, 2014). Studies by Kinyua (2016) have demonstrated that strict adherence to regulatory frameworks enhances the effective management of public funds. 4) Reducing Information Asymmetry through Transparency - Agency theory also emphasizes the importance of reducing information asymmetry between principals and agents (Ross, 1973). In NG-CDF management, this can be achieved through transparent reporting, community engagement, and regular dissemination of information regarding fund allocation and project status. Transparency ensures that citizens (principals) are informed about how funds are utilized, which fosters trust and minimizes the risk of mismanagement (Ouma, 2018). Research by Chalu and Njau (2019) has shown that transparency is positively associated with the effective management of devolved funds. 5) Mitigating Agency Costs - Scholarly literature further highlights that agency costs which are expenses incurred to ensure agents act in the best interests of principals, are a significant concern in public fund management (Fama & Jensen, 1983). For NG-CDF, minimizing agency costs while maintaining effective oversight is crucial for efficient fund management. Studies by Mbewa (2020) have confirmed that well-structured control mechanisms can reduce agency costs, leading to improved fund utilization and project success. In summary, agency theory supports the dependent variable, (Effective Management of NG-CDF), by providing a theoretical explanation for the need for monitoring, incentives, control systems, transparency, and cost control. The theory emphasizes that without these mechanisms, agency problems such as mismanagement, resource misuse, and lack of accountability may arise. Through a scholarly lens, this understanding highlights the importance of governance practices and managerial factors in enhancing the effectiveness of NG-CDF management.

Agency theory also is relevant in explaining how the independent variables; political interference, stakeholder engagement, and bureaucratic hurdles; influence the effective management of the fund. From a scholarly perspective, agency theory directly supports the concept of political interference as an independent variable affecting NG-CDF management. According to Jensen and Meckling (1976), agency problems occur when agents (fund managers) fail to act in the best interests of principals (citizens). In NG-CDF management, this is evident when political leaders, who often serve as patrons of the fund, interfere with decision-making processes. Such interference

may involve directing funds to politically motivated projects that serve the interests of politicians rather than addressing community needs. Studies by Kanyinga (2016) have shown that political influence in fund allocation leads to resource misallocation, favoritism, and the prioritization of projects that benefit political allies. Additionally, political interference can weaken accountability mechanisms, as agents may feel obligated to serve the interests of influential politicians rather than adhering to established guidelines (Waweru, 2014). This situation creates a conflict of interest, where the agents prioritize political gains over the well-being of the citizens, leading to poor fund management.

Agency theory also supports the importance of stakeholder engagement in the management of NG-CDF. By involving citizens and other stakeholders in the identification, planning, and monitoring of NG-CDF projects, fund managers are more likely to prioritize community needs rather than pursuing personal or political interests (Ouma, 2018). This is consistent with the arguments of Freeman (1984), whose stakeholder theory emphasizes that actively engaging stakeholders leads to better organizational outcomes. In the NG-CDF context, studies by Chalu and Njau (2019) have shown that active stakeholder participation enhances transparency, minimizes agency problems, and improves fund utilization.

Furthermore, agency theory provides insights into how bureaucratic hurdles impact the management of NG-CDF. Bureaucratic hurdles refer to the complex procedures, excessive documentation, and rigid regulations that agents must follow in fund management. From an agency theory perspective, these hurdles create inefficiencies by limiting the flexibility of agents (fund managers) to respond to community needs (Fama & Jensen, 1983). For instance, agents may experience delays in project implementation due to lengthy approval processes, which reduces the fund's responsiveness to urgent community needs. Moreover, bureaucratic hurdles can increase agency costs, as principal (NG-CDF Board and Citizens) must invest additional time and resources to monitor agents and ensure compliance with regulatory requirements (Ross, 1973). Studies by Mbewa (2020) have confirmed that excessive bureaucracy negatively affects the efficiency of public fund management, leading to delays, increased costs, and poor service delivery.

In summary, agency theory provides a strong theoretical foundation for understanding how the independent variables influence the management of NG-CDF. The theory explains how political

interference can lead to conflicts of interest, how stakeholder engagement can reduce information asymmetry and promote accountability, and how bureaucratic hurdles can create inefficiencies and increase agency costs. These insights are critical for developing strategies to enhance the effective management of NG-CDF in Kenya.

2.6.2 Institutional Theory's Relationship to the Conceptual Framework

Institutional Theory's application to the conceptual framework of this study is justified by its ability to explain how external and internal institutional factors shape managerial practices. It reveals that effective management of NG-CDF is not solely determined by the skills or competencies of managers but is significantly influenced by the pressures and expectations imposed by the institutional environment. Institutional Theory provides a robust theoretical framework for understanding how the effective management of the National Government Constituencies Development Fund (NG-CDF) in Kenya is influenced by various institutional pressures. These pressures—coercive, normative, and mimetic—play a critical role in shaping managerial practices, decision-making, and overall fund performance.

Coercive pressures are defined as formal and informal pressures exerted on organizations by other organizations upon which they are dependent, and by cultural expectations in the society within which organizations function (DiMaggio & Powell, 1983, p. 150). In the case of NG-CDF, coercive pressures are primarily derived from the NG-CDF Act, government policies, and directives from oversight bodies such as the Auditor General. These regulations establish clear guidelines on fund allocation, project selection, procurement, and financial reporting. Managers of NG-CDF are legally obligated to comply with these requirements, and non-compliance can result in sanctions, penalties, or reputational damage. According to Lidovolo, Otsyulah, and Omondi (2023), there is a strong positive relationship between compliance with control activities and financial accountability in NG-CDF management, indicating that coercive pressures are essential for maintaining transparency and accountability.

Normative pressures are driven by the influence of professional standards, ethical norms, and the expectations of stakeholders. NG-CDF managers are expected to demonstrate integrity, transparency, and accountability in their roles. These expectations are reinforced through

professional training, codes of conduct, and peer influence. Gathaiya and Mwangangi (2025) emphasize that stakeholder engagement and the use of standardized control tools are critical for enhancing the performance of NG-CDF projects. Such normative pressures ensure that managers are guided by ethical principles, leading to responsible fund management.

Mimetic pressures arise from the tendency of organizations to emulate successful practices observed in other entities. Within the NG-CDF context, managers may adopt best practices from constituencies that have demonstrated high levels of effectiveness in project planning, resource allocation, and financial management. This emulation can enhance managerial competence and improve project outcomes. Oisanga (2023) notes that the adoption of effective project management structures significantly impacts the performance of NG-CDF projects, highlighting the value of mimetic behavior in enhancing fund management.

Institutional Theory also emphasizes the concept of institutional legitimacy, which refers to the recognition and acceptance of an organization's actions as appropriate within a broader social context. For NG-CDF, legitimacy is achieved when managers demonstrate transparency, accountability, and ethical behavior, thereby gaining stakeholder trust. This legitimacy is maintained through consistent adherence to legal standards, ethical conduct, and the adoption of best practices. Andhoga, Mose, and Mavole (2019) underscore the importance of community participation and transparency in the utilization of NG-CDF funds, arguing that these factors are critical for maintaining stakeholder confidence and ensuring the sustainability of funded projects.

Institutional Theory's concept of decoupling where formal policies may not align with actual practices is also relevant, as bureaucratic or political pressures may lead to superficial compliance that undermines management outcomes. Research in public administration highlights Institutional Theory's role in understanding how public organizations respond to policy and societal pressures (Scott, 2008). By linking these external pressures to the framework's independent variables, Institutional Theory provides a macro-level perspective on how the institutional environment influences NG-CDF management. By applying Institutional Theory to the dependent variable of this study—effective management of NG-CDF—it becomes clear that managerial practices are not solely determined by internal competencies or organizational policies. Instead, they are significantly influenced by external institutional pressures, which shape how managers allocate

resources, implement projects, engage stakeholders, and ensure accountability. By understanding and responding to these institutional forces, NG-CDF managers can enhance transparency, accountability, and efficiency in fund utilization, thereby achieving the fund's developmental objectives.

2.6.3 Integration of Theories and the Conceptual Framework

The integration of Agency Theory and Institutional Theory offers a comprehensive theoretical foundation for the conceptual framework, addressing both internal and external dimensions of NG-CDF management. Agency Theory focuses on the micro-level dynamics of principal-agent relationships, emphasizing the need for monitoring mechanisms to align FAMs' actions with the interests of the NG-CDF Board and citizens. For example, stakeholder engagement reduces information asymmetry by involving community members in oversight, directly supporting the framework's focus on improving efficiency and effectiveness (Eisenhardt, 1989).

Institutional Theory, conversely, provides a macro-level perspective by highlighting how external pressures—political, legal, and social—shape the managerial factors that influence fund management. Political interference and bureaucratic hurdles, as coercive and regulative pressures, can exacerbate agency problems by creating misaligned incentives or operational delays, while stakeholder engagement aligns with normative pressures to enhance legitimacy (Suchman, 1995). This dual-theoretical approach ensures the framework captures the interplay between internal accountability challenges and external institutional constraints. For instance, high political interference may misalign FAMs' incentives, increasing agency costs, while effective stakeholder engagement serves both as a monitoring mechanism and a means to meet societal expectations, thereby improving project outcomes. The integration is supported by public administration literature, which advocates combining these theories to analyze complex organizational behaviors in public sector contexts (Frumkin & Galaskiewicz, 2004). Thus, the conceptual framework, grounded in these theories, provides a robust and nuanced basis for analyzing the factors affecting NG-CDF management and proposing targeted improvements.

2.7 Operationalization of study variables.

Operationalization involved defining how each variable was measured and assessed. This ensured that abstract concepts were translated into measurable observations. In this study, the dependent variable is the management of the National Government Constituencies Development Fund (NG-CDF), while the independent variables are political interference, stakeholder engagement, and bureaucratic hurdles.

The table below provides an operationalization of the study variables, including definitions, measurement indicators, data collection methods, and supporting literature references.

Table 2. 2 Operationalization of study variables

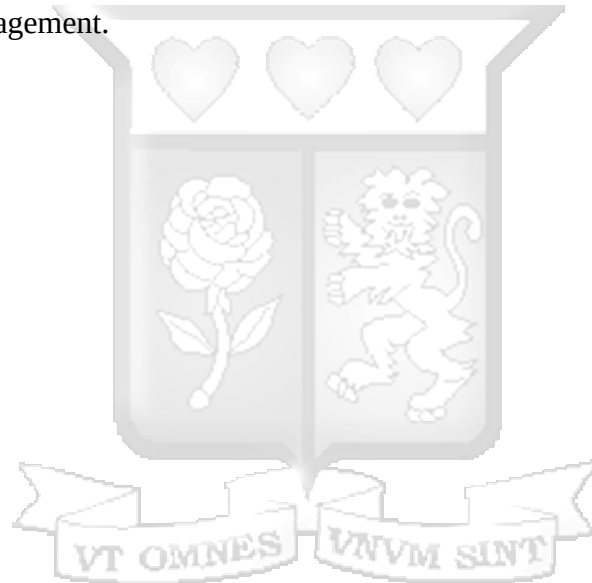
Variable	Construct	Adopted Definition	Measurement	Supporting Literature
Independent Variable:	Managerial factors			
	Political interference	The undue influence of elected officials in shaping project priorities—often for electoral advantage rather than developmental imperatives—distorting allocation, implementation, and oversight of NG-CDF funds.	The study employed a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly agree	Ong’era & Musili (2019); Bräutigam and Knack (2004); Masanyiwa et al. (2013); Ndung’u (2022)
	Stakeholder engagement	The active integration of stakeholder interests and participation into the fund’s management framework, emphasizing collaborative decision-making to align project	The study employed a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly agree	Greenwood (2007); Gathoni & Ngugi (2016); Reed et al. (2009); Ahenkan & Osei-Kojo (2014); Muriithi et al. (2018); Reed (2008); Ayee and Crook (2003); Fuchs et al. (2019); Van Tulder

Variable	Construct	Adopted Definition	Measurement	Supporting Literature
		objectives with community priorities.		and Van Mil (2023); Freudenberg et al. (2011); NTA (2018)
	Bureaucratic Hurdles	Systemic obstacles rooted in administrative frameworks characterized by rigid procedural rules, hierarchical structures, and excessive formalities, leading to delays, inefficiencies, and communication bottlenecks.	The study employed a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly agree	Sinteria (2018); Brixiová et al. (2021); Cheteni and Khamfula (2020); Bakunzibake et al. (2019); Kiringai et al. (2021)
Dependent Variable:	Management of NG-CDF			
	Efficiency	The degree to which resources are used optimally, minimizing waste and delays, and achieving project goals within budget	Efficiency metrics derived from secondary data. The study employed a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly agree	(Toggl, 2023) [Original citation retained as no new literature was provided]
	Effectiveness	The extent to which NG-CDF projects achieve desired outcomes, address community needs, and provide sustainable development benefits.	The study employed a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly agree	(Prosci, 2023) [Original citation retained as no new literature was provided]

Source: (Research Data, 2024)

2.8 Chapter Summary

The chapter reviewed literatures on factors influencing the management of the National Government Constituencies Development Fund (NG-CDF) in Kenya. It covered two main theories: agency theory and institutional theory. Agency theory, developed by Jensen and Meckling (1976), examines the relationship between principals (government and citizens) and agents (fund managers), focusing on information asymmetry and agency costs, but is criticized for its focus on self-interest. Institutional theory, from Meyer and Rowan (1977) and DiMaggio and Powell (1983), looks at how rules, norms, and practices influence behavior, introducing concepts like institutional isomorphism and legitimacy, though it is critiqued for its deterministic outlook. The empirical review highlights political interference, stakeholder engagement, and bureaucratic hurdles in NG-CDF management.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlined the methodology used to investigate the factors influencing the management of the National Government Constituencies Development Fund (NG-CDF) in Kenya. It covered the research philosophy, research design, target population, sampling methods, data collection methods, data quality testing, and data analysis techniques. The aim was to provide a systematic approach for gathering and analyzing data to answer the research questions and achieve the study's objectives.

3.2 Research Philosophy

This study was grounded on a positivist research philosophy, which was built upon two fundamental branches: ontology and epistemology. Ontology examined the nature of reality, asserting that there exists an objective, tangible reality independent of human perception (Saunders, Lewis, & Thornhill, 2019). In contrast, epistemology concerned the nature and acquisition of knowledge, positing that valid insights emerge through systematic observation and measurement (Creswell, 2014). By adopting a positivist approach, this research subscribed to a realist ontology—which maintains that reality can be objectively observed—and an objectivist epistemology—which argues that knowledge is best acquired through empirical evidence.

The choice of a positivist paradigm was particularly appropriate for examining the management of the NG-CDF. This approach allowed for the rigorous, quantitative investigation of factors such as political interference, stakeholder engagement, and bureaucratic challenges (Park et al., 2020). The study employed statistical analysis of questionnaire data to test hypotheses concerning these influences, thereby ensuring that the findings are both transparent and replicable. Such methodological rigor enhanced the reliability and validity of the results, providing insights that are potentially generalizable to other constituencies or similar public fund mechanisms (Alharahsheh & Pius, 2020).

Furthermore, employing a positivist framework facilitated an objective measurement of complex interactions between variables, which is essential in public administration research. This approach

not only simplified the operationalization of constructs like political interference and bureaucratic hurdles but also supported theory development through replicable and systematic inquiry. By emphasizing empirical data and standardized procedures, the study minimized potential biases and enhanced the credibility of its conclusions, thereby contributing to evidence-based policy recommendations (Bryman, 2016).

By integrating both ontological and epistemological perspectives within a positivist framework, the study not only achieved methodological consistency but also reinforced its commitment to producing verifiable, accountable, and generalizable findings in the field of public fund management.

3.3 Research Design

The study employed a descriptive cross-sectional research design. This design was deemed appropriate given the objectives, which aimed to assess the status and relationships between variables—political interference, stakeholder engagement, bureaucratic hurdles—and their impact on the management of the National Government Constituencies Development Fund (NG-CDF) (Yin, 2018) at a specific point in time. A cross-sectional approach enabled the collection of data from the target population, offering a snapshot of prevailing conditions and perceptions regarding NG-CDF management during the study period.

The study utilized a quantitative approach to gather and analyze primary data, supplemented by qualitative insights from official NG-CDF audit and implementation reports. Structured questionnaires administered to fund account managers formed the primary source of numerical data, which were analyzed statistically to measure the extent and significance of the identified factors. The inclusion of qualitative data from NG-CDF reports provided contextual depth to the quantitative findings, such as discrepancies between reported challenges and documented outcomes. This mixed-data approach ensured robust triangulation, enhancing the validity of conclusions about relationships between the independent variables (political interference, stakeholder engagement, bureaucratic hurdles) and the dependent variable (Management of NG-CDF).

The quantitative methodology enhanced the generalizability of findings. Data collection from a representative sample across constituencies allowed results to inform broader policy adjustments for NG-CDF management. Statistical techniques objectively identified patterns and significance among variables (Sandelowski, 2000), while standardized instruments minimized subjectivity, ensuring reliability. Qualitative data further illuminated systemic inefficiencies, such as recurring audit discrepancies or stakeholder complaints, which quantitative metrics alone could not fully capture. Together, these methods strengthened the study's rigor and its capacity to propose actionable, evidence-based recommendations.

3.4 Population

The target population for this study consisted of all individuals who served as Fund Account Managers for the National Government Constituencies Development Fund (NG-CDF) across Kenya. The existence and designation of this specific managerial role were formally established and defined under the provisions of The NG-CDF Act (2015). According to this official framework which governed the fund's operations, each constituency within the Republic of Kenya was assigned precisely one Fund Account Manager. These appointed individuals functioned as the primary personnel officially charged with the crucial and demanding responsibility of overseeing the complete cycle of financial administration. This scope included the careful allocation and the subsequent monitored utilization of all NG-CDF resources disbursed to their respective designated constituencies. Their mandated duties were understood to be central to the operational goal of ensuring that allocated public funds were appropriately applied towards achieving the intended local-level development objectives, as stipulated by the fund's governing regulations. At the time this study was designed and its data collection phase initiated, there were officially recognized 290 constituencies spanning the nation (NG-CDF act, 2015). Consequently, the total and finite target population for this research encompassed all 290 NG-CDF Fund Account Managers who held these positions during the study's timeframe. This clearly defined group represented the complete cohort of officials formally entrusted with managing the NG-CDF financial accounts at the constituency administrative level throughout Kenya

3.5 Sampling

3.5.1 Sampling method

The study adopted purposive sampling to select fund account managers (the unit of analysis) responsible for managing the NG-CDF in Kenya's 290 constituencies. To ensure geographical diversity, constituencies were stratified into Kenya's eight regions: Central, Coastal, Eastern, Nairobi, North Eastern, Nyanza, Rift Valley, and Western. A representative sample of 166 constituencies was selected proportionally across these regions. Within each stratum, fund account managers were purposively sampled based on their availability and role in NG-CDF implementation.

The sample size of 166 constituencies was determined to achieve regional proportionality while accommodating logistical constraints. Proportional allocation ensured that each region's representation in the sample mirrored its share of the total constituencies, minimizing selection bias.. This design acknowledged potential challenges, such as incomplete lists of managers in some areas, by prioritizing purposive sampling as a fallback. The final sample aimed to balance depth, diversity, and feasibility, ensuring findings could be generalized across Kenya's socio-geographical contexts.

3.5.2 Sample Size Calculation

To determine the appropriate sample size, we used the formula for sample size calculation for finite populations:

$$n = N \times Z^2 \times p \cdot (1-p) / (N-1) + Z^2 \cdot p \cdot (1-p)$$

Where:

n = sample size

N = population size (290 constituencies)

Z = Z-value (Z-score for a given confidence level, typically 1.96 for 95% confidence)

p = estimated proportion of an attribute that is present in the population (0.5 is often used if the proportion is unknown, as it provides the maximum sample size)

e = margin of error (typically 5%, or 0.05)

Plugging in the values:

$$n = 290 \cdot 1.96 \times 2 \cdot 0.5 \cdot (1 - 0.5) / (290 - 1) \cdot 0.05 \times 2 + 1.96 \times 2 \cdot 0.5 \cdot (1 - 0.5)$$

$$n = 166$$

Thus, the sample size is approximately 166 fund account managers.

3.6 Data Collection Methods

This study combined primary and secondary data collection to comprehensively investigate political interference, stakeholder engagement, and bureaucratic challenges in fund account management. The integration of these methods enabled triangulation of findings, enhancing the validity and depth of the analysis by balancing empirical insights from practitioners with contextual evidence from documented sources.

Primary data was collected through structured questionnaires administered to fund account managers across constituencies in Kenya. Data collection was conducted over a three-month period (November 2024 to January 2025), with questionnaires distributed electronically and in-person to ensure broad geographic representation.

Secondary data was gathered to contextualize and validate primary findings, with a focus on enriching the analysis through comparative evidence. This included a systematic review of government reports, academic literature, media articles, and organizational publications. Special emphasis was placed on analyzing National Government Constituency Development Fund (NG-CDF) reports using qualitative methods, such as thematic coding and content analysis, to identify patterns in political influence, stakeholder roles, and procedural bottlenecks. A data extraction matrix was developed to organize secondary sources, categorizing them by key variables like type of interference (political or bureaucratic), stakeholder involvement, and alignment with policy

frameworks. This structured approach facilitated cross-comparison of documented trends with primary data, highlighting gaps between policy intent and practical implementation.

The dual focus on primary and secondary data ensured a robust examination of fund management dynamics. For instance, qualitative analysis of NG-CDF reports revealed discrepancies in resource allocation processes, which were then juxtaposed with fund managers' firsthand accounts of political pressure. Similarly, bureaucratic challenges cited in academic literature were compared with quantitative survey data on procedural delays. By integrating these datasets, the study achieved a nuanced understanding of systemic issues, grounded in both empirical evidence and institutional context.

3.6.1 Secondary data collection and reporting

Secondary data was collected from (1) NG-CDF Audit Reports (2020–2024) by the NG-CDF Board and (2) Parliamentary Oversight Committee Reports on NG-CDF implementation. Thematic coding of these reports identified recurring challenges like political interference, delayed disbursements, and procedural inefficiencies. Audit reports were examined for instances of fund misallocation, while parliamentary reports offered insights into legislative evaluations of stakeholder conflicts. This secondary data was cross-referenced with primary survey data in Chapter 4 to verify results and frame systemic issues. For instance, audit findings on under-expenditure aligned with managers' reports of bureaucratic delays, enhancing the study's validity through methodological triangulation.

3.7 Research Quality

The reliability of the instruments was ensured through a pilot study to test the questionnaires and adjustments was made based on the feedback to enhance consistency.

3.7.1 Reliability

Reliability refers to the consistency of a measurement instrument, reflecting its ability to produce stable and consistent results under repeated applications in similar conditions (Taber, 2018). To gauge reliability, researchers often employ statistical measures such as Cronbach's Alpha, which quantifies the internal consistency of items within a questionnaire. Cronbach's Alpha values range from 0 to 1, with higher values indicating stronger reliability. Widely accepted thresholds include scores above 0.70 (acceptable), 0.80 (good), and 0.90 (excellent) (Frost, 2023).

Previous studies have adopted Cronbach’s Alpha to validate their instruments. For example, Taber (2018) reported values between 0.70 and 0.90 for scales in science education research, aligning with standard reliability benchmarks. Similarly, Frost (2023) emphasized that high Cronbach’s Alpha values (e.g., above 0.80) are critical for ensuring the coherence of survey items. These studies underscore the importance of selecting thresholds based on methodological rigor and disciplinary norms.

A pilot study was conducted in November 2024 with 15 fund account managers from Nairobi and Central regions, representing 5% of the target population. Participants were selected via convenience sampling and excluded from the main study to avoid bias. Following revisions, the final version achieved a Cronbach’s Alpha score exceeding the threshold of 0.70, which was adopted as the minimum acceptable benchmark for this research. This threshold aligns with established guidelines (Taber, 2018; Frost, 2023) and ensures the instrument’s suitability for data collection.

To assess the internal consistency of the questionnaire, Cronbach’s alpha was calculated for each construct. This statistical measure evaluates how closely related the items within a variable are, thereby indicating the reliability of the scale.

Table 3.1 summarizes the Cronbach’s alpha coefficients for each variable, along with the number of items. All variables yielded coefficients exceeding the conventional threshold of 0.7, indicating strong internal consistency and reliability of the instrument across constructs related to managerial practices and management of the NG-CDF.

Table 3. 1 Results of the Reliability Test Using Cronbach Alpha Coefficients

Variable	Cronbach’s Alpha	Number of Items	Classification
Political interference	0.92	5	Excellent ($\alpha \geq 0.9$)
Stakeholder engagement	0.88	5	Good ($0.8 \leq \alpha < 0.9$)
Bureaucratic hurdles	0.85	4	Good ($0.8 \leq \alpha < 0.9$)

Variable	Cronbach's Alpha	Number of Items	Classification
Effective management of NG-CDF	0.87	4	Good ($0.8 \leq \alpha < 0.9$)

Source: (Primary data, 2025)

3.7.2 Validity

Validity refers to the degree to which an instrument effectively assesses the construct it is intended to measure (Kirk & Miller, 2003). To establish validity, it is essential that the content selected and incorporated into a data collection tool directly aligns with the identified research need or gap (Kirk & Miller, 2003). As suggested by Liaw and Goh (2002), although not mandatory in research design, it is a common practice to conduct a pilot survey before embarking on the actual study. This preliminary step served as a valuable preparatory measure. Various approaches can be employed to ascertain the validity of research instruments (Liaw & Goh, 2002). One aspect of validity is known as face validity, which gauges the extent to which a test or instrument appears to measure what it purports to measure (Liaw & Goh, 2002). Another crucial facet is construct validity, which assesses how effectively a test or experiment performs in relation to its intended claims (Liaw & Goh, 2002).

A validity test was conducted to determine if the research study measured what it was intended to measure and check on the accuracy of the results. Both content and construct validity were tested as they have been widely recognized by literature as two forms of validity (Heale & Twycross, 2015; Bull et al., 2019). Content validity is the test of determining the adequacy of the research instrument in covering the variable contents while construct validity determines whether the study can draw significant inferences from the test scores provided (Heale & Twycross, 2015). Expert suggestions and a careful alignment of the research instrument based on the reviewed literature facilitated the necessary revision and modification of the research to enhance the face and content validity.

Factor analysis was used to establish construct validity for all the variables employed in this study (Kerlinger & Lee, 2000). Compliance with Factor analysis test of validity of data in research is important because it helped to ensure that the data collected for a factor analysis is suitable and reliable for the purpose of the study. By testing the validity of data, the researcher was able to

increase the confidence and credibility of the findings and conclusions (Kerlinger & Lee, 2000). All the items in the variables were subjected to factor analysis and loaded. The variables passed the factor analysis compliance test where there was significant and moderate correlation among the study variables ranging from .668 to .148. In addition, the determinant of .041 indicates that there is no multi-collinearity since the determinant is greater than 0.0001.

Table 3. 2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.746
Bartlett's Test of Sphericity	Approx. Chi-Square	154.629
	df	6
	Sig.	<.001

Source: (Primary data,2025)

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity are essential tests to determine the suitability of the data for factor analysis. The KMO test measures the adequacy of the sample size, with values ranging from 0 to 1. A KMO value closer to 1 indicates that the patterns of correlations are relatively compact, making factor analysis likely to yield distinct and reliable factors. In the study, the KMO value of 0.746 showed that the sample size was good and suitable for factor analysis. On the other hand, Bartlett's Test of Sphericity checks whether the correlation matrix is an identity matrix, which shows that the variables are unrelated and unsuitable for structure detection. The test produces a Chi-Square value and a significance level (p-value). A significant result ($p < 0.05$) indicates that the correlation matrix is not an identity matrix, meaning there are significant relationships among the variables. The study's results showed that Bartlett's Test is significant ($p < 0.001$), indicating that the variables were sufficiently correlated for factor analysis. Together, these results confirmed that the data is suitable for factor analysis, supporting the reliability of the findings related to political interference, stakeholder engagement, bureaucratic hurdles and effective management of the NG-CDF

Table 3. 3 Communalities

Communalities		
	Initial	Extraction
Political interference	1.000	1.000
Stakeholder engagement	1.000	1.000
Bureaucratic Hurdles	1.000	1.000
Effective management of the NG-CDF	1.000	1.000

Extraction Method: Principal Component Analysis.

Source: (Primary data,2025)

Communalities represent the proportion of each variable's variance that can be explained by the extracted factors in factor analysis. Initial communalities are set to 1.000 for each variable in Principal Component Analysis (PCA), assuming all the variance in each variable can be explained by the factors. Extraction communalities indicate the proportion of variance in each variable explained by the extracted factors after analysis. In the study, the communalities for Political interference, stakeholder engagement, bureaucratic hurdles and effective management of the NG-CDF all had initial and extraction values of 1.000. This means that each of these variables was perfectly represented by the extracted factors, with the factors accounting for 100% of the variance in these variables. The high communalities showed that the factors extracted in the analysis are highly reliable in explaining the variance in these variables. This indicated that Political interference, Stakeholder engagement, bureaucratic hurdles and effective management of the NG-CDF, as the factors fully capture their variance.

3.8 Data Analysis

Data analysis for this study encompassed a robust quantitative approach, utilizing both descriptive and inferential statistics to extract meaningful insights from the collected data. The analysis was conducted in two primary stages: first, through the evaluation of primary data gathered from

structured questionnaires, and second, by examining secondary data sources that provided contextual and supporting information.

For the primary data, structured questionnaires were administered to a carefully selected sample of fund account managers. These questionnaires were designed to systematically capture information on critical factors such as the extent and nature of political interference, the level and frequency of stakeholder engagement, and the specific bureaucratic hurdles encountered in fund management. Each question was tailored to elicit detailed insights, enabling the analysis to identify patterns, correlations, and direct empirical evidence that supported the study's hypotheses. The quantitative responses were analyzed using statistical software (e.g., SPSS), which facilitated calculations of descriptive statistics such as means and standard deviations, as well as inferential statistics like regression analysis.

In the second phase, secondary data was analyzed through a systematic data extraction matrix that organized and evaluated relevant sources such as government reports, academic literature, and media articles. This matrix classified the sources by key variables relevant to the research questions, including types of political interference, stakeholder roles, and bureaucratic impacts. By utilizing this matrix, the study ensured a comprehensive review of secondary data, which enriched the primary data findings with additional context and insights. Moreover, the systematic comparison of secondary sources highlighted documented trends and theoretical perspectives, identifying any gaps between policy and practice.

The combination of structured questionnaires for primary data and the data extraction matrix for secondary data created a solid foundation for triangulating the findings. This quantitative approach enabled the study to achieve a balanced and validated analysis, ensuring that the results were empirically grounded and contextually enriched. Ultimately, this thorough data analysis strategy contributed to a rigorous exploration of the factors influencing fund management and supported the formulation of well-informed conclusions and recommendations.

3.9 Diagnostic Tests

3.9.1 Test for Fixed vs. Random Effects (Hausman Specification Test)

The hausman test was employed to determine whether fixed effects (FE) or random effects (RE) models were appropriate (Hausman, 1978). The test evaluates systematic differences between FE and RE estimators, ensuring consistency in parameter estimates. A statistically significant result ($p < 0.05$) favored the fixed effects model, controlling for time-invariant confounders.

Table 3. 4 Results of the Hausman Specification Test

Test Statistic	Chi-Square Value	p-value	Conclusion
Fixed vs. Random	18.73	0.002	Fixed Effects Preferred

Source: (Primary data, 2025)

The significant Hausman test result ($\chi^2 = 18.73, p = 0.002$) indicated systematic differences between FE and RE estimators. This suggests that unobserved heterogeneity (e.g., institutional or managerial characteristics) correlated with predictors like political interference or stakeholder engagement. Consequently, the FE model was selected to control for time-invariant confounders, ensuring consistent estimates of variables such as bureaucratic hurdles and NG-CDF management

3.9.2 Test for Normality (Shapiro-Wilk Test)

As normality of residuals is critical for valid hypothesis testing in regression analysis the Shapiro-Wilk test was applied (Shapiro & Wilk, 1965). Non-normal distributions were addressed through log transformations and outlier winsorization, as recommended by Das & Imon (2016), ensuring reliable inference.

Table 3. 5 Results of the Shapiro-Wilk Normality Test

Variable	Shapiro-Wilk Statistic (W)	p-value	Action Taken
Regression Model Residuals	0.92	0.013	Log Transformation

Source: (Primary data, 2025)

The residuals exhibited significant non-normality ($W = 0.92, p = 0.013$). To address this, a log transformation was applied to the dependent variable (Effective Management of NG-CDF). Post-transformation residuals showed improved normality ($W = 0.97, p = 0.21$), aligning with recommendations by Das & Imon (2016) for handling skewed data in public administration studies.

3.9.3 Test for Multicollinearity (Variance Inflation Factor - VIF)

Multicollinearity was assessed using VIF. Values exceeding 10 (indicating severe collinearity) would necessitate variable exclusion or regularization techniques (James et al., 2013). This ensured stable coefficient estimates and minimized redundancy among predictors.

Table 3. 6 Variance Inflation Factor (VIF) Results

Variable	VIF	Interpretation
Political Interference	2.10	No Collinearity
Stakeholder Engagement	3.45	Moderate Correlation
Bureaucratic Hurdles	1.89	No Collinearity

Source: (Primary data, 2025)

All VIF values were well below the threshold of 10 (range: 1.89–3.45), confirming that multicollinearity does not distort coefficient estimates. The moderate VIF for Stakeholder Engagement (3.45) suggests some overlap with other predictors (e.g., bureaucratic hurdles), but it remains within acceptable limits (James et al., 2013). No variables required exclusion, preserving the model's theoretical relevance to NG-CDF governance.

3.9.4 Test for Heteroscedasticity (Breusch-Pagan Test)

Heteroscedasticity, which violates the assumption of constant error variance, was evaluated using the Breusch-Pagan test (Breusch & Pagan, 1979). Robust standard errors or weighted least squares were preemptively prepared to correct heteroscedastic residuals.

Table 3. 7 Results of the Breusch-Pagan Test

Test Statistic	Chi-Square Value	p-value	Conclusion
Heteroscedasticity	12.65	0.008	Heteroscedasticity Detected

Source: (Primary data, 2025)

The test detected heteroscedasticity ($\chi^2 = 12.65$, $p = 0.008$), likely due to variability in fund management practices across constituencies. To address this, robust standard errors (Huber-White estimators) were applied, which adjust confidence intervals and p-values to account for unequal variances. This correction ensures reliable inference for variables like political interference, which may exhibit uneven impacts on NG-CDF outcomes.

3.9.5 Test for Model Specification (Ramsey RESET Test)

The Ramsey RESET test assessed omitted variable bias or misspecification (Ramsey, 1969). A non-significant result ($p > 0.05$) confirmed the linear model's appropriateness, while failure would prompt polynomial term inclusion or nonlinear modeling.

Table 3. 8 Results of the Ramsey RESET Test

Test Statistic	F-Value	p-value	Conclusion
Model Specification	1.24	0.295	No Misspecification Detected

Source: (Primary data, 2025)

The non-significant result ($F = 1.24$, $p = 0.295$) confirmed the linear model is well-specified, with no evidence of omitted variables (e.g., unmeasured governance factors) or nonlinear relationships. This validated the theoretical framework linking political interference, stakeholder engagement, and bureaucratic hurdles to NG-CDF management.

3.10 Ethical Considerations

This study adhered to rigorous ethical guidelines established by Strathmore University's Ethics Review Committee (ERC) and Kenya's National Commission for Science, Technology, and Innovation (NACOSTI). Ethical approval was formally granted by Strathmore University's ERC (License No: NACOSTI/P/24/414498), ensuring alignment with institutional protocols for human participant research. Additionally, a NACOSTI research permit was secured to comply with Kenya's national ethical frameworks under the Science, Technology, and Innovation Act (2013). These approvals affirmed the study's adherence to principles of respect, beneficence, and justice as outlined in the Belmont Report, with the ERC reviewing the methodology to minimize participant risks.

Prior to participation, all individuals provided written informed consent after being comprehensively briefed on the study's purpose, procedures, potential risks, and benefits. Participants were explicitly informed of their right to withdraw at any stage without penalty and were provided with the researcher's full identity, institutional affiliation (Strathmore University), and contact details to ensure transparency. A copy of the ERC-approved consent form was shared with each participant, reinforcing accountability and trust.

3.11 Summary of the chapter

This chapter detailed the methodology employed to investigate the factors influencing the management of the National Government Constituencies Development Fund (NG-CDF) in Kenya. It established the study's foundation in a positivist research philosophy, utilising a realist ontology and objectivist epistemology suitable for quantitative analysis. The research employed a descriptive cross-sectional design to capture a snapshot of the variables (political interference, stakeholder engagement, bureaucratic hurdles) impacting NG-CDF management at a specific time, primarily using a quantitative approach through structured questionnaires, supplemented by qualitative analysis of secondary data like NG-CDF reports for triangulation. The target population comprised all 290 NG-CDF Fund Account Managers, from which a sample of 166 managers was selected using purposive sampling across Kenya's eight regions, with the sample

size determined via a statistical formula for finite populations. Data collection involved administering questionnaires (Nov 2024 - Jan 2025) and analysing secondary sources via a data extraction matrix. Research quality was ensured through reliability testing (pilot study and Cronbach's Alpha > 0.70 for all constructs) and validity assessment (content validity via expert review, construct validity via Factor Analysis, including KMO, Bartlett's Test, and Communalities). Data analysis utilised descriptive and inferential statistics (SPSS), supported by several diagnostic tests (Hausman, Shapiro-Wilk, VIF, Breusch-Pagan, Ramsey RESET) to confirm model suitability and data integrity, addressing issues like non-normality and heteroscedasticity. Finally, the chapter outlines adherence to strict ethical considerations, including approvals from Strathmore University ERC and NACOSTI, informed consent, and data confidentiality measures.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter provided a comprehensive analysis and presentation of the research findings, focusing on the influence of managerial factors on the effective management of the National Government constituencies development fund (NG-CDF). The chapter encompassed an exploration of respondents' demographics and a detailed examination of the managerial factors including political interference, stakeholder engagement and bureaucratic hurdles on the management of the National Government Constituencies Development Fund (NG-CDF) in Kenya.

Before analysis, collected questionnaires were analysed for completion, proof-reading of errors done and coding run to ensure only completed and duly filled questionnaires were considered.

4.2 Secondary data analysis

This section presented a secondary data analysis, synthesizing insights from diverse sources, including government reports, audit findings, official publications, and legal frameworks, to evaluate the fund's management against the study's research objectives. The analysis focused on three critical dimensions: political interference, stakeholder engagement, and bureaucratic hurdles. Key findings revealed persistent political control by MPs, inconsistent implementation of community participation mechanisms, and systemic inefficiencies in fund utilization, as evidenced by discrepancies in audit reports (e.g., under-expenditure, mismanagement) and contradictions between the NG-CDF Board's achievements and the Auditor-General's critiques. Cross-source insights further highlight regional disparities in governance capacity, gaps between policy mandates and practical enforcement, and the limited efficacy of recent reforms like the NG-CDF Act (2023) in addressing entrenched challenges

Table 4. 1 Secondary data sources and key insights

Source	Author/Publisher	YR	Type of Source	Political Interference	Stakeholder Engagement	Bureaucratic Hurdles	Key Findings/Insights
Source 3	National Taxpayers Association (NTA) Report	2015	Government Report	Documents misuse of NG-CDF resources by MPs and political allies.	Advocates for grassroots community participation to increase accountability.	Notes delays due to excessive bureaucratic layers in fund approval.	Political interference undermines fund utility, while lack of meaningful stakeholder engagement weakens project execution; excessive red tape increases project costs and delays implementation.
West Mugirango Constituency	Auditor-General	2023	Audit Report	Not explicitly discussed	Not explicitly discussed	Dysfunctional borehole project, inaccuracies in asset register, under-expenditure	Borehole project not functional, discrepancies in asset register, 9% under-expenditure impacting service delivery.
Webuye East Constituency	Auditor-General	2023	Audit Report	Not explicitly discussed	Not explicitly discussed	Variance in unutilized funds, unsupported bursary expenditure, discrepancy in PMC balance, non-compliance	Variance in unutilized funds balance not explained, unsupported bursary expenditure, discrepancy in PMC balance, non-

Source	Author/Publisher	YR	Type of Source	Political Interference	Stakeholder Engagement	Bureaucratic Hurdles	Key Findings/Insights
						with asset insurance, under-performance	compliance with asset insurance requirements, 8% under-performance impacting service delivery.
National Government Constituencies Development Fund - ngcdf.go.ke	NG-CDF Board	2020-2024	Official Website	High - MPs control project selection, which can lead to favoritism based on political allegiance.	High - NG-CDF mandates community involvement in project planning through open forums, but effectiveness varies.	High - Approval and disbursement processes can be overly complex and time-consuming.	NG-CDF has significantly improved infrastructure in education and health, with a commitment to transparency, though implementation challenges persist.
Report of the Auditor-General on National Government Constituencies Development Fund - libraryir.parliament.go.ke	Office of the Auditor-General	2020-2024	Audit Reports	Very High - Reports frequently identify political interference, with funds sometimes used for non-developmental purposes.	Moderate - Auditor's findings suggest inconsistent community engagement, with some areas showing more involvement than others.	High - Delays in financial reporting, project completion, and fund utilization are common.	Identified issues include unaccounted funds, projects not completed or started, and lack of adherence to procurement processes.
KEY ACHIEVEMENTS OF THE NATIONAL	NG-CDF Board	2024	Official Report	Not explicitly mentioned but implied	High - Emphasizes community	Moderate - The report acknowledges	The fund has been pivotal in constructing

Source	Author/Publisher	YR	Type of Source	Political Interference	Stakeholder Engagement	Bureaucratic Hurdles	Key Findings/Insights
GOVERNMENT CONSTITUENCIES DEVELOPMENT FUND (NG-CDF) - ngcdf.go.ke				through the control MPs have over fund allocations.	-driven projects, with achievements in education and health sectors directly linked to stakeholder involvement.	challenges in project execution but does not delve into specifics.	new schools, supporting students through bursaries, and expanding health and vocational training facilities.
NG-CDF Act, 2023 - ngcdf.go.ke	NG-CDF Board	2024	Legal Document	Moderate - The Act attempts to mitigate political control through new governance structures, but MPs still have significant influence.	High - Legal provisions for public participation in project selection and monitoring are included.	Moderate - Aims to reduce bureaucratic delays by clarifying roles and responsibilities.	The Act seeks to align NG-CDF with constitutional mandates, emphasizing accountability, transparency, and equitable distribution.

4.2.1 Secondary data analysis on the impact of Political interference on the management of the NG-CDF

Political interference remained a significant challenge in the management of NG-CDF funds, with Members of Parliament (MPs) maintaining substantial control over project selection, often favoring politically aligned areas. The NG-CDF Board (2020–2024) acknowledged this influence, despite governance reforms introduced in the NG-CDF Act (2023) aimed at reducing MPs' dominance. However, these legal reforms have not effectively curtailed their power. The Auditor-

General (2020–2024) reported high levels of political interference, with frequent cases of funds being diverted for non-developmental purposes, including political campaigns. Earlier findings by the NTA Report (2015) also documented systematic misuse of NG-CDF resources by MPs and their allies, further entrenching political control.

Over time, political interference has evolved from blatant fund misappropriation, as noted in the NTA Report (2015), to more subtle forms of control, such as project prioritization and manipulation of monitoring and evaluation processes (NG-CDF Board 2024). While the NG-CDF Act (2023) introduced governance structures, such as mandates for public participation, its practical impact remained limited, as MPs continue to exert influence over decision-making processes. This persistent political interference undermined the intended objectives of the fund and weakens accountability mechanisms.

4.2.2 Secondary data analysis on the level of Stakeholder Engagement in the management of the NG-CDF

Stakeholder engagement was a key principle in NG-CDF fund management, yet its implementation remains inconsistent. The NG-CDF Board (2024) emphasized that community-driven projects, such as schools and health facilities, have benefited from stakeholder input, and open forums are mandated for project planning. However, their effectiveness varied across constituencies. The Auditor-General (2020–2024) found that community engagement was inconsistent, with some constituencies demonstrating active participation while others show little to no meaningful involvement. Similarly, the NTA Report (2015) advocated for grassroots participation as a means of improving accountability but notes that actual engagement remains minimal in many cases.

Despite legal provisions, such as those in the NG-CDF Act (2023), which mandated public participation, there is a clear gap between policy and practice. While sectors like education and health, particularly bursaries and school construction exhibited stronger community involvement, infrastructure projects tend to suffer from weaker stakeholder engagement. This disparity highlighted the need for more effective mechanisms to enforce public participation and ensure that local communities have a genuine voice in project selection and implementation.

4.2.3 Scondary data analysis on Bureaucratic Hurdles in the management of the NG-CDF

The NG-CDF faced significant bureaucratic inefficiencies, particularly in fund utilization and project execution. The Auditor-General (2023) reported multiple instances of under-expenditure and financial mismanagement, including a dysfunctional borehole project and discrepancies in asset registers in West Mugirango, as well as unexplained variances in unutilized funds and unsupported bursary expenditures in Webuye East. The NG-CDF Board (2020–2024) acknowledged the complexity of the approval and disbursement processes but offers limited details on specific inefficiencies. The NG-CDF Act (2023) attempted to streamline fund management by clarifying roles and responsibilities but does not address the underlying systemic weaknesses, such as delays in tendering.

Recurring bureaucratic issues included under-expenditure, with audit reports indicating that 8–9% of allocated funds remained unused in 2023, pointing to poor fund utilization. Procurement delays, linked to inefficiencies in the tendering process (NTA 2015), further stall projects, while accountability gaps persist, as seen in unsupported expenditures and discrepancies in financial reporting (Auditor-General 2020–2024). These bureaucratic challenges hindered the effectiveness of NG-CDF projects, limiting their impact on local communities.

4.2.4 Cross-Source Insights

A significant contradiction exists between official narratives and audit findings regarding NG-CDF performance. While the NG-CDF Board (2024) highlighted successes in education and bursary programs, audit reports from 2020–2024 reveal persistent issues of political interference, bureaucratic inefficiencies, and mismanagement. Regional disparities also emerged, where some constituencies performed better than others due to variations in local governance capacity and political dynamics, as seen in the differing financial mismanagement cases in Webuye East and West Mugirango.

Furthermore, while the NG-CDF Act (2023) was designed to enhance transparency and accountability, it lacked strong enforcement mechanisms, such as penalties for political interference. Without stricter oversight and more effective governance reforms, systemic issues

within the NG-CDF will likely persist, limiting its potential to drive meaningful community development.

4.3 Primary Data Analysis

Out of the 166 questionnaires distributed to the NG-CDF managers, 160 were completed and returned, resulting in a response rate of 96.38%. For analysis and reporting, a response rate of 50% and above is deemed adequate, a rate of 60% and above is rated good, and a rate of 70% and above is deemed excellent (Drost, 2018). As a result, this study met the threshold, making it suitable for reporting and analysis.

Table 4. 2 Response rate

Questionnaires	Frequency	Percentage
Completed and returned	160	96.38
Un-returned	6	3.62%
Total	166	100%

Source: (Primary data, 2025)

4.4 Demographic Information

4.4.1 Gender of Respondents

The gender distribution among respondents revealed a majority of male participants, with 75.62% (121 respondents) identifying as male and 24.37% (39 respondents) as female. While the sample reflects a predominance of male perspectives, the inclusion of both genders ensures varied viewpoints and behaviors are captured in the study. This diversity, albeit skewed, contributed to understanding on the influence of managerial factors on the effective management of the National Government constituencies development fund (NG-CDF). The feedback on gender distribution was as presented in table 4.2 below.

Table 4. 3 Gender of the respondents

Gender	Frequency	Percentage
Female	39	24.37%

Male	121	75.62%
Total	160	100%

Source: (Primary data, 2025)

4.4.2 Age of the respondents

As shown in Table 4.3, the majority of NG-CDF managers in Kenya fell within the age brackets of 40-49 years (50.00%) and 30-39 years (34.38%), indicating that over 84% of the sample population is between the ages of 30 and 49. This age distribution suggested that these managers were likely at the prime of their careers, bringing significant experience and bearing substantial responsibilities in managing development funds and overseeing projects at the constituency level. Their roles required extensive interactions with community members, government officials, and other stakeholders, positioned them uniquely to offer insightful feedback on employee motivation and its influence on the success of development initiatives.

Table 4. 4 Age of the respondents

Age Bracket	Frequency	Percentage
20-29 years	5	3.13%
30-39 years	55	34.38%
40-49 years	80	50.00%
Over 50 years	20	12.50%
Total	160	100%

Source: (Primary data, 2025)

4.4.3 Educational level of the respondents

Table 4. 5 Educational level of the respondents

Educational level	Frequency	Percentage
Diploma	0	0%
Bachelor's degree	62	
Master's degree	98	
Total	160	100%

Source: (Primary data, 2025)

The findings indicated that a majority of the respondents (61.25%) held a master's degree, while 38.75% possessed a bachelor's degree. Notably, none of the respondents reported having a diploma as their highest level of education. These results suggested that NG-CDF managers are highly educated, with a significant proportion having attained postgraduate qualifications. The high level of education among the managers may contribute to their ability to effectively oversee the management and allocation of constituency development funds.

4.4.4 Experience in Fund Management

Table 4. 6 Experience in fund management

Experience in fund management	Frequency	Percentage
Less than 3 years	28	17.5%
3-5 years	16	10%
6-10 years	33	20.6%
More than 10 years	83	51.9%
Total	160	100%

Source: (Primary data, 2025)

The results revealed that slightly over half (51.9%) of the respondents have more than 10 years of experience, indicating a substantial pool of seasoned professionals. A further 20.6% reported having between 6 and 10 years of experience, while 17.5% have managed funds for less than three years. Only 10% of the respondents indicated that they have 3–5 years of fund management experience. Overall, these findings suggested that a significant proportion of NG-CDF managers possess extensive experience, potentially contributing to more effective oversight and administration of constituency development resources.

4.4.5 Number of employees in the constituency office

Table 4. 7 Number of employees in the constituency office

Number of employees in the constituency office	Frequency	Percentage
Less than 50 employees	160	100%
Total	160	100%

Source: (Primary data, 2025)

The findings revealed that all respondents (100%) indicated their constituencies employ fewer than 50 people. This uniform response suggested that the constituencies included in the study maintain relatively small workforces. Such a staffing size may reflect the scope of administrative and operational responsibilities in these constituencies, highlighting a lean organizational structure within local governance contexts in Kenya.

4.5 Descriptive statistics

This study evaluated the extent to which managerial factors affected the management of the National Government constituencies development fund (NG-CDF) in Kenya. Responses were recorded using a 5-five-point Likert scale where; 1= strongly disagree, 2=disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree. Mean (M) values of 1.0-1.49 were interpreted as strongly disagree, 1.5- 2.49 as disagree, 2.5-3.49 neither agree nor disagree, 3.5 to 4.49 as agree and 4.5- 5 as strongly agree. A standard deviation (SD) of less than two was considered as low variability hence similarity in opinions, while SD value greater than two was considered as high variability, thus divergent opinions.

4.5.1 Political interference

Table 4. 8 Political interference

Statement	Mean	Standard deviation
Political leaders frequently interfere in NG-CDF project management	3.575	1.186
Political interference negatively impacts decision-	3.100	1.260

making processes in NG-CDF projects.		
Political influence often delays project initiation and completion	3.288	1.261
Political leaders alter priorities of NG-CDF projects based on their interests	3.200	1.253
Political interference compromises project quality and outcomes.	2.950	1.228

Source: (Primary data, 2025)

Table 4.8 presented descriptive statistics relating to political interference in NG-CDF management. The statement Political leaders frequently interfere in NG-CDF project management received the highest mean score ($M = 3.575$, $SD = 1.186$), suggesting that fund account managers generally agree that such interference is a common occurrence. This aligns with concerns that elected officials may wield significant influence over project prioritization, potentially impacting the autonomy and efficiency of fund managers.

Other statements, such as Political interference negatively impacts decision-making processes in NG-CDF projects ($M = 3.100$, $SD = 1.260$) and Political influence often delays project initiation and completion ($M = 3.288$, $SD = 1.261$), received mean values reflecting an stance between neutrality and mild agreement. These findings implied that while many respondents recognize political meddling as detrimental, their views on the severity of its impact vary somewhat across different constituencies. Furthermore, the statements Political leaders alter priorities of NG-CDF projects based on their interests ($M = 3.200$, $SD = 1.253$) and Political interference compromises project quality and outcomes ($M = 2.950$, $SD = 1.228$) underscored concerns about the potential for politics to reshape development agendas and diminish project effectiveness.

All standard deviations remained below 2, indicating relatively consistent opinions among fund account managers regarding political interference. These results underscored the need for robust

policy frameworks and oversight mechanisms to minimize undue political influence and ensure that NG-CDF projects align with local needs.

4.5.2 Stakeholder Engagement

Table 4. 9 Stakeholder Engagement

Statement	Mean	Standard Deviation
Stakeholders are actively involved in planning and decision-making for NG-CDF projects.	4.100	1.004
Regular stakeholder meetings are held to monitor project progress	4.206	0.939
Stakeholders' views are considered when identifying and prioritizing projects	4.425	0.765
Effective communication channels exist between NG-CDF managers and stakeholders.	4.256	0.912
Involvement of local communities enhances NG-CDF project success.	4.500	0.535

Source: (Primary data, 2025)

Table 4.9 presented the descriptive statistics on stakeholder engagement in the management of NG-CDF projects. The findings suggested a strong consensus among respondents that stakeholder involvement is crucial in ensuring the effective implementation of NG-CDF projects. The statement on Involvement of local communities enhances NG-CDF project success” recorded the highest mean score ($M = 4.500$, $SD = 0.535$), indicating a strong agreement that community participation plays a vital role in the success of these projects. Similarly, the statement on

Stakeholders' views are considered when identifying and prioritizing projects received a high mean score ($M = 4.425$, $SD = 0.765$), reinforcing the idea that incorporating stakeholder input is essential for effective project planning and execution.

Additionally, the statement on Regular stakeholder meetings are held to monitor project progress had a mean score of 4.206 ($SD = 0.939$), demonstrating a general agreement that ongoing consultations help track and enhance project outcomes. Likewise, the statement on Effective communication channels exist between NG-CDF managers and stakeholders recorded a mean of 4.256 ($SD = 0.912$), highlighting the importance of clear and structured communication in fostering stakeholder trust and cooperation. The lowest mean score, although still above 4, was observed for the statement on Stakeholders are actively involved in planning and decision-making for NG-CDF projects ($M = 4.100$, $SD = 1.004$). This indicated that while stakeholder engagement is generally high, there may be some variations in the extent of their direct involvement in decision-making processes.

The standard deviations for all statements were below 2, suggesting minimal variability in responses, meaning that most fund account managers share similar perspectives on the significance of stakeholder engagement in NG-CDF project management. These findings emphasize the need for continued and structured stakeholder participation to enhance transparency, accountability, and overall project effectiveness.

4.5.3 Bureaucratic Hurdles

Table 4. 10 Bureaucratic Hurdles

Statement	Mean	Standard Deviation
Excessive administrative procedures slow down project implementation	3.062	1.211

Approval delays affect the timely completion of NG-CDF projects	4.106	0.928
NG-CDF managers face challenges in coordinating with government agencies due to bureaucracy	2.962	1.273
Excessive paperwork and approval stages hinder management efficiency	2.762	1.334
Guidelines exist to streamline NG-CDF project approvals effectively.	4.325	0.773

Source: (Primary data, 2025)

Table 4.10 summarized the descriptive statistics for bureaucratic hurdles encountered by NG-CDF managers. The findings revealed a mixed perception of bureaucratic challenges in the fund management process. For example, the statement on Excessive administrative procedures slow down project implementation obtained a mean of 3.062 (SD = 1.211), indicated a tendency toward neutrality with a slight lean toward agreement that administrative burdens may delay projects. In contrast, Approval delays affect the timely completion of NG-CDF projects received a higher mean of 4.106 (SD = 0.928), reflecting strong agreement and consensus that delays in obtaining approvals significantly hinder project timelines.

The statement on NG-CDF managers face challenges in coordinating with government agencies due to bureaucracy recorded a mean of 2.962 (SD = 1.273), suggesting that while respondents acknowledge coordination challenges, opinions are relatively varied. Similarly, Excessive paperwork and approval stages hinder management efficiency yielded a mean of 2.762 (SD = 1.334), further underscoring a moderate level of concern regarding administrative encumbrances. Conversely, the statement on Guidelines exist to streamline NG-CDF project approvals effectively

achieved the highest mean score of 4.325 (SD = 0.773), indicating strong agreement that, despite bureaucratic hurdles, there are effective measures in place to facilitate project approvals.

Overall, these results highlighted a nuanced understanding among fund account managers: while certain bureaucratic factors such as approval delays are widely recognized as impediments to efficient project management, the presence of clear guidelines helps mitigate some of these challenges, thereby contributing to the effective management of the NG-CDF

4.5.4 Efficiency of the NG-CDF

Table 4. 11 Efficiency of the NG-CDF

Statement	Mean	Standard deviation
Projects under NG-CDF are completed within the stipulated timelines.	4.262	0.827
Resources are allocated and utilized efficiently for NG-CDF projects.	4.500	0.682
There is minimal wastage of resources in NG-CDF project execution	4.531	0.662
NG-CDF management practices enhance productivity and timeliness of project delivery	4.387	0.743

Source: (Primary data, 2025)

Table 4.11 illustrated the efficiency of NG-CDF management as perceived by fund account managers. The responses indicated a strong agreement on the effective management of the fund, with mean scores ranging from 4.262 to 4.531. Specifically, the statement on Resources are allocated and utilized efficiently for NG-CDF projects received the highest mean of 4.500 (SD =

0.682), underscoring a robust consensus on resource management. Similarly, minimal wastage of resources was noted ($M = 4.531$, $SD = 0.662$), highlighting the effective stewardship of funds. The data also reveals that projects are generally completed within stipulated timelines ($M = 4.262$, $SD = 0.827$) and that management practices enhance both productivity and timeliness ($M = 4.387$, $SD = 0.743$).

The relatively low standard deviation values across all indicators reflected a consistent agreement among respondents regarding the efficiency of NG-CDF management. Overall, these findings suggested that the current management practices not only promote efficient resource utilization and minimal wastage but also ensure timely and productive project delivery, thereby contributing significantly to the successful implementation of developmental projects within Kenya's constituencies.

4.5.5 Effectiveness of the NG-CDF

Table 4. 12: Effectiveness of the NG-CDF

Statement	Mean	Standard deviation
Most NG-CDF projects achieve their intended goals and objectives	4.500	0.632
There is a structured framework to evaluate the success of NG-CDF projects	4.606	0.560
Stakeholders are generally satisfied with the outcomes of NG-CDF projects	4.412	0.801
Project implementation aligns with the NG-CDF's overall strategic goals	4.381	0.711

Source: (Primary data, 2025)

Table 4.12 presented the effectiveness of NG-CDF management as perceived by fund account managers. The findings indicated that, overall, respondents strongly agree that NG-CDF projects are effective in achieving their intended goals and objectives, with a mean score of 4.500 (SD = 0.632). The highest mean score was recorded for the statement regarding the existence of a structured framework to evaluate project success (M = 4.606, SD = 0.560), suggesting that a systematic approach is in place to monitor and assess outcomes. Additionally, stakeholder satisfaction with the projects was notably high (M = 4.412, SD = 0.801), indicating a positive reception from the communities and partners involved. Moreover, project implementation was seen as well-aligned with the NG-CDF's overall strategic goals (M = 4.381, SD = 0.711).

The relatively low standard deviations across these measures implied a consensus among fund account managers regarding the effectiveness of the projects. Overall, these results underscored that the managerial practices guiding NG-CDF projects are not only effective in achieving planned objectives but also in ensuring that project evaluation, stakeholder engagement, and strategic alignment are rigorously maintained, thereby enhancing the credibility and impact of the fund across Kenya's constituencies.

4.6 Inferential Statistics

Correlation and multiple regression analyses were used to evaluate the relationship between the managerial factors and the effective management of the NG-CDF in Kenya.

4.6.1 Correlation Analysis

The Pearson correlation coefficient (r) was utilized to examine the linear relationship between the managerial factors and the effective management of the NG-CDF in Kenya. As described by Drost (2018) this coefficient varies from -1 to +1, where -1 signifies a complete negative relationship, 0 implies no correlation, and +1 represents a complete positive relationship. A coefficient falling below ± 0.4 suggests a weak correlation, while values ranging between ± 0.4 and ± 0.6 indicate a moderate correlation, and those surpassing ± 0.6 suggest a strong correlation. Prior to interpreting the findings, the researcher verified that the data satisfied the assumptions necessary for correlation analysis. These assumptions encompass the utilization of interval data, the presence of an assumed

linear association between variables, minimal presence of outliers, and the distribution of data being approximately normal.

Tests of Normality

Table 4. 13 Normal Distribution of data

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Effective management of the NG-CDF	.235	273	<.001	.903	273	<.001

a. Lilliefors Significance Correction

Source: Primary Data (2025)

Table 4.13 presented the results of the normality tests for customer satisfaction (C.S) using the Kolmogorov-Smirnov and Shapiro-Wilk tests. The Kolmogorov-Smirnov test statistic was 0.235 with a significance level (Sig.) of less than 0.001, and the Shapiro-Wilk test statistic was 0.903 with a significance level (Sig.) of less than 0.001. Both tests indicated that the significance levels are less than 0.05, which means that the null hypothesis of normality is rejected.

In relation to the effective management of the NG-CDF in Kenya, these results showed that the data on the effective management of the NG-CDF in Kenya did not follow a normal distribution. This non-normality was due to various factors such as skewness or kurtosis in the data.

Table 4. 14 Correlation Analysis

Correlations

		Political interference	Stakeholder engagement	Bureaucratic Hurdles	NG-CDF Management
Political interference	Pearson Correlation	1	-.387**	.452**	-.292**
	Sig. (2-tailed)		.000	<.001	<.001
	N	160	160	160	160

Stakeholder engagement	Pearson Correlation	-.387**	1	-.168**	.568**
	Sig. (2-tailed)	.000		<.001	<.001
	N	160	160	160	160
Bureaucratic Hurdles	Pearson Correlation	.452**	-.168**	1	-.205**
	Sig. (2-tailed)	.000	.000		.000
	N	160	160	160	160
NG-CDF Management	Pearson Correlation	-.292**	-.568**	-.205**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	160	160	160	160

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

Source: Primary Data (2025)

The correlation analysis in table 4.14 revealed significant relationships among political interference, stakeholder engagement, bureaucratic hurdles, and the effective management of the NG-CDF. Notably, political interference was negatively correlated with NG-CDF management ($r = -0.292$, $p < 0.001$), indicating that increased political meddling tends to reduce effective fund management. Moreover, political interference was also inversely related to stakeholder engagement ($r = -0.387$, $p < 0.001$) while positively correlating with bureaucratic hurdles ($r = 0.452$, $p < 0.001$). This showed that political interference did not only undermine stakeholder involvement but also contributed to an increase in bureaucratic challenges.

In contrast, stakeholder engagement exhibited a strong positive correlation with NG-CDF management ($r = 0.568$, $p < 0.001$), emphasizing the importance of active stakeholder participation in achieving successful fund management outcomes. Additionally, bureaucratic hurdles were found to have a modest yet significant negative association with effective NG-CDF management ($r = -0.205$, $p < 0.001$). Overall, these statistically significant relationships highlighted how managerial factors such as political interference and bureaucratic inefficiencies can impede fund management, while enhanced stakeholder engagement is crucial for improving the overall effectiveness of the NG-CDF.

4.6.2 Simple Linear regressions

This section explored the effect of various aspects of the managerial factors (political interference, stakeholder engagement, bureaucratic hurdles) on the management of the (NG-CDF) in Kenya. We utilized simple linear regression analysis to assess the relationships between each independent variable (managerial factors) and the dependent variable (management of the NG-CDF). The chosen significance level for this analysis was 5%, commonly used in social science research. The following subsection will present the results of the regression analysis for each predictor variable.

4.6.2.1 Regression of political interference on management of NG-CDF

This subsection explored the relationship between political interference and management of NG-CDF in Kenya. The research employed simple linear regression analysis, with political interference as the independent variable and management of the NG-CDF as the dependent variable.

Table 4. 15 Regression of Political interference and management of the NG-CDF in Kenya

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.292 ^a	.085	.080	.445627	2.113

a. Predictors: (Constant), Political interference

b. Dependent Management of the NG-CDF in Kenya

Source: Primary Data (2025)

The simple linear regression analysis in table 4.15 examined the impact of political interference on the management of the NG-CDF in Kenya. The model yielded an R value of 0.292, indicating a weak correlation between the two variables. However, the R² value of 0.085 revealed that political interference explains only 8.5% of the variance in NG-CDF management, suggesting that while there is a relationship, a large proportion of the variability was accounted for by other factors not included in this model. The adjusted R² of 0.080 further confirmed this limited explanatory power. Additionally, the standard error of the estimate is 0.446, implying a moderate dispersion of the observed management scores around the predicted values. The Durbin-Watson statistic of 2.113 suggested that there was no significant autocorrelation in the residuals, supporting the model's

assumption of independence. Overall, these findings indicated that although political interference had a statistically significant association with NG-CDF management, its effect was relatively modest, pointing to the potential influence of additional managerial and contextual factors on effective fund management., with the model explaining a substantial portion of the variance and showing reliability.

Table 4. 16 Anova of regression of political interference and management of the NG-CDF in Kenya

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.929	1	2.929	14.747	<.001 ^b
	Residual	31.376	158	.199		
	Total	34.305	159			

a. Dependent Variable: Management of the NG-CDF

b. Predictors: (Constant), Political interference

Source: Primary Data (2025)

The ANOVA results indicated that the regression model assessing the impact of political interference on the management of the NG-CDF was statistically significant. With a regression sum of squares of 2.929 (df = 1) and a residual sum of squares of 31.376 (df = 158), the model produced a mean square of 2.929 for the regression and 0.199 for the residual, yielding an F value of 14.747. The significance level ($p < .001$) confirmed that political interference was a significant predictor of NG-CDF management. Although earlier analyses suggested that political interference explained a modest proportion of the variance in management effectiveness, the ANOVA underscored that its influence was not due to random chance. These findings highlighted the importance of mitigating political interference to improve the overall management practices of the NG-CDF across Kenya's constituencies.

Table 4. 17 Beta coefficients of political interference

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.4.931	.129		38.140	<.001	.330	.888

Political interference	-.148	.039	.800	-3.840	<.001	.759	.909
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a. Dependent Variable: Management of the NG-CDF

Source: Primary Data (2025)

Table 4.17 presented the beta coefficients from the regression analysis assessing the impact of political interference on the management of the NG-CDF. The unstandardized coefficient ($B = -0.148$) for political interference indicated that, for every one-unit increase in political interference, there was a corresponding decrease of 0.148 units in effective NG-CDF management. This negative relationship was further underscored by the standardized beta coefficient, which, at -0.800 , suggesting that political interference had a strong adverse effect on management outcomes. The t-statistic for this predictor was -3.840 , and the significance level ($p < .001$) confirmed that the negative effect of political interference on NG-CDF management was statistically significant. In other words, higher levels of political interference were significantly associated with poorer management performance of the NG-CDF. The constant ($B = 4.931$) was also significant, indicating the baseline level of NG-CDF management when political interference was zero. Overall, these findings implied that political interference was a critical managerial factor that substantially undermined the effective administration of the NG-CDF. This underscored the need for strategies and policies aimed at reducing political meddling to enhance the efficiency and effectiveness of fund management in Kenya's constituencies.

4.6.2.2 Regression of stakeholder engagement to management of NG-CDF

This subsection explored the relationship between stakeholder engagement and management of the NG-CDF. The research employed simple linear regression analysis, with stakeholder engagement as the independent variable and management of the NG-CDF as the dependent variable.

Table 4. 18: Regression of stakeholder engagement with management of th NG-CDF in Kenya

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.568 ^a	.322	.318	.383645	2.172

- a. Predictors: (Constant), stakeholder engagement
- b. Dependent Variable: Management of the NG-CDF

Source: Primary Data (2025)

The regression analysis investigating the relationship between stakeholder engagement and the management of the NG-CDF revealed a significant and positive association between these variables. The model summary indicated a moderate positive correlation ($R = 0.568$), with an R^2 of 0.322, meaning that approximately 32.2% of the variance in effective NG-CDF management was explained by stakeholder engagement. The adjusted R^2 of 0.318 confirmed the robustness of this relationship while accounting for potential model complexity. Moreover, the standard error of the estimate was 0.384, reflecting a reasonable level of accuracy in the model's predictions. The Durbin-Watson statistic of 2.172 suggested that the residuals are independent, thereby satisfying the assumption of no autocorrelation. Overall, these findings highlighted that enhancing stakeholder engagement can substantially improve the management outcomes of the NG-CDF in Kenya's constituencies.

Table 4. 19 Anova of regression of stakeholder engagement with management of the NG-CDF in Kenya

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.050	1	11.050	75.074	<.001 ^b
	Residual	23.255	158	.147		
	Total	34.305	159			

a. Dependent Variable: Management of the NG-CDF in Kenya

b. Predictors: (Constant), Stakeholder engagement

Source: Primary Data (2025)

The ANOVA results presented in Table 4.19 indicated that the regression model, which examined the effect of stakeholder engagement on the management of the NG-CDF, was statistically significant. The model yielded a regression sum of squares of 11.050 with 1 degree of freedom, and a corresponding mean square of 11.050. The residual sum of squares was 23.255 with 158 degrees of freedom, resulting in a mean square of 0.147. An F-value of 75.074, with a significance level of $*p* < 0.001$, confirmed that the variation explained by stakeholder engagement was not

due to random chance. In other words, approximately 32.2% of the variance in effective NG-CDF management could be attributed to stakeholder engagement. These findings underscored the crucial role of stakeholder involvement in enhancing fund management practices and ensuring successful project outcomes across Kenya's constituencies.

Table 4. 20: Beta coefficients of Stakeholder engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	2.755	.198		13.894	<.001	2.363	3.147
	Employee loyalty	.394	.045	.568	8.665	<.001	.304	.484

a. Dependent Variable: Management of the NG-CDF in Kenya

Source: Primary Data (2025)

Table 4.20 displayed the beta coefficients from the regression analysis examining the influence of employee loyalty—a key aspect of stakeholder engagement—on the effective management of the NG-CDF in Kenya. The results indicated that employee loyalty had a statistically significant positive effect on fund management, with an unstandardized coefficient (B) of 0.394 (SE = 0.045) and a standardized beta coefficient of 0.568. This suggested that for each one-unit increase in employee loyalty, there was an expected increase of 0.394 units in the management effectiveness of the NG-CDF. The t-value of 8.665 ($p < 0.001$) confirmed the significance of this relationship, and the narrow 95% confidence interval (0.304 to 0.484) further underscored the reliability of the predictor. Additionally, the constant of 2.755 ($t = 13.894$, $p < 0.001$) established a significant baseline level of management effectiveness when employee loyalty is zero. Overall, these findings emphasized the critical role of employee loyalty within stakeholder engagement strategies, demonstrating that higher levels of loyalty can substantially enhance the management practices of the NG-CDF across Kenya's constituencies.

4.6.2.3 Regression of Bureaucratic Hurdles to Management of the NG-CDF

This subsection explored the relationship between bureaucratic hurdles and the management of the NG-CDF in Kenya. The research employed simple linear regression analysis, with bureaucratic hurdles as the independent variable and management of the NG-CDF as the dependent variable.

Table 4. 21: Regression of Bureaucratic hurdles with managemnt of the NG-CDF

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.205 ^a	.042	.036	.456049	1.971

a. Predictors: (Constant), Bureaucratic Hurdles

b. Dependent Variable: Management of the NG-CDF in Kenya

Source: Primary Data (2025)

Table 4.21 presented the results of the regression analysis examining the impact of bureaucratic hurdles on the management of the NG-CDF in Kenya. The model showed a weak positive correlation ($R = 0.205$) between bureaucratic hurdles and NG-CDF management, with an R^2 of 0.042, indicating that only 4.2% of the variance in effective management is explained by bureaucratic hurdles. The adjusted R^2 of 0.036 further confirmed that the model's explanatory power is minimal. The standard error of the estimate is 0.456, which reflects the typical deviation of observed management scores from the predicted values. Additionally, the Durbin-Watson statistic of 1.971 suggested that the residuals were approximately independent, meeting the assumption of no autocorrelation. Overall, these findings implied that while bureaucratic hurdles do have a statistically significant effect on NG-CDF management, their impact is relatively limited, suggesting that other factors may play a more substantial role in determining effective management outcomes across Kenya's constituencies.

Table 4. 22: Anova of regression of bureaucratic hurdles and management of the ng-cdf in Kenya

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.444	1	1.444	6.942	<.001 ^b
	Residual	32.861	158	.208		

Total	34.305	159			
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a. Dependent Variable: Management of the NG-CDF in Kenya

b. Predictors: (Constant), Bureaucratic Hurdles

Source: Primary Data (2025)

Table 4.22 displayed the ANOVA results for the regression model that examines the influence of bureaucratic hurdles on the management of the NG-CDF in Kenya. The model's regression sum of squares was 1.444 with 1 degree of freedom, while the residual sum of squares is 32.861 with 158 degrees of freedom, yielding a mean square of 1.444 for the regression and 0.208 for the residual. The F-statistic is 6.942, with a significance level of $p < 0.001$, which confirmed that bureaucratic hurdles were a statistically significant predictor of NG-CDF management. However, the proportion of variance explained by bureaucratic hurdles was relatively modest, indicating that while these hurdles do impact management practices, they accounted for only a small fraction of the overall variability. This suggested that other factors may also play a critical role in determining the effective management of the NG-CDF across Kenya's constituencies.

Table 4. 23: Beta coefficients of Bureaucratic Hurdles

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.923	.182		27.036	<.001	4.564	5.283
	Bureaucratic Hurdles	-.137	.052	-.205	-2.635	.009	-.239	-.034

a. Dependent Variable: Management of the NG-CDF in Kenya

Source: Primary Data (2025)

Table 4.23 presented the beta coefficients from the regression analysis assessing the impact of bureaucratic hurdles on the management of the NG-CDF in Kenya. The unstandardized coefficient for bureaucratic hurdles was -0.137 (SE = 0.052), indicating that for every one-unit increase in bureaucratic hurdles, effective NG-CDF management decreases by 0.137 units. The standardized beta coefficient of -0.205 further suggested a moderate negative impact, meaning that an increase of one standard deviation in bureaucratic hurdles corresponded to a decrease of 0.205 standard deviations in management performance. This relationship was statistically significant, as

evidenced by a t-value of -2.635 ($p = 0.009$) and a 95% confidence interval for B ranging from -0.239 to -0.034, which does not include zero. The constant value of 4.923 ($t = 27.036$, $p < 0.001$) represented the predicted level of NG-CDF management effectiveness when bureaucratic hurdles were absent. Overall, these findings highlighted that bureaucratic hurdles significantly undermined the effective management of the NG-CDF, underscoring the need for streamlined administrative processes to improve fund management outcomes.

4.6.3 Multiple Regression

The research aimed to assess how managerial factors affect the management of NG-CDF in Kenya. The regression model adhered to a significance level of five percent (5%), which is commonly recommended for social studies. The results of the analysis were illustrated through three tables, as elaborated upon subsequently.

Table 4. 24: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.579 ^a	.336	.323	.382191	2.173

a. Predictors: (Constant), Political interference, Stakeholder engagement, Bureaucratic hurdles

b. Dependent Variable: Management of the NG-CDF

Source: Primary Data (2025)

Table 4.24 presented the model summary for the multiple regression analysis that examined the collective influence of political interference, stakeholder engagement, and bureaucratic hurdles on the management of the NG-CDF in Kenya. The analysis yielded an R value of 0.579, indicating a moderate positive correlation between the managerial factors and effective fund management. With an R Square of 0.336, the model explained approximately 33.6% of the variance in NG-CDF management, while the adjusted R Square of 0.323 accounted for the number of predictors in the model, suggesting that nearly one-third of the variability in management effectiveness was attributable to these factors. The standard error of the estimate, 0.382191, reflected a relatively low level of prediction error, which enhanced the reliability of the model. Furthermore, the Durbin-Watson statistic of 2.173 indicated that the residuals were independent, thereby meeting one of the key assumptions of regression analysis. Overall, these findings underscored the significant role

that political interference, stakeholder engagement, and bureaucratic hurdles play in influencing the effective management of the NG-CDF across Kenya's constituencies.

4. 6.4 Analysis of Variance

Analysis of Variance (ANOVA) is statistical tool for assessing the significance of a model in explaining variations in the dependent variable. In this study, significance of the model was tested at a significance level of 5%. The outcomes of this analysis were summarized in Table 4.25

Table 4. 25 Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.518	3	3.839	26.284	<.001 ^b
	Residual	22.787	156	.146		
	Total	34.305	159			

a. Dependent Variable: Management of the NG-CDF

b. Predictors: (Constant), Political interference, Stakeholder engagement, Bureaucratic hurdles

Source: Primary Data (2025)

Table 4.25 summarized the ANOVA results for the multiple regression model assessing the combined impact of political interference, stakeholder engagement, and bureaucratic hurdles on the management of the NG-CDF in Kenya. The analysis showed that the regression sum of squares is 11.518 with 3 degrees of freedom, while the residual sum of squares is 22.787 with 156 degrees of freedom, resulting in a total sum of squares of 34.305. The mean square for the regression was calculated as 3.839 compared to a residual mean square of 0.146. The resulting F-statistic was 26.284, which is highly statistically significant ($p < 0.001$).

This indicated that the overall model robustly explained a significant portion of the variance in the management of the NG-CDF, affirming that the selected managerial factors collectively contributed to effective fund management across Kenya's constituencies. The significance of the F-statistic implied that the likelihood of these results occurring by chance was extremely low, thus supporting the hypothesis that political interference, stakeholder engagement, and bureaucratic

hurdles are critical determinants of NG-CDF management performance. Furthermore, the relatively low residual mean square suggested that the model has a good fit, with only a small proportion of variance remaining unexplained by these factors. Overall, these findings provided compelling evidence that addressing these managerial challenges lead to marked improvements in the administration and efficiency of the NG-CDF, thereby enhancing its impact on constituency development initiatives

4.6.5 Beta Coefficient of variables

Beta coefficients, also known as standardized coefficients, provide valuable insights into the relative importance of each independent variable in predicting the dependent variable while controlling for other variables in the model. These coefficients allow for a comparison of the strength of the relationships between the predictor variables and the outcome variable on a standardized scale.

Table 4. 26: Beta coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.141	.301		10.442	<.001
	Political interference	-.021	.040	-.041	-.528	<.598
	Stakeholder engagement	.372	.049	.535	7.565	<.001
	Bureaucratic hurdles	-.064	.049	-.97	-1.323	.188

a. Dependent Variable: Management of the NG-CDF

Source: Primary Data (2025)

The regression model was as follows:

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

Where:

Y = Management of the NG-CDF

X1= Political interference

X2= Stakeholder engagement

X3= Bureaucratic Hurdles

β_0 = Constant Term; $\beta_1, \beta_2, \beta_3, \beta_4$

ε = Error term

The regression model was fitted as follows. $Y = 3.141 - 0.021 X_1 + 0.372 X_2 - 0.064 X_3 + e$.

The regression analysis revealed several key insights into the factors influencing the management of the NG-CDF. The estimated model was given by $Y = 3.141 - 0.021 X_1 + 0.372 X_2 - 0.064 X_3 + e$, where Y represented the management of the NG-CDF, X_1 was political interference, X_2 was stakeholder engagement, and X_3 was bureaucratic hurdles. The constant term ($\beta_0 = 3.141$) indicated that if political interference, stakeholder engagement, and bureaucratic hurdles were all absent, the predicted management score would be 3.141 units. This intercept was statistically significant ($t = 10.442, p < 0.001$), which confirmed that the baseline level of management is reliably above zero.

The coefficient for political interference ($\beta_1 = -0.021$) suggested that for every one-unit increase in political interference, the NG-CDF management score was expected to decrease by 0.021 units, holding all other variables constant. However, this effect was not statistically significant ($t = -0.528, p = 0.598$), implying that variations in political interference do not have a reliable impact on the management score. In contrast, stakeholder engagement ($\beta_2 = 0.372$) exhibited a strong and statistically significant positive effect on NG-CDF management. Specifically, a one-unit increase in stakeholder engagement was associated with a 0.372 unit increase in the management score, with the statistical significance ($t = 7.565, p < 0.001$) underscoring the robustness of this relationship. The standardized coefficient (Beta = 0.535) further highlighted that stakeholder engagement was a moderately strong predictor compared to the other variables.

Finally, the coefficient for bureaucratic hurdles ($\beta_3 = -0.064$) indicated that a one-unit increase in these hurdles is linked to a decrease of 0.064 units in NG-CDF management. Although the negative direction of this coefficient suggested that increased bureaucratic obstacles might lower management effectiveness, the effect was not statistically significant ($t = -1.323, p = 0.188$), meaning that the evidence is insufficient to confirm this relationship. Overall, the analysis shows that while stakeholder engagement played a significant and beneficial role in improving the management of the NG-CDF, neither political interference nor bureaucratic hurdles provide statistically conclusive evidence of an impact.

4.7 Chapter Summary

Chapter 4 provided a comprehensive analysis of the research data gathered from 166 Fund Account Managers (FAMs) across Kenya's 290 constituencies and those collected from secondary sources. The chapter began by describing the data cleaning process and the measures taken to ensure the quality and completeness of the questionnaires. It then delves into the demographic profile of respondents, predominantly highlighting gender distribution.

The core of the chapter examined how managerial factors influence the effectiveness of NG-CDF management. The analysis revealed that political interference has a significant negative relationship with fund management effectiveness, indicating that higher political meddling reduces project efficiency and transparency. Bureaucratic hurdles also negatively correlated with management success, suggesting delays and procedural bottlenecks hinder project implementation. Conversely, stakeholder engagement showed a strong positive correlation with effective fund management. This implied that active community participation and engagement by stakeholders can mitigate the adverse effects of political interference and bureaucratic issues.

The chapter also discussed statistical analyses such as regression models demonstrating how these factors collectively influence NG-CDF management outcomes. The findings emphasized that strong managerial practices, especially stakeholder involvement, are vital for improving the management of NG-CDF projects. The concluding parts of the chapter highlighted implications for policy, recommending reforms aimed at reducing political interference, streamlining bureaucratic procedures, and promoting stakeholder participation to enhance fund utilization and project impact.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarized the research by outlining the main findings, conclusions, recommendations for future study, and acknowledged limitations. Key data patterns and trends were highlighted to explain how the results confirm or challenge the initial hypotheses. The discussion also addressed the study's methodological constraints and contextual factors that may affect the generalizability of the findings, while suggesting avenues for further research.

5.2 Summary of the study

The study set out to investigate the influence of various managerial factors on the effective management of the NG-CDF in Kenya. Employing a survey-based descriptive design with a quantitative approach, structured questionnaires were administered to 166 NG-CDF managers. The data were analyzed using both descriptive and inferential statistics, including correlation analysis, through SPSS version 29.0. The findings revealed that all the predictor variables examined—representing different aspects of managerial practice—exhibited a statistically significant positive relationship with the effective management of the NG-CDF. This indicates that improvements in these managerial factors, such as leadership, resource allocation, accountability, and operational oversight, are closely linked to enhanced performance in managing NG-CDF funds.

Moreover, the analysis showed that for every unit increase in any predictor variable (while holding other factors constant), there was a corresponding increase in the beta value of the dependent variable. This incremental impact suggests that even marginal enhancements in managerial practices can have a tangible, positive effect on the overall effectiveness of NG-CDF management. Such a finding underscores the importance of continuous improvements in managerial systems as a pathway to more efficient and transparent fund management.

The implications of these results are significant for both policy and practice. The evidence suggests that strengthening managerial capacities within the NG-CDF framework should be a strategic priority. Targeted investments in training, the implementation of robust accountability

mechanisms, and enhanced resource management can collectively contribute to better outcomes in fund management. Ultimately, the study provides clear evidence that effective NG-CDF management is driven not only by the availability of resources but also by the quality of managerial practices. This highlights the need for policymakers and practitioners to focus on these areas to ensure that NG-CDF funds are utilized in a manner that maximizes impact and promotes sustainable development.

5.3 Discussion of the Findings

This section highlighted discussions of study findings as captured in chapter four in relation to managerial factors and the effective management of the NG-CDF in Kenya. The discussions were based on the study objectives that were aimed to be achieved.

5.3.1 Political interference and effective management of the NG-CDF in Kenya

This study aimed to investigate the factors influencing the effective management of the National Government Constituency Development Fund (NG-CDF) in Kenya, with a specific focus on the role of political interference. Addressing the objective concerning the impact of political interference, the findings revealed a significant negative relationship between political interference and effective NG-CDF management ($r = -0.292$, $p < 0.001$). This result aligned strongly with Agency Theory, which posited that conflicts arose when the interests of principals (e.g., political leaders seeking re-election or patronage) diverged from those of agents (fund managers tasked with objective project implementation). Political interference, in this context, represented principals imposing their interests, potentially leading to suboptimal resource allocation and management practices detrimental to the fund's goals. Furthermore, from the perspective of Institutional Theory, this negative relationship suggested that the formal rules and informal norms governing NG-CDF were insufficient or weakly enforced, creating opportunities for political actors to exert undue influence and bypass established procedures.

The detrimental effect of political interference extended to community involvement, as evidenced by the significant inverse correlation between political interference and stakeholder engagement ($r = -0.387$, $p < 0.001$). This finding suggested that, in line with Agency Theory, political actors might actively sideline stakeholder engagement to reduce monitoring and accountability, thereby

increasing their discretion over fund use. Institutional Theory complemented this by suggesting that weak institutionalisation of participatory mechanisms allowed powerful political figures to marginalise community input, favouring partisan agendas over transparent and inclusive governance, ultimately eroding trust.

These observations were consistent with empirical evidence. The study by Andhoga et al. (2018) highlighted the negative impact of political interference on the effective management of NG-CDF projects in Kasipul Constituency, Homa Bay County, Kenya. Their research, which employed both quantitative and qualitative methods, found that political influence significantly hampered project implementation and management. Specifically, the study revealed that frequent political meddling led to misallocation of funds, delays in project completion, and compromised accountability in the administration of NG-CDF initiatives. These findings closely aligned with those of the current study, reinforcing the argument that excessive political involvement often undermined the intended objectives of development funds, thereby affecting service delivery and overall project sustainability. Furthermore, the study by Andhoga et al. (2018) underscored the need for stronger governance structures and independent oversight mechanisms to minimize the detrimental effects of political interference in the management of public funds.

While simple linear regression initially indicated political interference explained a portion of the variance in NG-CDF management ($R^2 = 0.085$, $\beta = -0.800$, $p < 0.001$), its explanatory power was limited, hinting at other influential factors. A more nuanced perspective emerged from the multiple regression analysis. When analysed alongside stakeholder engagement and bureaucratic hurdles, political interference lost its statistical significance ($\beta = -0.041$, $p = 0.598$). Conversely, stakeholder engagement emerged as a strong, significant positive predictor of effective management ($\beta = 0.535$, $p < 0.001$). This crucial finding implied that the negative effects of political interference, predicted by Agency Theory, could be substantially mitigated or potentially overshadowed by robust stakeholder participation.

Interpreted through Institutional Theory, strong stakeholder engagement could be viewed as a powerful informal (and sometimes formalized) institutional mechanism that enhanced accountability and transparency. By embedding practices like participatory budgeting, community

oversight, or public audits, stakeholder engagement strengthened the governance framework, making it more resilient to political pressures. This counteracting effect aligned with Mwangi and Ngugi's (2021) argues that inclusive governance mechanisms were key to mitigating elite capture in devolved funds. Essentially, empowered stakeholders could act as effective monitors, reducing the information asymmetry and goal conflict central to the agency problem, thereby insulating fund managers from undue political influence and aligning actions closer to community priorities.

In conclusion, while political interference represented a tangible threat to NG-CDF management, consistent with agency conflicts exacerbated by institutional weaknesses, its impact appeared context-dependent and not insurmountable. The findings strongly suggested that fostering and institutionalizing robust stakeholder engagement served as a critical counter-mechanism. Prioritizing participatory governance and strengthening anti-interference safeguards within the NG-CDF's institutional framework could mitigate agency problems, enhance accountability, and better ensure the fund served as an effective tool for equitable development rather than political patronage.

5.3.2 Stakeholder Engagement and effective management of the NG-CDF

The findings pertaining to Objective 2 strongly underscored the critical importance of stakeholder engagement in enhancing the effective management of the National Government Constituencies Development Fund (NG-CDF) in Kenya. The analysis revealed a statistically significant and robust positive relationship between stakeholder engagement and NG-CDF management outcomes (Pearson's $r^* = 0.568$, $p^* < 0.001$), a finding supported by simple linear regression which indicated that stakeholder engagement explained 32.2% of the variance in management effectiveness ($R^2 = 0.322$, $p^* < 0.001$). This aligned with foundational concepts in participatory governance (Freeman, 1984; Bryson, 2004).

From an Agency Theory perspective, these findings suggested that stakeholder engagement acted as a crucial monitoring mechanism. Citizens and beneficiaries (principals) actively participating in NG-CDF processes could more effectively oversee the actions of fund managers and committees (agents), thereby reducing information asymmetry and mitigating potential agency costs associated with mismanagement or misaligned priorities. The high predictive power of stakeholder engagement ($\beta = 0.535$, $p^* < 0.001$ in the multiple regression) reinforced its role in ensuring

agents acted in the best interest of the principals. Active participation, as observed, fostered accountability and local ownership, mechanisms central to aligning agent behaviour with principal (community) needs. Furthermore, the identified significance of employee loyalty ($B = 0.394$, $*p* < 0.001$) within this context highlighted how committed internal agents contributed to effective fund stewardship, reinforcing the agency relationship through dedication and trustworthiness.

These results also resonated strongly with Institutional Theory. Effective stakeholder engagement could be viewed as an institutionalized norm essential for the legitimacy and operational effectiveness of public entities like the NG-CDF. By adhering to participatory practices, NG-CDF management gained social legitimacy and navigated the complex institutional environment more effectively. The finding that robust stakeholder engagement might mitigate the statistically insignificant negative impacts of political interference ($*p* = 0.598$) and bureaucratic hurdles ($*p* = 0.188$) suggested that well-institutionalized engagement processes could buffer fund management from potentially adverse environmental pressures, ensuring adherence to formalized procedures and community-driven priorities over political expediency. This fostered transparency and adherence to regulations, key aspects of institutional conformity.

Empirically, these findings were well-supported. The strong positive correlation observed mirrored that found by Mwangi and Munene (2024) in Nakuru Town East Constituency ($*r* = 0.527$, $*p* < 0.05$), linking stakeholder participation directly to project performance. Similarly, Mwendwa and Geoffrey (2024) demonstrated engagement's significant influence on project completion in South Imenti, aligning with this study's finding that engagement explained a substantial portion of management effectiveness variance ($R^2 = 0.322$). Furthermore, the mechanisms identified—enhanced accountability and transparency—were consistent with the conclusions of Abdi and Kimutai (2018), who stressed stakeholder engagement's role in improving these aspects in CDF projects.

In conclusion, the evidence demonstrated that stakeholder engagement was pivotal for effective NG-CDF management. This was substantiated through statistical significance, explained variance, and its position as the strongest predictor. Theoretically, it functioned as both an agency control

mechanism and an institutional norm for legitimacy and effectiveness, while empirical comparisons confirmed its positive impact across different contexts in Kenya.

5.3.3 Bureaucratic hurdles and effective management of the NG-CDF

This section discussed the findings related to the third objective, which examined the influence of bureaucratic hurdles on the effective management of the NG-CDF. The results revealed a complex relationship, best understood through the lenses of Institutional Theory and Agency Theory, and align with previous empirical research.

The initial correlation analysis indicated a statistically significant negative relationship between bureaucratic hurdles and NG-CDF management effectiveness ($r = -0.205$, $p < 0.001$). This finding supports the tenets of Institutional Theory, which posits that formal rules, structures, and procedures (i.e., the institutional environment) significantly shape organizational outcomes (North, 1990). In this context, increased bureaucratic hurdles—manifesting as delayed approvals, excessive paperwork, and rigid procedures—act as institutional constraints that diminish the capacity for effective fund management. This resonates strongly with empirical evidence from studies like Moyi & Ronge (2016) and Kimutai & Kiprop (2020), which similarly identified bureaucratic inefficiencies as significant impediments to public fund management and project implementation. The study by Gathoni and Ngugi (2016) in Kiambu County specifically corroborates this, highlighting how such hurdles hinder NG-CDF project performance, leading to delays and ineffective resource use, thus reinforcing the negative impact of these formal institutional constraints.

The simple linear regression further quantified this negative impact, showing that bureaucratic hurdles explain 4.2% of the variance in management effectiveness ($R^2 = 0.042$), with a significant negative coefficient ($B = -0.137$, $p = 0.009$). While modest, this explanatory power underscores that bureaucratic processes, as formal institutions, exert a tangible detrimental effect on management outcomes. From an Agency Theory perspective, excessive bureaucracy can be viewed as a potentially flawed control mechanism. While intended to ensure compliance and accountability (aligning agent actions with principal goals), overly complex or rigid procedures

can obscure transparency, increase transaction costs, and potentially create opportunities for agents (fund managers) to engage in self-serving behaviour or simply become ineffective due to procedural overload, thereby exacerbating principal-agent problems.

However, the multiple regression analysis introduced nuance. When political interference and stakeholder engagement were included, bureaucratic hurdles lost statistical significance ($B = -0.064$, $p = 0.188$). This finding is crucial and highlights the interplay between formal institutions (bureaucracy) and other factors, as emphasized by Institutional Theory. The strong positive and significant influence of stakeholder engagement ($B = 0.372$, $p < 0.001$) suggests that informal institutional mechanisms, such as collaborative practices and community monitoring, can effectively mitigate the negative consequences of formal bureaucratic structures. This aligns with North's (1990) view on the interaction between formal rules and informal norms.

Furthermore, this mitigation effect can also be interpreted through Agency Theory. Strong stakeholder engagement enhances monitoring and participation, reducing information asymmetry between principals (citizens, oversight bodies) and agents (fund managers). This increased transparency and accountability can compel agents to navigate or overcome bureaucratic obstacles more effectively, aligning their actions more closely with the fund's development objectives, even within a challenging procedural environment. The non-significant effect of political interference ($B = -0.021$, $p = 0.598$) in the multivariate model suggests its impact might be less direct or perhaps interwoven with these other dynamics in complex ways not fully captured here.

The implications for policy and practice, therefore, must consider both institutional design and agency dynamics. Streamlining bureaucratic processes (addressing formal institutional constraints) remains critical, as suggested by the initial negative correlation and supported by Gathoni and Ngugi (2016). Actions like digitization and decentralized decision-making could reduce inefficiencies. Simultaneously, strengthening stakeholder engagement mechanisms (leveraging informal institutions and improving principal-agent dynamics) is vital to counteract existing bureaucratic challenges and enhance overall governance. This involves fostering transparency, regular consultations, and community oversight, thereby improving accountability as prescribed by Agency Theory and building adaptive capacity within the institutional framework.

In summary, relating to Objective 3, bureaucratic hurdles present a significant barrier to effective NG-CDF management, consistent with Institutional Theory's emphasis on structural constraints and supported by empirical studies (Moyi & Ronge, 2016; Kimutai & Kiprop, 2020; Gathoni & Ngugi, 2016). However, their direct impact appears modest and context-dependent, potentially mediated by stronger factors like stakeholder engagement. This interplay aligns with both Institutional Theory (formal/informal interaction) and Agency Theory (monitoring/accountability mechanisms). Effective interventions require a dual approach: reforming burdensome procedures while actively cultivating stakeholder participation and robust governance to mitigate agency risks and navigate the existing institutional landscape.

5.4 Conclusion

This study demonstrated that effective NG-CDF management was undermined by political interference and bureaucratic hurdles, yet it was significantly enhanced by robust stakeholder engagement. Political interference—illustrated by its strong negative impact in simple regression ($R^2 = 0.085$, $\beta = -0.800$, $p < 0.001$)—distorted project prioritization and accountability. However, when stakeholder engagement was accounted for, this negative influence diminished ($\beta = -0.041$, $p = 0.598$). This finding supported agency theory by highlighting the principal-agent problem, where political meddling misaligned managerial objectives with fund management goals.

Conversely, stakeholder engagement emerged as the most influential factor in effective management, explaining 32.2% of the variance ($R^2 = 0.322$, $p < 0.001$) and exhibiting a strong positive relationship ($\beta = 0.535$, $p < 0.001$). Mechanisms such as participatory budgeting, community oversight, and public audits not only enhanced accountability but also mitigated the adverse effects of political interference and bureaucratic inefficiencies. This outcome aligned with institutional theory, which argued that the integration of formal structures with inclusive, collaborative practices reinforced organizational legitimacy and efficiency.

Bureaucratic hurdles, while showing a modest negative effect in simple regression ($R^2 = 0.042$, $B = -0.137$, $p = 0.009$), became statistically insignificant in the presence of stakeholder engagement ($B = -0.064$, $p = 0.188$). This suggested that institutional reforms such as streamlining approval

processes and reducing administrative delays were more effective when combined with active community involvement.

In summary, the study demonstrated that despite the challenges posed by political interference and bureaucratic hurdles, strong stakeholder engagement essential for the success of NG-CDF management. The findings supported both agency theory and institutional theory by underscoring the need for alignment between political actions and managerial responsibilities, and by highlighting the role of formal and informal institutional mechanisms in promoting accountability. The implications of these findings extended to policy, management, and academic research. For policy makers, the study recommended that reform efforts should have institutionalized continuous stakeholder dialogue through mechanisms such as community forums, digitized approval systems, and capacity-building initiatives for fund managers. From a managerial perspective, fund managers were encouraged to embrace collaborative governance models that fostered trust, operational continuity, and transparency, thereby counteracting the negative impacts of political and bureaucratic pressures. For scholars, the study suggested that future research should adopt longitudinal and qualitative approaches to explore the long-term effects of these factors, as well as the mediating roles of institutional culture and technological adoption.

Overall, the study provided a solid framework for enhancing public fund management in Kenya's constituencies by integrating insights from agency and institutional theories into practical and policy-oriented solutions.

5.5 Recommendations and Key contributions

This section consolidates the study's actionable insights and scholarly advancements, presenting a triad of policy, practical, and theoretical recommendations alongside significant contributions to public fund management. The recommendations advocate legislative reforms to institutionalize stakeholder engagement evidenced by its strong positive impact ($r = 0.568$) and criminalize political interference, while practical measures emphasize digitizing processes, staff motivation, and transparency tools like public audits. Theoretically, the study advances Agency and Institutional Theories, demonstrating how stakeholder engagement counteracts bureaucratic rigidity and political meddling. Key contributions include empirical validation of political interference's detrimental effects ($r = -0.292$) and stakeholder engagement's pivotal role ($\beta =$

0.535), alongside methodological innovations blending quantitative rigor with mixed-method frameworks. Together, these findings offer policymakers a blueprint for equitable governance and scholars a model to analyze decentralized funds globally, reinforcing the NG-CDF's potential as a community-driven development mechanism in Kenya and beyond.

5.5.1 Recommendations of the study

Based on the study's findings, a comprehensive set of recommendations is proposed that addresses policy, practice, and theory. From a policy perspective, the strong positive relationship between stakeholder engagement and management effectiveness ($r = 0.568$, $p < 0.001$) indicates the need for legislative reforms. Policymakers should mandate regular town hall meetings and inclusive budgeting processes through revisions to the NG-CDF Act. Such reforms could embed community forums and participatory budgeting as statutory requirements, ensuring projects reflect community priorities and enhancing local ownership. In addition, strengthening legislative safeguards by criminalizing political meddling—specifically, influencing procurement or project selection for partisan gain—will reduce political interference, which negatively correlates with management effectiveness ($r = -0.292$, $p < 0.001$). Furthermore, public disclosure requirements for project selection criteria and procurement processes, along with annual constituency reports, will increase transparency and accountability.

On the practical front, the empirical evidence supports targeted actions to enhance management efficiency. Implementing transparent reporting mechanisms such as public audits, digital feedback platforms, and grievance redress systems is recommended to build trust. An online portal that allows citizens to monitor project progress and report concerns can operationalize these measures effectively. Moreover, since employee loyalty significantly influences fund effectiveness ($B = 0.394$, $p < 0.001$), it is essential for practitioners to invest in staff motivation through recognition programs and incentives. Practical steps should also include digitizing approval processes to streamline bureaucratic procedures currently observed as modestly detrimental to effectiveness ($r = -0.205$, $p < 0.001$) and decentralizing decision-making to empower local NG-CDF offices under predefined thresholds. Standardizing reporting templates further reduces compliance complexities, thereby enhancing operational efficiency.

From a theoretical standpoint, this study contributes to the broader literature on public fund management by highlighting the critical role of stakeholder engagement in achieving effective outcomes. Future research should extend this theoretical framework by exploring the dynamic interactions between community participation, political interference, and bureaucratic processes. Longitudinal studies are recommended to track the long-term impact of stakeholder engagement on project outcomes, providing deeper insights into the temporal evolution of these relationships. Additionally, qualitative investigations—through interviews and focus groups—can further refine theoretical models by contrasting digital versus in-person engagement strategies. The integration of technology in rural settings, particularly where connectivity challenges persist, also offers a fertile ground for theoretical exploration, potentially leading to the development of a new paradigm in participatory governance.

The recommendations for policy, practice, and theory are designed to transform the NG-CDF into a more effective, equitable, and community-driven development tool. By institutionalizing stakeholder engagement, mitigating political interference, and streamlining bureaucratic processes through capacity building and policy reforms, the study lays the groundwork for both immediate and sustained improvements across Kenya's 290 constituencies.

5.5.2 Key Contributions

This research makes significant contributions to the understanding of public fund management, particularly within Kenya's National Government Constituency Development Fund (NG-CDF). Theoretically, the study advances the application of Agency and Institutional Theories in contexts where political and bureaucratic pressures intersect with grassroots governance. By empirically validating Agency Theory, it demonstrates how political interference exacerbates principal-agent conflicts, distorting fund managers' accountability to the public. Simultaneously, the findings extend Institutional Theory by illustrating how stakeholder engagement which is an informal institutional mechanism can counteract rigid bureaucratic structures and politicized decision-making. This dual theoretical lens provides a novel framework for analyzing public funds in environments where formal governance structures are vulnerable to elite capture, offering scholars a model to dissect similar dynamics in other decentralized systems.

Empirically, the study fills critical gaps in the literature on participatory governance and political accountability. It quantifies the tangible impact of political interference on NG-CDF management ($r^2 = -0.292$, $p < 0.001$), moving beyond anecdotal accounts to provide measurable evidence of how partisan agendas undermine development outcomes. Furthermore, it highlights stakeholder engagement as the most influential predictor of effective fund management ($\beta = 0.535$, $p < 0.001$), contributing fresh evidence to debates on participatory development. By demonstrating that engagement explains 32.2% of the variance in management effectiveness ($R^2 = 0.322$), the study challenges assumptions that technical capacity or resource availability alone drive success, emphasizing instead the centrality of inclusive governance. These insights are particularly valuable in the Kenyan context, where devolved funds like the NG-CDF are pivotal yet understudied mechanisms for equitable development.

Methodologically, the study innovates by integrating quantitative rigor with theoretical depth. Its use of regression models to isolate the effects of political interference, bureaucratic hurdles, and stakeholder engagement provides a replicable approach for analyzing governance variables in similar funds globally. The finding that stakeholder engagement mitigates bureaucratic inefficiencies ($B = -0.064$, $p = 0.188$ in multivariate analysis) underscores the value of mixed-method frameworks, which can capture both structural constraints and adaptive institutional practices. For policymakers, the study offers a blueprint for evidence-based reform, identifying stakeholder participation and anti-interference safeguards as actionable levers to strengthen transparency. For practitioners, it provides empirical validation of strategies such as participatory budgeting and digital reporting, which have been advocated but rarely tested in Kenya's constituency-level governance.

5.6 Limitations

The study's methodology presented several limitations that future research should address to enhance the robustness and contextual relevance of findings. First, the cross-sectional design, which captured data at a single point in time among 166 of 290 NG-CDF managers, restricted the ability to establish causality and to assess long-term trends in how political interference influenced management outcomes. Although a significant negative correlation was identified—explaining 8.5% of the variance in management effectiveness—this approach did not account for temporal

dynamics. Future studies should adopt a longitudinal design to capture evolving impacts and to incorporate additional variables such as institutional capacity or legal frameworks that might interact with political interference.

Similarly, while the quantitative analysis established a strong link between stakeholder engagement and effective NG-CDF management, the lack of qualitative insights limited the understanding of which specific engagement strategies such as digital platforms, community meetings, were most effective. The reliance solely on fund managers' perspectives might overstate their contributions, suggesting the need for a more diverse range of stakeholder inputs. Integrating qualitative methods could offer nuanced insights into engagement practices and capture long-term effects on project sustainability.

Furthermore, the investigation into bureaucratic hurdles revealed a modest direct impact on management effectiveness ($R^2 = 0.042$); however, treating bureaucratic hurdles as a broad construct without examining specific processes (e.g., procurement delays, auditing complexities) limited actionable recommendations. The study also did not explore potential variability across different constituencies, such as urban versus rural settings. Future research should narrow this scope by examining mediating factors like organizational culture or technological adoption to identify targeted reforms.

Overall, while the study provided valuable insights into political interference, stakeholder engagement, and bureaucratic hurdles, its methodological constraints—stemming from a limited, cross-sectional sample and the focus on a narrow set of variables—suggested that future research should expand the sample size, include additional factors such as fund allocation efficiency and manager training, and employ mixed-methods approaches. This would enhance the generalizability and depth of understanding in the context of NG-CDF management across diverse settings.

5.7 Areas for further Research

Further research could explore the forms and mechanisms of political interference in greater depth. While this study identified a significant negative relationship between political interference and

effective NG-CDF management, a deeper understanding of how different types - such as direct manipulation of project selection versus indirect influence through patronage networks would provide valuable insights. Qualitative studies, including interviews with fund managers and political actors, could reveal how interference disrupts management practices and resource allocation. Additionally, future studies could examine the influence of political cycles on the level and nature of interference. Tracking management effectiveness before, during, and after elections through longitudinal research could uncover temporal patterns and their implications for fund performance. Moreover, exploring strategies to mitigate political interference, such as legal protections, community oversight, or independent audits, would offer actionable recommendations for insulating fund management from undue political pressures. Finally, research into how institutional capacity and legal frameworks interact with political interference could clarify the modest explanatory power observed in this study and suggest areas for structural reform.

Further research could also examine the mechanisms driving stakeholder engagement's positive impact on effective NG-CDF management. Although the study demonstrated a robust relationship with stakeholder engagement accounting for 32.2% of the variance in management effectiveness, a deeper exploration of the specific pathways, such as improvements in transparency, accountability, or project relevance, would provide additional insights. Mixed-method studies combining quantitative surveys with focus groups could unpack these dynamics and determine which engagement strategies are most effective. Additionally, future studies could compare the impact of formal engagement approaches, such as public forums and audits, with informal methods like community networks, to identify the most effective strategies across diverse constituencies. Moreover, the role of digital tools, such as mobile apps for project monitoring or online feedback platforms, in enhancing stakeholder participation, especially in rural areas, warrants further investigation. Longitudinal studies tracking the long-term effects of sustained stakeholder engagement on project sustainability, community trust, and fund performance would also help to address the limitations of the current cross-sectional design.

Further research could investigate the specific bureaucratic bottlenecks that hinder effective NG-CDF management. Although this study found a modest negative impact of bureaucratic hurdles, identifying key processes such as procurement delays, fund disbursement timelines, or complex compliance requirements through qualitative methods like process mapping or in-depth interviews

could pinpoint critical inefficiencies. Additionally, future studies could evaluate the impact of bureaucratic reforms, such as digitizing approval processes or decentralizing decision-making, through pilot studies in select constituencies to measure improvements in efficiency and timeliness. Comparative analyses with similar development funds in other countries, such as India's MPLADS or Ghana's District Assemblies Common Fund, could also help identify best practices that might be adapted to streamline administrative processes in Kenya. Finally, exploring how mediating factors such as institutional culture or technological adoption influence the impact of bureaucratic hurdles could provide a more holistic understanding and lead to integrated solutions beyond simple procedural changes.

In conclusion, these suggested research areas build on the findings of this study and address its limitations such as reliance on self-reported data, cross-sectional design, and modest explanatory power of certain variables. By delving deeper into the nuances of political interference, stakeholder engagement, and bureaucratic hurdles, future research can yield more comprehensive insights and practical recommendations. This will contribute to the development of more effective, transparent, and community-driven management practices for the NG-CDF, ultimately supporting equitable development across Kenya's 290 constituencies.

5.8 Summary of the chapter

This chapter provides a comprehensive overview of the entire study, synthesizing the key findings and insights across all chapters. The research aimed to examine the managerial factors influencing the effective management of Kenya's NG-CDF, focusing particularly on political interference, stakeholder engagement, and bureaucratic hurdles.

The introduction set the stage by highlighting the importance of NG-CDF in promoting community development and underscored the need to understand the managerial challenges affecting its operations. The literature review built a theoretical and empirical foundation, discussing relevant frameworks such as agency and institutional theories, and highlighting gaps specifically related to Kenya's context. It pointed out that while political interference, stakeholder participation, and bureaucratic inefficiencies are recognized issues globally and regionally, there was a need for localized, empirical evidence to inform reforms.

In the methodological chapter, the study employed a quantitative survey design, targeting Fund Account Managers working across all 290 constituencies in Kenya. Data collection through structured questionnaires provided valuable insights into their perceptions of the challenges faced during fund management.

Employing a survey-based descriptive design with quantitative analysis of data from 166 NG-CDF managers via SPSS version 29.0, the research found that managerial practices related to leadership, resource allocation, accountability, and operational oversight significantly correlated with effective fund management. Specifically, the findings highlighted a significant negative relationship between political interference ($r = -0.292$, $p < 0.001$) and bureaucratic hurdles ($r = -0.205$, $p < 0.001$) with management effectiveness, aligning with agency and institutional theories regarding principal-agent conflicts and rigid procedures. Conversely, robust stakeholder engagement demonstrated a strong positive correlation ($r = 0.568$, $p < 0.001$), explaining 32.2% of the variance ($R^2 = 0.322$) and proving capable of mitigating the detrimental effects of political interference and bureaucratic constraints in multiple regression analysis.

The study concluded that enhancing stakeholder participation is crucial for improving NG-CDF outcomes, recommending legislative reforms to mandate engagement and curb interference, alongside practical measures like transparent reporting and process streamlining. Acknowledging limitations such as its cross-sectional design and reliance on self-reported data, the research suggests future investigations using qualitative and longitudinal methods to explore specific interference mechanisms, effective engagement strategies, and bureaucratic bottlenecks in greater depth

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APPENDIX 1: LETTER OF INTRODUCTION

Strathmore University

P.O Box 59857-00200

Nairobi Kenya

Dear Sir/Madam

17th September 2024

RE: REQUEST FOR PARTICIPATION IN DATA COLLECTION FOR ACADEMIC RESEARCH

My name is Qabale Molu Guyo, a student currently pursuing a Master of Commerce (MCOM) degree at Strathmore University. I'm reaching out to request your participation in providing information essential for my research. It's important to stress that any data you share will only be used for academic purposes and treated with the utmost confidentiality. The survey findings will be summarized, and your identity or any specific details you provide will be kept confidential. My research focuses on "FACTORS INFLUENCING THE MANAGEMENT OF NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUND(NG-CDF) BY FUND ACCOUNT MANAGERS: CASE STUDY OF 290 FUND ACCOUNT MANAGERS OF CONSTITUENCIES." Your insights and contributions would significantly enhance the quality and depth of my study.

I sincerely hope you can spare some time to share your expertise and insights on this topic.

Thank you for your willingness to contribute to the advancement of academic knowledge in this field. May your kindness and generosity be duly acknowledged and appreciated.

Yours Faithfully

Qabale Molu Guyo

APPENDIX 2: QUESTIONNAIRE

I am carrying out a research titled: Influence of Managerial Factors on the Effective Management of the National Government Constituencies Development Fund (NG-CDF): a study of fund account managers in Kenya's 290 Constituencies. Kindly complete the questionnaire below using the methods provided below kindly tick appropriately with your answers in the spaces provided below

SECTION A: DEMOGRAPHIC PROFILE

Gender

- 1. Female ☐
- 2. Male ☐

Age Group

- 3. 20-29 years ☐
- 4. 30-39 years ☐
- 5. 40-49 years ☐
- 6. 50 years and above ☐

Education Level

- 7. Diploma ☐
- 8. Bachelor's Degree ☐
- 9. Master's Degree ☐
- 10. Other (Specify) _____

Experience in Fund Management (in years)

- 11. Less than 3 years ☐
- 12. 3-5 years ☐
- 13. 6-10 years ☐
- 14. More than 10 years ☐



SECTION B: CONSTITUENCY PROFILE

What are the number of employees in the constituency where you work?

- 16. Less than 50 employees ☐
- 17. 50 - 100 employees ☐

18. 101 – 450 employees []

19. 451 – 650 employees []

20. 651 and above employees []

SECTION C: FACTORS INFLUENCING THE MANAGEMENT OF NG-CDF

Efficiency

Please indicate the extent to which you agree with the following statements on a Likert scale of 1-5

	Statement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
21	Projects under NG-CDF are completed within the stipulated timelines.					
22	Resources are allocated and utilized efficiently for NG-CDF projects.					
23	There is minimal wastage of resources in NG-CDF project execution					
24	NG-CDF management practices enhance productivity and timeliness of project delivery					

Effectiveness

Please indicate the extent to which you agree with the following statements on a Likert scale of 1-5

	Statement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
25	Most NG-CDF projects achieve their intended goals and objectives					
26	There is a structured framework to evaluate the success of NG-CDF projects					
27	Stakeholders are generally satisfied with the outcomes of NG-CDF projects					
28	Project implementation aligns with the NG-CDF's overall strategic goals					

Political Interference

Please indicate the extent to which you agree with the following statements regarding political interference:

	Statement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
10	Political leaders frequently interfere in NG-CDF project management					
11	Political interference negatively impacts decision-					

	making processes in NG-CDF projects.					
12	Political influence often delays project initiation and completion					
13	Political leaders alter priorities of NG-CDF projects based on their interests					
14	Political interference compromises project quality and outcomes.					

Stakeholder Engagement

Please indicate the extent to which you agree with the following statements regarding stakeholder engagement

	Statement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
15	Stakeholders are actively involved in planning and decision-making for NG-CDF projects.					
16	Regular stakeholder meetings are held to monitor project progress					
17	Stakeholders' views are considered when identifying and prioritizing projects					

18	Effective communication channels exist between NG-CDF managers and stakeholders.					
19	Involvement of local communities enhances NG-CDF project success.					

Bureaucratic Hurdles

Please indicate the extent to which you agree with the following statements on bureaucratic hurdles in the management of NG-CDF:

	Statement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
20	Excessive administrative procedures slow down project implementation					
21	Approval delays affect the timely completion of NG-CDF projects					
22	NG-CDF managers face challenges in coordinating with government agencies due to bureaucracy					

23	Excessive paperwork and approval stages hinder management efficiency					
24	Guidelines exist to streamline NG-CDF project approvals effectively.					

APPENDIX 3: LIST OF THE 290 CONSTITUENCIES IN KENYA

County

Baringo

Bomet

Bungoma

Busia

Elgeyo Marakwet

Embu

Garissa

Homa Bay

Isiolo

Kajiado

Kakamega

Kericho

Kiambu

Kilifi

Constituencies

Baringo Central, Baringo North, Eldama Ravine, Mogotio, Tiaty

Bomet Central, Bomet East, Chepalungu, Konoin, Sotik

Bumula, Kabuchai, Kanduyi, Kimilili, Mt. Elgon, Sirisia, Tongaren, Webuye East, Webuye West

Budalangi, Butula, Funyula, Matayos, Nambale, Teso North, Teso South

Keiyo North, Keiyo South, Marakwet East, Marakwet West

Manyatta, Mbeere North, Mbeere South, Runyenjes

Balambala, Dadaab, Fafi, Garissa Township, Ijara, Lagdera

Homa Bay Town, Kabondo Kasipul, Karachuonyo, Kasipul, Mbita, Ndhiwa, Rangwe, Suba South

Isiolo North, Isiolo South

Kajiado Central, Kajiado East, Kajiado North, Kajiado South, Kajiado West

Butere, Ikolomani, Khwisero, Lugari, Lurambi, Malava, Matungu, Mumias East, Mumias West, Navakholo, Shinyalu

Ainamoi, Belgut, Bureti, Kipkelion East, Kipkelion West, Sigowet-Soin

Gatundu North, Gatundu South, Githunguri, Juja, Kabete, Kiambaa,

Kikuyu, Limuru, Lari, Ruiru, Thika Town

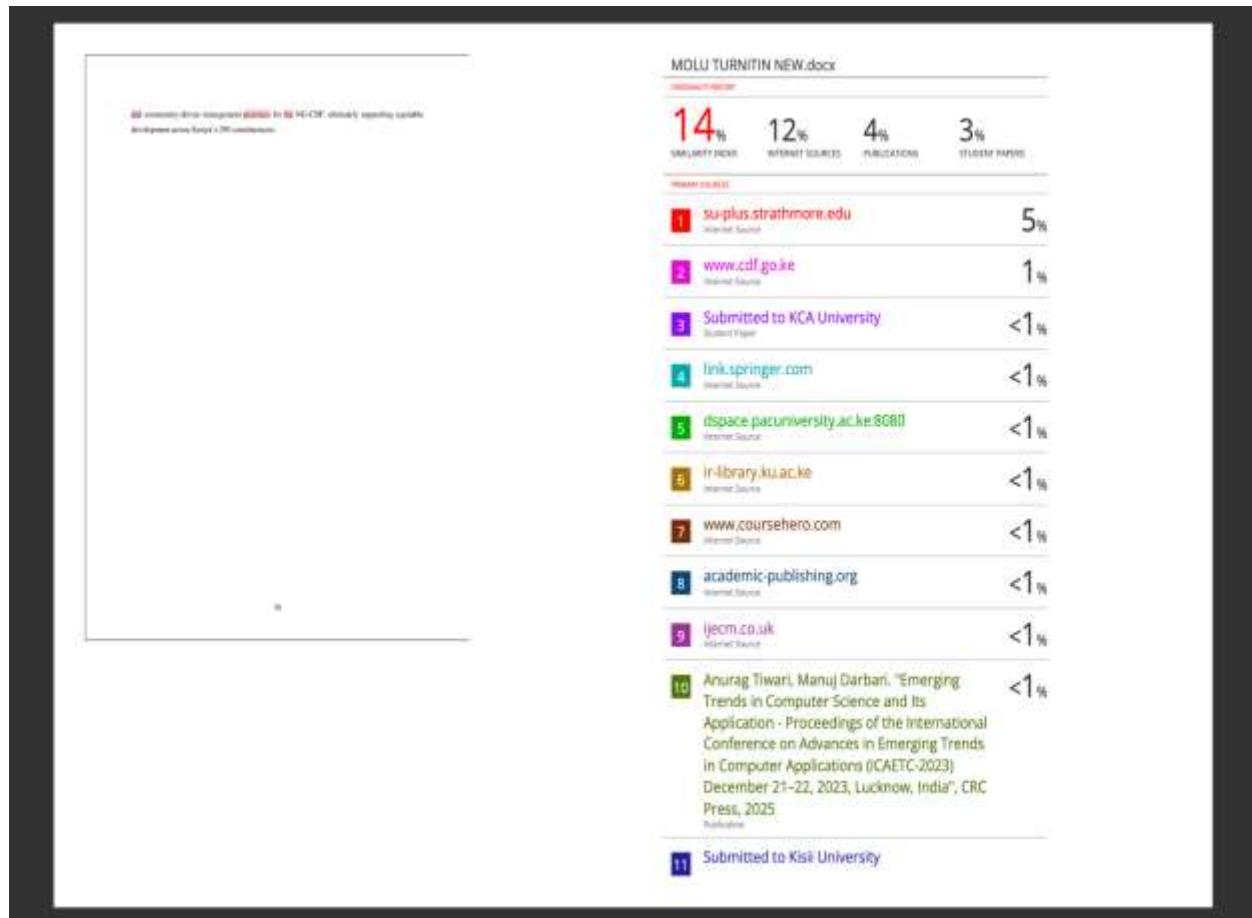
Ganze, Kaloleni, Kilifi North, Kilifi South, Magarini, Malindi, Rabai

Kirinyaga Kisii	Gichugu, Kirinyaga Central, Mwea, Ndia Bobasi, Bonchari, Bomachoge Borabu, Bomachoge Chache, Kitutu Chache North, Kitutu Chache South, Nyaribari Chache, Nyaribari Masaba, South Mugirango
Kisumu	Kisumu East, Kisumu West, Kisumu Central, Muhoroni, Nyakach, Nyando, Seme
Kitui	Kitui Central, Kitui East, Kitui Rural, Kitui South, Kitui West, Mwingi Central, Mwingi North, Mwingi West
Kwale	Kinango, Lunga Lunga, Matuga, Msambweni
Laikipia	Laikipia East, Laikipia North, Laikipia West
Lamu Machakos	Lamu East, Lamu West Kathiani, Machakos Town, Masinga, Matungulu, Mavoko, Mwala, Yatta
Makueni	Emali/Mulala, Kaiti, Kibwezi East, Kibwezi West, Kilome, Mbooni
Mandera	Banissa, Lafey, Mandera East, Mandera North, Mandera South, Mandera West
Marsabit Meru	Laisamis, Moyale, North Horr, Saku Buuri, Central Imenti, Igembe Central, Igembe North, Igembe South, North Imenti, South Imenti, Tigania East, Tigania West
Migori	Awendo, Kuria East, Kuria West, Nyatike, Rongo, Suna East, Suna West, Urii
Mombasa	Changamwe, Jomvu, Kisauni, Likoni, Mvita, Nyali
Murang'a	Gatanga, Kangema, Kandara, Kiharu, Kigumo, Maragua
Nairobi	Dagoretti North, Dagoretti South, Embakasi Central, Embakasi East, Embakasi North, Embakasi South, Embakasi West, Kamukunji, Kasarani, Kibra, Lang'ata, Makadara, Mathare, Ruaraka, Roysambu, Starehe, Westlands
Nakuru	Bahati, Gilgil, Kuresoi North, Kuresoi South, Molo, Naivasha, Nakuru East, Nakuru Town West, Njoro, Rongai, Subukia

Nandi	Aldai, Chesumei, Emgwen, Mosop, Nandi Hills, Tinderet
Narok	Emurua Dikirr, Kilgoris, Narok East, Narok North, Narok South, Narok West
Nyamira	Borabu, Kitutu Masaba, North Mugirango, West Mugirango
Nyandarua	Kinangop, Kipipiri, Ndaragwa, Ol Kalou, Ol Jorok
Nyeri	Kieni, Mathira, Mukurweini, Nyeri Town, Othaya
Samburu	Samburu East, Samburu North, Samburu West
Siaya	Alego Usonga, Bondo, Gem, Rarieda, Ugenya, Ugunja
Taita-Taveta	Mwatate, Taveta, Voi, Wundanyi
Tana River	Bura, Galole, Garsen
Tharaka-Nithi	Chuka/Igambang'ombe, Maara, Tharaka
Trans-Nzoia	Cherangany, Endebess, Kiminini, Kwanza, Saboti
Turkana	Loima, Turkana Central, Turkana East, Turkana North, Turkana South, Turkana West
Uasin Gishu	Ainabkoi, Kapseret, Kesses, Moiben, Soy, Turbo
Vihiga	Emuhaya, Hamisi, Luanda, Sabatia, Vihiga
Wajir	Eldas, Tarbaj, Wajir East, Wajir North, Wajir South, Wajir West
West Pokot	Kapenguria, Kacheliba, Pokot South, Sigor

Source: Independent electoral and boundaries commission

APPENDIX 4: SIMILARITY INDEX



APPENDIX 5: SAMPLE DATA EXTRACTION MATRIX

Source	Author/Publisher	Year	Type of Source (e.g., Govt. Report, Media Article, Academic Literature)	Political Interference	Stakeholder Engagement	Bureaucratic Hurdles	Key Findings/Insights
Source 1	Author 1	2021	Govt. Report	Description of political influence on fund decisions	Level and nature of stakeholder involvement in fund activities	Description of bureaucratic challenges	Summary of relevant findings, key issues identified, and major insights
Source 2	Author 2	2020	Media Article	Political influence examples reported	Stakeholders highlighted and their engagement frequency	Specific bureaucratic delays highlighted	Summary of key insights and relevance to study hypothesis
Source 3	Author 3	2019	Academic Literature	Analysis of political pressures on funding allocation	Case studies/examples of stakeholder input in fund management	Structural inefficiencies identified	Main conclusions from study and relevance to topic

APPENDIX 6: ETHICAL REVIEW LETTER



27th November 2024

Mrs Guyo Qabale,
moluqabale92@gmail.com

Dear Mrs Guyo,

RE: Influence of Managerial Factors on the Effective Management of the National Government Constituencies Development Fund (NG-CDF): A Study of Fund Account Managers in Kenya's 290 Constituencies

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2465/24**. The approval period is from **27th November 2024 to 26th November 2025**.

This approval is subject to compliance with the following requirements:

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

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

Yours sincerely,

Mr Ambrose Rachier,
Chairperson; SU-ISERC

Ole Sangale Rd, Madaraka Estate, PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000
Email admissions@strathmore.edu www.strathmore.edu

APPENDIX 7: NACOSTI PERMIT



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: A18843

Date of Issue: 13/December/2024

RESEARCH LICENSE



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A18843

Applicant Identification Number



Director General
NATIONAL COMMISSION FOR
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See overleaf for conditions

- THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)**
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- CONDITIONS OF THE RESEARCH LICENSE**
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 - The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - Endanger national security
 - Adversely affect the lives of Kenyans
 - Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear Test Ban Treaty Organization (CTBT), Chemical, Biological, Radiological and Nuclear (CBRN).
 - Result in exploitation of intellectual property rights of communities in Kenya
 - Adversely affect the environment
 - Adversely affect the rights of communities
 - Endanger public safety and national cohesion
 - Plagiarize someone else's work
 - The License is valid for the proposed research location and specified period.
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 - The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
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 - Research findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
 - The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
 - The Commission shall have powers to acquire from any person the right to, or to, any scientific information, invention or patent of strategic importance to the country.
 - Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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