

**ANTECEDENTS OF STAKEHOLDER ENGAGEMENT ON  
IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLANS IN  
KENYA: A CASE OF NAKURU COUNTY GOVERNMENT**

**AGOSTA MECCA MEKOLELA**

**A Thesis Submitted to the Institute of Postgraduate Studies of Kabarak University  
in Partial Fulfilment of the Requirements of the Award of Master of Science in  
Project Management Degree**

**KABARAK UNIVERSITY**

**NOVEMBER, 2025**

## DECLARATION

1. I do hereby declare that;
  - i. This thesis is my work, and to the best of my knowledge, it has not been presented for the award of a degree in any university or college.
  - ii. That the work has not incorporated material from other works or paraphrased such material without due and appropriate acknowledgment
  - iii. That the work has been subjected to a process of anti-plagiarism and has met Kabarak University's 15% similarity index threshold
2. I do understand that issues of academic integrity are paramount, and therefore, I may be suspended or expelled from the university or my degree may be recalled for academic dishonesty or any other related academic malpractices.

Signed: \_\_\_\_\_

ate: \_\_\_\_\_

Agosta Mecca Mekolela

GMPM/NE/0587/05/22

## RECOMMENDATION

To the institute of postgraduate studies:

The thesis entitled '**Antecedents of Stakeholder Engagement in the Implementation of County Integrated Development Plans in Kenya: A Case Study of Nakuru County Government,**' written by **Agosta Mecca Mekolela** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research project and recommend that it be accepted in partial fulfillment of the requirements for the award of the degree of Master of Science in Project Management.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Dr. Nehemiah Kiplagat

Department of Commerce

Kabarak University

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Dr. Zakayo Tallam

Department of Commerce

Kabarak University

## **COPYRIGHT**

© 2025

Agosta Mecca Mekolela

All rights reserved. No part of this thesis may be reproduced or transmitted in any form using either mechanical, including photocopying, recording, or any other information storage or retrieval system without permission in writing from the author or Kabarak University.

## **DEDICATION**

This thesis is first and foremost dedicated to the Almighty God. I am deeply grateful for His guidance, strength, clarity of mind, protection, skills, and for keeping me safe and healthy throughout this academic journey. I also dedicate this work to my beloved wife, who has remained an unwavering source of inspiration and strength, continuously providing moral, spiritual, and emotional support. To my siblings and relatives, thank you for your words of encouragement and support that motivated me to complete this study.

## **ACKNOWLEDGEMENT**

I extend my sincere gratitude to my supervisors, Dr. Nehemiah Kiplagat and Dr. Zakayo Tallam, for their unwavering guidance, constructive feedback, and academic mentorship throughout this research. I also acknowledge the support of my lecturers for equipping me with the necessary knowledge and skills. To Kabarak University, I extend my acknowledgement for providing a conducive learning environment. Special appreciation goes to my fellow students for their encouragement and collaboration, especially to all the respondents who contributed valuable data to this study. Finally, I thank God Almighty for granting me the strength and focus to complete this work.

.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>RECOMMENDATION</b> .....	<b>iii</b>
<b>COPYRIGHT</b> .....	<b>iv</b>
<b>DEDICATION</b> .....	<b>v</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>vi</b>
<b>TABLE OF CONTENTS</b> .....	<b>vii</b>
<b>LIST OF TABLES</b> .....	<b>xi</b>
<b>LIST OF FIGURES</b> .....	<b>xii</b>
<b>OPERATIONAL DEFINITION OF TERMS</b> .....	<b>xiii</b>
<b>LIST OF ABBREVIATIONS AND ACROYNMS</b> .....	<b>xv</b>
<b>ABSTRACT</b> .....	<b>xvi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.1.1 Stakeholder Engagement .....	5
1.1.2 Implementation of the County Integrated Development Plan.....	6
1.1.3 Nakuru County Government .....	7
1.2 Statement of the Problem.....	9
1.3 Research Objectives .....	10
1.3.1 General Objective of the Study .....	10
1.3.2 Specific Objectives of the Study .....	11
1.4 Research Hypothesis .....	11
1.5 Assumptions of the Study .....	11
1.6 Significance of the Study .....	12
1.7 Justification of the Study.....	12
1.8 Scope of the Study .....	13
1.9 Limitations of the Study.....	13
<b>CHAPTER TWO</b> .....	<b>14</b>
<b>LITERATURE REVIEW</b> .....	<b>14</b>
2.1 Introduction.....	14
2.2 Theoretical Review .....	14
2.2.1 Stakeholder’s Theory.....	14

2.2.2 Resource-Based Theory.....	16
2.2.3 Social Exchange Theory.....	19
2.2.4 Systems Management Theory .....	21
2.3 Empirical Literature Review .....	23
2.3.1 Stakeholder Assessment and Implementation of CIDP.....	23
2.3.2 Resource Mobilization and Implementation of CIDP .....	26
2.3.3 Communication and Implementation of CIDP.....	28
2.3.4 Decision-Making and Implementation of CIDP .....	30
2.4 Conceptual Framework.....	32
2.5 Summary of Literature Review and Research Gaps .....	33
<b>CHAPTER THREE.....</b>	<b>38</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>38</b>
3.1 Introduction.....	38
3.2 Research Design.....	38
3.3 Location of the Study.....	38
3.4 Target Population .....	40
3.5 Sample Size and Sampling Procedure .....	40
3.6 Research Instruments .....	42
3.7 Pilot Testing .....	43
3.7.1 Validity of the Study Instruments .....	43
3.8 Data Collection Procedures.....	44
3.9 Data Analysis and Presentation.....	45
3.10 Diagnostic Tests .....	46
3.10.1 Test for Normality .....	46
3.10.2 Test for Autocorrelation.....	47
3.10.3 Test for Heteroscedasticity .....	47
3.10.4 Test for Multicollinearity.....	47
3.11 Ethical Considerations .....	48
<b>CHAPTER FOUR .....</b>	<b>49</b>
<b>DATA ANALYSIS, RESULTS AND DISCUSSION .....</b>	<b>49</b>
4.1 Introduction.....	49
4.2 Response Rate .....	49
4.3 Demographic Information.....	50

4.3.1 Years of Experience of Respondents .....	50
4.4 Descriptive Statistics .....	50
4.4.1 Stakeholder Assessment .....	51
4.4.2 Resource Mobilization .....	52
4.4.3 Communication .....	54
4.4.4 Decision-Making .....	55
4.4.5 Implementation of CIDPs .....	57
4.5 Diagnostic Tests .....	59
4.5.1 Normality Test .....	59
4.5.2 Multicollinearity Test .....	60
4.5.3 Autocorrelation Test .....	61
4.5.4 Linearity Test .....	62
4.6 Correlation Analysis .....	63
4.7 Multiple Regression Analysis .....	64
4.7.1 Model Summary .....	65
4.7.2 Analysis of Variance .....	65
4.7.3 Regression Coefficients .....	66
4.8 Hypothesis Testing .....	68
<b>CHAPTER FIVE .....</b>	<b>71</b>
<b>SUMMARY, CONCLUSION, AND RECOMMENDATIONS .....</b>	<b>71</b>
5.1 Introduction .....	71
5.2 Summary of Study Findings .....	71
5.2.1 Stakeholder Assessment and CIDP Implementation .....	71
5.2.2 Resource Mobilization and CIDP Implementation .....	72
5.2.3 Communication and CIDP Implementation .....	72
5.2.4 Decision-Making and CIDP Implementation .....	73
5.3 Conclusions .....	74
5.4 Recommendations .....	75
5.4.1 Practical Recommendations .....	75
5.4.2 Recommendations for Future Research .....	76
<b>REFERENCES .....</b>	<b>77</b>
<b>APPENDICES .....</b>	<b>82</b>
<b>Appendix I: Informed Consent Form .....</b>	<b>82</b>

<b>Appendix II: Research Questionnaire .....</b>	<b>88</b>
<b>Appendix III: KUREC Approval Letter.....</b>	<b>92</b>
<b>Appendix IV: NACOSTI Reserach Permit.....</b>	<b>93</b>
<b>Appendix V: Evidence of Conference .....</b>	<b>94</b>
<b>Appendix VI: List of Publication .....</b>	<b>95</b>

## LIST OF TABLES

<b>Table 1:</b> Knowledge Gap .....	35
<b>Table 2:</b> Target Population .....	40
<b>Table 3:</b> Sample Size Distribution .....	42
<b>Table 4:</b> Response Rate .....	49
<b>Table 5:</b> Years of Experience of Respondents.....	50
<b>Table 6:</b> Descriptive Statistics for Stakeholder Assessment .....	51
<b>Table 7:</b> Descriptive Statistics for Resource Mobilization.....	53
<b>Table 8:</b> Descriptive Statistics for Communication .....	54
<b>Table 9:</b> Descriptive Statistics for Decision-Making .....	56
<b>Table 10:</b> Implementation of County Integrated Development Plans.....	58
<b>Table 11:</b> Normality Test.....	60
<b>Table 12:</b> Coefficients and Multicollinearity Statistics .....	61
<b>Table 13:</b> Durbin-Watson Test Results.....	62
<b>Table 14:</b> Linearity Test Results (Using Polynomial Terms) .....	62
<b>Table 15:</b> Correlation Analysis.....	63
<b>Table 16:</b> Model Summary.....	65
<b>Table 17:</b> ANOVA .....	66
<b>Table 18:</b> Regression Coefficients .....	66
<b>Table 19:</b> Summary of Hypothesis Testing .....	69

## LIST OF FIGURES

<b>Figure 1:</b> Conceptual Frame work .....	33
<b>Figure 2:</b> Map of Nakuru County .....	39

## OPERATIONAL DEFINITION OF TERMS

**Antecedents :** Antecedents are underlying conditions, events, or factors that precede and shape the success of engagement and implementation processes (Almeida, 2021). This study examines conditions such as stakeholder assessment, communication, decision-making, and resource mobilization that influence stakeholder involvement in CIDP implementation in Nakuru County.

**Communication:** Communication is the process of meaningfully exchanging information through appropriate channels and messages to ensure stakeholder alignment and participation (Mahmood, Bashir, & Abbas, 2020). In this context, it involves assessing how content, channel, and feedback mechanisms contribute to stakeholder influence on development project planning and implementation.

**County Integrated Development Plans (CIDPs):** CIDPs are five-year strategic blueprints formulated by Kenyan county governments to guide equitable development and service delivery, as mandated under the County Governments Act (Republic of Kenya, 2021). In this study, CIDPs refer to the legally adopted plans in Nakuru County, whose success in implementation depends on effective stakeholder engagement.

**Decision Making:** Decision-making refers to the participatory processes through which stakeholders are involved in selecting development priorities and actions (Njiru & Nzioki, 2023). This study includes public forums, consultations, and feedback mechanisms that enhance collective ownership of county development plans.

**Implementation:** Implementation is the practical realization of planned activities and policies into deliverables and outcomes (Owino, 2022). Within this study, implementation pertains to the degree to which Nakuru County Government successfully executes CIDP projects in terms of quality, timeliness, and alignment with planned objectives.

**Resource Mobilization:** Resource mobilization is the systematic effort to identify, secure, and utilize financial, human, and technical resources for public development projects (Mutuma & Wanjala, 2021). In this study, the focus is on how Nakuru County sources and allocates resources to achieve its CIDP programs and infrastructure goals.

**Stakeholder Assessment:** Stakeholder assessment involves identifying, categorizing, and analyzing stakeholders based on their interests, influence, and relevance to a project or policy (Ng'ang'a & Githinji, 2022). This study reflects how the county understands and incorporates various stakeholder roles in CIDP planning and implementation.

**Stakeholder Engagement:** Stakeholder engagement is the structured inclusion of affected individuals or groups in the planning, implementation, and monitoring of public initiatives (Kimathi & Maina, 2021). In this study, the antecedent factors that foster transparency, participation, and commitment in delivering Nakuru County's development agenda are examined.

## **LIST OF ABBREVIATIONS AND ACROYNMS**

CIDP	County Integrated Development Plan
KUREC	Kabarak University Research Ethics Committee
NACOSTI	National Commission for Science, Technology, and Innovation
PPP	Public-Private Partnership
RBV	Resource-Based View
SET	Social Exchange Theory
SMT	Systems Management Theory
SDG	Sustainable Development Goal
SPSS	Statistical Package for the Social Sciences
ST	Stakeholder Theory
VIF	Variance Inflation Factor
VRIN	Valuable, Rare, Inimitable, Non-substitutable

## ABSTRACT

The implementation of County Integrated Development Plans (CIDPs) in Kenya is pivotal for achieving sustainable development; however, ineffective stakeholder engagement in Nakuru County has led to project delays, budget overruns, and a reduction in quality. This study aimed to determine the effect of stakeholder engagement antecedents on the implementation of CIDP in Nakuru County, Kenya. The specific objectives were to examine the influence of stakeholder assessment, resource mobilization, communication, and decision-making on CIDP implementation, guided by Stakeholder Theory, Resource-Based Theory, Social Exchange Theory, and Systems Management Theory. A correlational research design, employing a quantitative approach, was adopted to identify relationships between these antecedents and CIDP outcomes. The target population consisted of 258 stakeholders involved in CIDP implementation, including county officials, administrators, and elected representatives. A sample of 78 respondents was selected through purposive and stratified random sampling to ensure proportional representation across roles. Data was collected using structured questionnaires on a 5-point Likert scale, administered via a drop-and-pick method, and analysed using descriptive statistics, Pearson's correlation, and multiple linear regression in SPSS Version 29. Findings revealed significant positive effects of stakeholder assessment ( $\beta = 0.438$ ,  $p = 0.000$ ), resource mobilization ( $\beta = 0.224$ ,  $p = 0.021$ ), communication ( $\beta = 0.204$ ,  $p = 0.012$ ), and decision-making ( $\beta = 0.279$ ,  $p = 0.024$ ) on CIDP implementation, collectively explaining 82.8% of the variance ( $R^2 = 0.828$ ). Stakeholder assessment had the strongest impact, suggesting that a one-unit increase enhances CIDP implementation by 0.425 units, followed by decision-making (0.270 units), resource mobilization (0.245 units), and communication (0.185 units). The study concluded that these antecedents are crucial for effective CIDP implementation, underscoring the importance of robust stakeholder engagement strategies. Recommendations include policy frameworks to enhance stakeholder consultations, resource coordination, digital communication platforms, and streamlined decision-making processes. Future research should investigate specific engagement barriers, the role of technology in resource and communication strategies, and the long-term impacts across Kenyan counties to develop scalable governance models. Limitations include potential respondent bias from self-reported data and a focus on Nakuru County, which may limit the generalizability of the findings to other contexts.

**Keywords:** *County Integrated Development Plan, Stakeholder Engagement, Stakeholder Assessment, Resource Mobilization, Communication, Decision making, Implementation*

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Stakeholder engagement refers to the process by which organizations involve individuals, groups, or entities that are affected by or may be affected by their activities, ensuring that their interests are considered in decision-making and implementation processes. This approach fosters collaboration, transparency, and accountability, which are critical for the successful execution of development initiatives. Effective stakeholder engagement enhances project outcomes by aligning activities with community needs, promoting ownership, and mitigating resistance. It involves identifying stakeholders, assessing their interests and influence, and establishing communication channels to facilitate participation. In the context of development planning, stakeholder engagement ensures that diverse perspectives are integrated, leading to more inclusive and sustainable outcomes (Freeman, Harrison, & Wicks, 2020).

Initially rooted in corporate governance, where businesses focused on managing relationships with shareholders, the concept expanded in the 1980s with Freeman's stakeholder theory, which emphasized the inclusion of all parties affected, including communities, governments, and non-governmental organizations. Over time, this approach has been adopted in public sector planning, particularly in decentralized governance systems, to promote participatory decision-making. In modern development planning, stakeholder engagement is recognized as a critical driver of project success, ensuring resources are utilized efficiently and outcomes are equitable (Bryson, Quick, & Slotterback, 2021).

Across the world, stakeholder engagement has become a cornerstone of effective governance and development planning, with global institutions emphasizing its role in

achieving sustainable outcomes. For instance, the United Nations' Sustainable Development Goals (SDGs) emphasize the importance of multi-stakeholder partnerships in addressing complex global challenges, such as poverty and climate change. In 2023, a United Nations report noted that 78% of countries with national development plans incorporated stakeholder consultation mechanisms, resulting in a 15% increase in project completion rates compared to plans without such mechanisms (United Nations, 2023). In Europe, Germany has institutionalized stakeholder engagement through public forums, ensuring community input in urban development projects, which has resulted in a 20% reduction in project delays (European Commission, 2022).

In Asia, nations such as India have adopted stakeholder engagement frameworks to support infrastructure development, with over 60% of urban projects involving community consultations to enhance project acceptance (Asian Development Bank, 2021). The use of digital platforms for stakeholder engagement has also gained traction globally, with countries like Canada employing online tools to gather input from diverse groups, resulting in a 30% increase in public participation rates since 2020 (Government of Canada, 2023). These global trends demonstrate that stakeholder engagement is not only a tool for inclusivity but also a strategy to improve project efficiency and sustainability (World Bank, 2022).

The global emphasis on stakeholder engagement is further supported by data from the Organisation for Economic Co-operation and Development (OECD), which reported in 2024 that countries with robust stakeholder engagement frameworks achieved a 25% higher success rate in implementing large-scale development projects compared to those with minimal engagement (OECD, 2024). In the United States, stakeholder engagement in public policy has been linked to a 40% reduction in legal challenges to development projects, as communities feel more involved in the process (Urban Institute, 2021). These

examples highlight the universal recognition of stakeholder engagement as a critical factor in achieving development goals (International Institute for Sustainable Development, 2023).

Stakeholder engagement is increasingly recognized as a vital component of development planning, particularly in the context of decentralized governance systems. In South Africa, community participation in municipal integrated development plans has been mandated since 2020, with over 70% of municipalities reporting improved project outcomes due to stakeholder involvement (South African Local Government Association, 2022). This approach has led to a 12% increase in community satisfaction with local government services (Statistics South Africa, 2023). Similarly, in Nigeria, stakeholder engagement in state-level development projects has been linked to a 15% improvement in resource allocation efficiency (African Development Bank, 2021).

Uganda has integrated stakeholder engagement into its national development frameworks, with community forums contributing to a 10% reduction in project implementation delays since 2021 (Uganda National Planning Authority, 2022). Rwanda's Vision 2050 emphasizes stakeholder collaboration, with over 80% of district development plans incorporating input from local communities, resulting in a 20% increase in project sustainability (Government of Rwanda, 2023). These efforts reflect a regional commitment to inclusive governance, where stakeholder engagement ensures that development initiatives align with local needs (African Union, 2020).

The African Union's Agenda 2063 further emphasizes the importance of stakeholder engagement in achieving the continent's development goals. A 2022 report indicated that African countries with participatory planning processes achieved a 30% higher rate of project completion compared to those with top-down approaches (African Union, 2022). In Ghana, stakeholder engagement in agricultural development projects has resulted in a

25% increase in farmer adoption of new technologies, highlighting the impact of inclusive decision-making (Ghana Ministry of Food and Agriculture, 2021). These regional examples illustrate the increasing importance of stakeholder engagement in promoting sustainable development throughout Africa (Economic Commission for Africa, 2023).

In Kenya, stakeholder engagement has become a critical component of devolved governance since the adoption of the 2010 Constitution, which mandates public participation in county-level planning and budgeting. The Constitution requires counties to develop County Integrated Development Plans (CIDPs) that reflect community priorities, with stakeholder engagement being a legal requirement under the Public Finance Management Act of 2012. A 2022 report by the Kenya National Bureau of Statistics noted that counties with active stakeholder engagement reported a 15% higher success rate in implementing development projects compared to those with limited participation (Kenya National Bureau of Statistics, 2022). This has been particularly evident in sectors such as infrastructure and agriculture, where community input has enhanced project relevance (Council of Governors, 2021).

The Kenyan government's Vision 2030 emphasizes stakeholder engagement as a means to achieve inclusive growth, with over 60% of counties expected to integrate public participation forums into their planning processes by 2023 (National Treasury and Planning, 2023). However, challenges such as inadequate communication channels and limited stakeholder capacity have hindered effective engagement in some counties, leading to delays in project implementation (Institute of Economic Affairs, 2021). Despite these challenges, Kenya's commitment to stakeholder engagement has been recognized as a model for devolved governance in Africa. A 2024 study indicates that

participatory planning increased community trust in local governments by 18% (Transparency International Kenya, 2024).

### **1.1.1 Stakeholder Engagement**

Stakeholder engagement is defined as the systematic process of involving individuals, groups, or organizations that have a stake in a project or policy, ensuring their input shapes outcomes. Freeman, Harrison, and Wicks (2020) describe it as a collaborative approach that integrates stakeholder interests into organizational decision-making. Similarly, Bryson, Quick, and Slotterback (2021) define it as a governance mechanism that fosters inclusivity and accountability. For this study, stakeholder engagement is adopted as a process that involves community members, local leaders, and other relevant parties in the planning and implementation of the Nakuru County CIDP to achieve sustainable development outcomes.

The elements of stakeholder engagement, as postulated by scholars, include stakeholder assessment, resource mobilization, communication, and decision-making. Stakeholder assessment involves identifying and analysing stakeholders based on their interest, power, and influence. Resource mobilization focuses on optimizing available resources to support engagement activities. Communication ensures effective information exchange through appropriate channels and sources, while decision-making emphasizes public participation and feedback mechanisms (Freeman et al., 2020; Bryson et al., 2021). These elements collectively enhance the inclusivity and effectiveness of development planning.

For this study, the independent variable of stakeholder engagement is operationalized through four key indicators: Stakeholder assessment, resource mobilization, communication, and decision-making. Stakeholder assessment is chosen because it ensures that the right stakeholders are identified and their influence is understood, which

is critical for aligning CIDP projects with community needs (United Nations, 2023). This study will assess stakeholders based on their interest (motivation to participate), power (ability to affect outcomes), and influence (capacity to shape decisions).

Resource mobilization is included as it determines the availability of financial, human, and technical resources to support engagement activities, ensuring their sustainability (African Development Bank, 2021). This study will measure resource mobilization through resource optimization (efficient use of funds) and resource type (diversity of funding sources). Communication is critical for fostering transparency and trust, and this study will evaluate it through conformity (alignment with stakeholder expectations), channel (the medium of communication), and source (the credibility of information providers) (World Bank, 2022). Decision-making is incorporated to ensure that stakeholder input translates into actionable outcomes, as measured through public participation, focus groups, and feedback mechanisms (OECD, 2024).

### **1.1.2 Implementation of the County Integrated Development Plan**

The implementation of a County Integrated Development Plan (CIDP) refers to the execution of planned development projects and programs aimed at achieving county-specific goals. According to the African Development Bank (2021), CIDP implementation involves translating strategic objectives into tangible outcomes through effective resource allocation and collaboration with stakeholders. The United Nations (2023) defines it as the process of delivering development projects within set timelines, budgets, and quality standards. For this study, CIDP implementation is defined as the effective execution of Nakuru County's development projects as outlined in the CIDP (2023-2027), ensuring quality, conformity, and adherence to timelines.

CIDP implementation is generally measured through indicators such as project completion rates, budget adherence, and stakeholder satisfaction. In Kenya, the Council

of Governors (2021) notes that counties assess CIDP implementation based on the quality of deliverables, conformity with planned objectives, and adherence to timelines. For this study, CIDP implementation will be measured through three indicators: quality (the extent to which projects meet standards), conformity (alignment with CIDP objectives), and timelines (completion within scheduled periods). These indicators are chosen because they reflect the effectiveness of stakeholder engagement in ensuring successful project outcomes, as supported by a 2022 report indicating that counties with robust implementation frameworks achieved a 20% higher project success rate (Kenya National Bureau of Statistics, 2022).

### **1.1.3 Nakuru County Government**

Nakuru County, located in Kenya's Rift Valley, is one of the 47 counties established under the 2010 Constitution, with a population of approximately 2.1 million as of 2023 (Kenya National Bureau of Statistics, 2023). The county government is responsible for implementing the County Integrated Development Plan (CIDP), which guides development projects in various sectors, including agriculture, infrastructure, and health. The Nakuru County CIDP (2023-2027) was developed through stakeholder consultations, including public forums and sector-specific workshops, to ensure alignment with community needs (Nakuru County Government, 2024). The county's diverse economic base, including agriculture and tourism, makes stakeholder engagement critical for balancing competing interests (Kenya News Agency, 2024).

The Nakuru County Government, established under Kenya's 2010 Constitution, is the devolved administrative unit responsible for delivering development projects in Nakuru County. The county government oversees various sectors, including agriculture, infrastructure, health, and education, guided by the County Integrated Development Plan (CIDP). This study focuses solely on the Nakuru County Government as the primary

organization, given its central role in CIDP implementation and its mandate to engage stakeholders in the planning process (Nakuru County Government, 2024).

The Nakuru County Government faces several challenges in stakeholder engagement for the implementation of CIDP. A 2023 report highlighted that 40% of CIDP projects experienced delays due to inadequate stakeholder consultation, particularly in rural areas (Nakuru County Government, 2023). Additionally, limited funding for engagement activities has constrained the county's ability to involve marginalized groups, with 35% of community members reporting insufficient access to participation forums (Institute of Economic Affairs, 2022). Communication gaps have also been noted, with 25% of stakeholders citing unclear information channels as a barrier to effective engagement (Transparency International Kenya, 2023). These challenges highlight the need for a study to investigate the factors that influence stakeholder engagement in Nakuru County's CIDP implementation.

Despite its efforts, Nakuru County faces significant challenges in stakeholder engagement for the implementation of CIDP. A 2023 survey by the County Government of Nakuru revealed that only 55% of residents felt adequately involved in the planning process, citing issues such as poor communication and limited access to participation forums (Nakuru County Government, 2023). Additionally, resource constraints have hampered the county's ability to engage marginalized groups, with 30% of rural communities reporting exclusion from decision-making processes (Institute of Economic Affairs, 2022). These challenges have led to delays in project implementation, with 25% of CIDP projects in 2022 failing to meet timelines due to stakeholder disputes (Transparency International Kenya, 2023). Addressing these issues is critical to enhancing the effectiveness of stakeholder engagement in Nakuru County's development planning.

## **1.2 Statement of the Problem**

The implementation of the County Integrated Development Plan (CIDP) in Nakuru County, Kenya, is hindered by ineffective stakeholder engagement, leading to delays, budget overruns, and reduced project quality. The Nakuru County Government, responsible for executing the CIDP (2023-2027), faces challenges in engaging stakeholders effectively, which undermines the county's development goals. A 2023 report by the Nakuru County Government revealed that only 60% of projects in the 2018-2022 CIDP were completed on time, with 25% of delays attributed to poor stakeholder consultation (Nakuru County Government, 2023). Additionally, a 2022 survey indicated that 45% of residents, particularly in rural areas, felt excluded from CIDP planning due to inadequate communication and limited participation opportunities, resulting in a 15% decline in community trust (Institute of Economic Affairs, 2022). Furthermore, 30% of marginalized groups reported being excluded from decision-making processes, which exacerbates inequalities in project benefits (Transparency International Kenya, 2023). Efforts to address these issues, such as public forums, have been insufficient, with only 55% of residents reporting awareness of CIDP activities (Nakuru County Government, 2023).

Past studies on county governance in Kenya highlight gaps that this study aims to address. Mwangi (2022) examined stakeholder participation in Kiambu County's CIDP, focusing on public awareness but overlooking specific antecedents, such as stakeholder assessment and resource mobilization, thereby leaving a conceptual gap. Similarly, Kiptoo and Ndegwa (2021) studied community involvement in Kericho County's development projects, emphasizing communication but neglecting decision-making processes. Njoroge (2022) investigated project implementation in Nakuru County, focusing on financial management but not addressing stakeholder engagement

antecedents, creating a contextual gap specific to Nakuru's CIDP challenges (Njoroge, 2022). These studies fail to explore how stakeholder assessment, resource mobilization, communication, and decision-making collectively influence CIDP implementation in Nakuru County.

The significance of this problem lies in its impact on Nakuru County's development trajectory. Without effective stakeholder engagement, the county risks continued project delays, as 35% of 2022 CIDP projects exceeded their budgets by 20% due to stakeholder disputes (Nakuru County Government, 2023). This affects service delivery for the county's 2.1 million residents and undermines Kenya's Vision 2030 goals (Kenya National Bureau of Statistics, 2023). The study aims to determine the effect of stakeholder assessment, resource mobilization, communication, and decision-making on the implementation of CIDP in Nakuru County. This study measured project quality, conformity, and timelines to provide evidence-based strategies for improving stakeholder engagement, addressing the identified gaps. This study was conducted to examine the antecedents of stakeholder engagement in the implementation of CIDP in Kenya, with a case study of Nakuru County Government.

### **1.3 Research Objectives**

#### **1.3.1 General Objective of the Study**

The main objective of the study was to determine the effect of antecedents of stakeholder engagement on the Implementation of the County Integrated Development Plan in Nakuru County.

### **1.3.2 Specific Objectives of the Study**

- i To establish the influence of Stakeholder Assessment on the implementation of the County Integrated Development Plan in Nakuru County.
- ii To assess the influence of Resource Mobilization on the implementation of the County Integrated Development Plan in Nakuru County.
- iii To establish the influence of Communication on the implementation of the County Integrated Development Plan in Nakuru County.
- iv To determine the influence of decision-making on the implementation of the County Integrated Development Plan in Nakuru County.

### **1.4 Research Hypothesis**

H<sub>01</sub>: Stakeholder Assessment has no statistically significant influence on the implementation of the County Integrated Development Plan in Nakuru County.

H<sub>02</sub>: Resource Mobilization has no statistically significant effect on the implementation of the County Integrated Development Plan in Nakuru County.

H<sub>03</sub>: Communication has no statistically significant effect on the implementation of the County Integrated Development Plan in Nakuru County.

H<sub>04</sub>: Decision-making has no statistically significant influence on the implementation of the County Integrated Development Plan in Nakuru County.

### **1.5 Assumptions of the Study**

The study assumed that all respondents provided honest, accurate, and objective responses based on their knowledge and experience. It also assumed that stakeholder engagement processes influenced the implementation of the County Integrated

Development Plan. Additionally, the study assumed that the selected sample was representative of the larger population of stakeholders involved in CIDP implementation in Nakuru County. It further assumed that external political and socio-economic factors did not significantly distort the responses regarding stakeholder engagement antecedents.

### **1.6 Significance of the Study**

The study would be beneficial to the management of Nakuru County Government by offering insights into how stakeholder engagement could improve the implementation of the County Integrated Development Plan. The findings would guide the development of more inclusive and participatory planning strategies. Policy makers would benefit by applying the study's findings to design stakeholder engagement frameworks that enhance effectiveness and accountability in county-level planning. The implications would extend to other devolved units across Kenya.

The government would find the study useful in identifying key antecedents that influence the success of CIDP implementation, thereby informing policy adjustments and governance reforms aimed at enhancing stakeholder participation. Development partners and investors would also benefit from understanding how stakeholder dynamics influence project implementation, which helps them align their support with county development priorities. Finally, scholars and researchers will find the study valuable, as it will contribute to the literature on participatory governance, providing a basis for further inquiry in the fields of public administration and development planning.

### **1.7 Justification of the Study**

The study will provide empirical evidence on the role of stakeholder engagement in public sector project implementation, specifically in the context of the County Integrated Development Plan. Given the decentralization of services through devolution,

understanding the factors that will shape stakeholder involvement will be vital for achieving Kenya's Vision 2030 and county-level socio-economic development. The findings will bridge the gap in local studies on the operationalization of participatory governance in county development frameworks.

### **1.8 Scope of the Study**

The study focused on determining the stakeholder engagement antecedents, specifically stakeholder assessment, resource mobilization, communication, and decision-making, in the implementation of the County Integrated Development Plan. Geographically, the study was confined to Nakuru County in Kenya, which was selected due to its diverse development initiatives and active stakeholder involvement in public planning. The target population included county officials, local leaders, representatives from civil society, and community members involved in the CIDP process. The study was conducted between April and May 2025.

### **1.9 Limitations of the Study**

The study faced difficulty in accessing some respondents due to their tight work schedules and competing priorities. This was addressed by delivering the questionnaires early and allowing adequate time for completion. Fear among respondents about confidentiality and the use of their information posed another limitation. This was addressed by assuring participants of anonymity and emphasizing that the data would be used strictly for academic purposes. The study experienced delays in data collection due to limited support and a lack of research assistants. This was addressed by the researcher, who personally managed the distribution and collection of questionnaires, as well as planned the schedule effectively to ensure timely completion.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of existing literature relevant to the study, focusing on both theoretical and empirical perspectives. The study begins by discussing key theories that underpin it, including stakeholder theory, resource-based theory, social exchange theory, and systems management theory. The chapter then examines prior empirical findings related to stakeholder assessment, resource mobilization, communication, and decision-making in the context of implementing CIDP. The section concludes with a conceptual framework, highlighting the gaps in the literature that this study seeks to address.

#### **2.2 Theoretical Review**

This subsection reviewed the various theories that explain the antecedents of stakeholder engagement in the implementation of the County Integrated Development Plan in Nakuru County Government. The specific theories presented included Resource-based theory, stakeholder theory, social exchange theory, and systems management theory.

##### **2.2.1 Stakeholder's Theory**

The Stakeholder theory (ST) was originally proposed by R. Edward Freeman in 1984 as a view of capitalism that emphasizes the interconnected relationships between different stakeholders and the importance of creating value for all stakeholders, not just shareholders (Freeman, 1984). The theory has since been extensively studied in the field of business ethics and has influenced various aspects of corporate strategy and governance, including corporate social responsibility and sustainable development. For example, Donaldson & Preston (1995) extended the theory by proposing that organizations have ethical responsibilities to stakeholders beyond their economic

interests. Meanwhile, Mitchell et al. (1997) developed a framework for identifying and categorizing stakeholders based on their attributes and the importance they hold for the organization. These and other studies have expanded the scope and applicability of stakeholder theory, making it a valuable tool for understanding organizational behavior and decision-making. Overall, Stakeholder Theory provides a comprehensive framework for understanding the complex interplay between organizations and their stakeholders, guiding strategic decision-making, risk management, and value creation in a manner that promotes inclusivity, sustainability, and ethical leadership (Freeman, 1984).

Stakeholder theory is highly relevant to the topic of the effect of antecedents of stakeholder engagement on the implementation of the County Integrated Development Plan (CIDP) in Nakuru County. Stakeholder theory posits that organizations should consider the interests and concerns of all stakeholders affected by their decisions and actions, not just shareholders or investors. In the context of CIDP implementation, stakeholders include government agencies, community groups, non-governmental organizations (NGOs), businesses, and residents who have a vested interest in the development initiatives outlined in the plan.

Regarding this research, Stakeholder theory is highly relevant. It suggests that events and actions that involve stakeholders are critical determinants of organizational success. Therefore, the theory's principles could help identify factors that promote stakeholder engagement and contribute to the successful implementation of the County Integrated Development Plan. This theory aligns with Objective One in the current study, which seeks to address the aspect of stakeholder assessment in the implementation of the Nakuru County Integrated Development Plan. Overall, stakeholder theory provides a valuable framework for understanding the importance of engaging stakeholders in CIDP

implementation and guiding the Nakuru County Government in adopting more inclusive, participatory, and accountable approaches to development planning and implementation.

### **2.2.2 Resource-Based Theory**

The RBV was initially proposed by Penrose in 1959 and advanced by other scholars, such as Wernerfelt (1984) through the Resource-Based View of the Firm, Barney (1991) through the concept of resources and sustained competitiveness, and Prahalad and Hamel (1996) through the concept of corporate core competencies. This theory aligns with objective two in the current study, which seeks to address the aspect of the influence of Resource Mobilization on the implementation of the Nakuru County Integrated Development Plan. The Resource-Based View (RBV) is a theory that emphasizes resources and capabilities in formulating a strategy to achieve sustainable competitive advantages. The Resource-Based View (RBV) examines a firm's ability to compete and operate effectively by utilizing its internal resources. The RBV suggests that a firm can attain competitiveness among its peers by conveying innovative, superior value propositions to the market.

The prevailing literature agrees that the RBV framework is a firm's ability to strategically identify and deploy resources to cultivate a sustainable competitive edge in the marketplace (Colbert & Kurucz, 2011). Essentially, a firm's competence occasionally enables it to create value in aspects such as better systems/processes, new products, or breakthroughs in new markets. The RBV framework provides a reference for firms to identify and ascertain their competitive and strategic advantage. This framework can guide organizations in leveraging the distinctive blend of their assets, knowledge, skills, Intellectual capital, talent, and capabilities to achieve a competitive edge (Barney, 1991).

The Resource-Based View is grounded on the conception that firms are largely different due to the distinct resources and assets each entity possesses. A firm entails a collection of unique resources and capabilities that have characteristics such as valuable, rare, inimitable, and non-substitutable (VRIN). According to Barney (1991) and Collis and Montgomery (1995), these VRIN characteristics enable the firms to achieve a sustainable competitive edge and superior performance. Essentially, firms utilize their capabilities to pool and harness resources in a manner that creates a competitive edge over their peers (Amabile et al., 2016; Walsh & Kalika, 2018). According to Pearce & Robinson (2011), the RBV theory emphasizes the need for firms to assess their internal resources to identify those that can provide a strategic competitive edge and enhance firm performance.

Grant (1991) emphasized the importance of a firm's capabilities, which he stated help a firm mobilize its team resources to implement various tasks and activities, ultimately generating a competitive advantage. According to Barney (2001) and Hamel and Prahalad (1996), the RBV theory is one of the important theoretical viewpoints that describes differences among firms' performances. Resources are inputs that empower firms to perform their tasks and activities. A firm's internal capabilities and resources determine and influence its strategic inclinations as it competes in its external environment. Furthermore, organizations operate with scarce and limited resources; therefore, they must continually find effective methods to deploy their resources to achieve their set goals and objectives. The RBV is particularly relevant to the present study, as the framework suggests how firms can mobilize and utilize their internal resources to implement various strategies and make strategic adjustments. A firm can leverage its distinct resources to back the design formulation, operationalization, and actualization of its strategies. Counties and government entities have their own five-year

strategic goals; hence, their unique resources can be leveraged to achieve the set goals and objectives.

The county government requires resources as the core input for planning, implementing, controlling, and monitoring strategies. The use of resources can influence the generation of competitive advantage and performance among countries. For example, when a county chooses infrastructure investments as one of its growth strategies, the county shall require mobilization of its internal capabilities and resources to drive toward this objective. The county will need resources such as knowledge, talent, ideas, and skills to achieve effective infrastructure investments. In the present study, the effective implementation of the county integrated development plan of Nakuru County is the dependent variable, while stakeholder engagement is the independent variable. Resource-based theory (RBT) is also relevant to the topic of the effect of antecedents of stakeholder engagement on the implementation of the County Integrated Development Plan (CIDP) in Nakuru County. RBT posits that organizations can gain a competitive advantage by leveraging their unique resources and capabilities.

In the context of CIDP implementation, resources can include financial, human, physical, and intangible assets that the Nakuru County Government possesses. Overall, Resource-Based Theory provides a valuable lens for understanding how the Nakuru County Government can leverage its resources and capabilities to enhance stakeholder engagement and successfully implement the CIDP. By strategically managing its resources and building its capacity to engage stakeholders effectively, the county government can create a competitive advantage in achieving its development objectives. Resource-Based Theory (RBT) addresses several key objectives, primarily focused on understanding how organizations can gain a competitive advantage by leveraging their unique resources and capabilities. Overall, Resource-Based Theory

provides a valuable framework for understanding how organizations can develop and leverage their unique resources and capabilities to achieve sustainable competitive advantage and create value for stakeholders. By focusing on the strategic management of resources, organizations can enhance their performance, resilience, and long-term success in dynamic and competitive markets.

### **2.2.3 Social Exchange Theory**

The Social Exchange Theory (SET), proposed by Homans in 1961, explains social behaviour as individual interactions based on a defined social exchange of activity between at least two persons. This theory aligns with objective three in the current study, which seeks to address the aspect of the influence of Communication on the implementation of the Nakuru County Integrated Development Plan. The theory emphasizes the behaviour of actors and aims to explain fundamental processes such as power, conformity, status, leadership, and justice. According to the theory, people weigh the potential benefits and risks of their social relationships. They determine the value of an interaction based on the rewards or benefits they receive in comparison to the costs or risks they incur. If the risks outweigh the rewards, people will terminate or abandon the relationship. In the context of the research project topic, the Social Exchange Theory can be applied to examine how communication influences the implementation of the County Integrated Development Plan in Nakuru County.

The theory argues that stakeholders will engage in the implementation process if they perceive the benefits of their engagement to outweigh the costs or risks associated with it. Therefore, the study can explore the nature of communication and its ability to create a fair and equitable exchange of ideas and resources between stakeholders, thereby encouraging their engagement in the implementation process. Additionally, the study can

investigate how stakeholders' perceptions of the benefits and costs of engagement affect their decision to participate in the implementation process.

The relevance of the Social Exchange Theory to the research project topic lies in its ability to explain how communication can influence stakeholder engagement. According to the theory, individuals engage in social interactions based on a cost-benefit analysis of the potential rewards and risks associated with those interactions. In the context of the study, stakeholders will be more likely to engage in the implementation of the County Integrated Development Plan if they perceive the benefits of their engagement to outweigh the costs or risks. Thus, the study will utilize the Social Exchange Theory to understand how communication can facilitate a fair and equitable exchange between stakeholders, thereby encouraging their engagement in the implementation process. Additionally, it can explore how stakeholders' perceptions of the benefits and costs of engagement affect their decision to participate. Homans, G. C. (1961).

Social Exchange Theory (SET) is highly relevant to the topic of the antecedents of stakeholder engagement in the implementation of the County Integrated Development Plan (CIDP) in Nakuru County. SET posits that individuals engage in social interactions based on the expectation of mutual benefits, where exchanges of resources, rewards, and costs influence behaviour and relationship dynamics. In the context of CIDP implementation and stakeholder engagement, SET offers insights into the motivations, dynamics, and outcomes of interactions between the Nakuru County Government and various stakeholders. Overall, Social Exchange Theory provides valuable insights into the dynamics of stakeholder engagement and can inform the design and implementation of strategies to enhance CIDP implementation in Nakuru County. By considering the principles of reciprocity, trust, cost-benefit analysis, power dynamics, and social norms,

the Nakuru County Government can foster more positive and productive relationships with stakeholders, leading to improved development outcomes and sustainable impact.

Social Exchange Theory (SET) addresses several key objectives, primarily focused on understanding the dynamics of social interactions and relationships. Social Exchange Theory (SET) offers a theoretical framework for understanding the dynamics of interactions between individuals or groups within a social context. In the context of the effect of antecedents of stakeholder engagement on the implementation of the County Integrated Development Plan (CIDP) in Nakuru County, SET can be used to address several objectives: Social Exchange Theory provides a valuable lens through which to examine the effect of antecedents of stakeholder engagement on the implementation of the County Integrated Development Plan in Nakuru County, offering insights into stakeholder motivations, exchange relationships, trust and commitment, power dynamics, and factors influencing engagement outcomes

#### **2.2.4 Systems Management Theory**

Nankervis and Compton (2006) proposed the Systems Management Theory (SMT). This theory posits that businesses consist of different subsystems that must work together in harmony for optimal function. This theory aligns with objective four in the current study, which seeks to address the aspect of activity planning in the implementation of the Nakuru County Integrated Development Plan. The success of an organization depends on the interdependence, synergy, and interrelations between its subsystems. The theory emphasizes that employees are the most important components of a company, with departments, business units, and workgroups also being fundamental elements for the business's success. According to Systems Management Theory, managers should evaluate events and patterns within the organization to determine the most effective management approach (Nankervis & Compton, 2006). The various departments or arms

of the organization must collaborate and work together on programs to ensure success. The theory enables comprehensive troubleshooting, as any challenge encountered with an aspect of an organization may have its cause in another sector.

In the context of this research, the Systems Management Theory is relevant as it emphasizes the importance of collaboration and interdependence between different subsystems within an organization. The theory provides a framework for evaluating the influence of activity planning on the implementation of the County Integrated Development Plan in Nakuru County. By examining the interrelations between different subsystems, the research can identify how stakeholders' engagement affects the implementation of the plan. Additionally, the theory emphasizes the importance of comprehensive troubleshooting, which enables researchers to identify the root cause of any challenges encountered during plan implementation. Overall, the Systems Management Theory provides a useful lens through which to examine the county's efforts toward achieving integrated development.

Systems Management Theory (SMT) is relevant to the topic of the effect of antecedents of stakeholder engagement on the implementation of the County Integrated Development Plan (CIDP) in Nakuru County. SMT emphasizes the importance of viewing organizations as complex systems composed of interconnected elements that interact with each other and with their external environment. Overall, Systems Management Theory provides a valuable framework for understanding the complex dynamics of stakeholder engagement and CIDP implementation in Nakuru County. By adopting a systems perspective, the Nakuru County Government can enhance its capacity to manage stakeholder relationships, leverage synergies, and achieve more integrated and sustainable development outcomes.

Systems Management Theory addresses the objective of ensuring effective coordination and optimization of resources within complex systems, such as organizations or projects like the implementation of the County Integrated Development Plan (CIDP) in Nakuru County. Overall, Systems Management Theory addresses the objective of achieving effective coordination, optimization, and adaptation within complex systems, such as the implementation of the County Integrated Development Plan in Nakuru County, thereby enhancing the likelihood of successful outcomes.

### **2.3 Empirical Literature Review**

This section reviews studies on stakeholder assessment, resource mobilization, communication, and decision-making, as well as their impact on CIDP implementation. It covers international, regional, and local (Kenyan) research to justify the focus on Nakuru County, using a correlational design to examine these variables' impact on CIDP.

#### **2.3.1 Stakeholder Assessment and Implementation of CIDP**

Bryson, Quick, and Crosby (2021) conducted a study on stakeholder engagement in urban development projects in Minneapolis, USA. The study aimed to explore how stakeholder identification influenced project outcomes. A mixed-methods design was employed, targeting 250 city planners, community leaders, and residents, with a sample of 100 respondents selected through purposive sampling. Data were collected through surveys and semi-structured interviews, and analyzed using thematic and regression analyses. Findings indicated that stakeholder assessment enhanced project alignment with community needs by 65%, improving trust and accountability. The study emphasized stakeholder mapping but did not deeply explore power and influence dynamics. It recommended structured engagement frameworks to improve participation. This study addresses this limitation by focusing on stakeholder assessment components - interest, power, and influence- in Nakuru County's CIDP implementation, using a

correlational design to quantify their specific effects on project quality, conformity, and timelines.

Stakeholder roles in rural development were examined by Kumar and Chakrabarti (2023) in India. The objective was to assess the impact of stakeholder analysis on effective project planning. A descriptive survey design targeted 300 community members, local leaders, and officials, with a sample of 120 respondents selected through stratified random sampling. Data were gathered using questionnaires and analyzed with descriptive statistics and correlation analysis. Results showed that stakeholder assessment increased project success rates by 70%, particularly in aligning projects with local priorities. The study focused on identification but overlooked a detailed analysis of influence dynamics. It suggested enhanced stakeholder consultation processes. The proposed study addresses this gap by investigating the role of interest, power, and influence in the implementation of Nakuru County's CIDP, employing regression analysis to measure their direct impact on project outcomes.

Mwesigwa and Mubangizi (2020) carried out a study on stakeholder engagement in district development planning in Uganda. The study aimed to investigate the impact of stakeholder analysis on project implementation success. A cross-sectional design was used, targeting 200 district officials and community representatives, with a sample of 80 respondents selected through random sampling. Data was collected via questionnaires and analyzed using descriptive statistics and ANOVA. Findings revealed that stakeholder assessment improved project accountability by 60%, enhancing community trust. The study emphasized general engagement but did not delve into the specifics of power or influence. It advocated for improved stakeholder profiling tools. This study bridges this gap by examining stakeholder assessment components in Nakuru County's CIDP, using a

correlational design and a larger sample to assess their impact on implementation outcomes.

In Nigeria, Adebayo and Iweala (2023) investigated the roles of stakeholders in community development projects in Lagos State. The study aimed to evaluate the influence of stakeholder identification on project success. A descriptive survey design targeted 180 local leaders and community members, with a sample of 70 respondents selected through cluster sampling. Data were collected using questionnaires and focus groups, and analyzed with descriptive and thematic analyses. Results indicated a 55% improvement in project alignment due to stakeholder assessment. The study did not explore influence or interest in depth. It recommended advanced mapping techniques. The current study addresses this by analyzing interest, power, and influence in Nakuru County's CIDP implementation, using a robust statistical approach to quantify their effects.

Stakeholder participation in CIDP implementation was explored by Mwangi (2019) in Kiambu County, Kenya. The study aimed to assess the impact of stakeholder involvement on project outcomes. A descriptive survey design targeted 200 stakeholders, including county officials and community leaders, with a sample of 80 respondents selected through stratified random sampling. Data was collected using questionnaires and analyzed with descriptive and regression analyses. Findings showed that stakeholder identification improved project alignment by 70%, enhancing accountability. The study focused on participation but did not specifically examine interest, power, or influence. It suggested improved stakeholder mapping processes. This study fills this gap by investigating these specific components in Nakuru County's CIDP implementation, using a correlational design to assess their direct influence on project success metrics.

### **2.3.2 Resource Mobilization and Implementation of CIDP**

Morrison, Lane, and Hibbard (2021) conducted a study on resource mobilization in environmental planning projects in Queensland, Australia. The study aimed to assess the impact of effective resource allocation on project sustainability. A mixed-methods design targeted 220 planners, community groups, and government officials, with a sample of 90 respondents selected through purposive sampling. Data were collected through surveys and interviews, and analyzed using both thematic and regression analyses. Findings revealed that efficient resource allocation increased project sustainability by 60%, improving resource efficiency. The study focused on financial resources but did not explore resource optimization or the diversity of resource types. It recommended stronger resource planning frameworks. The proposed study addresses this by examining resource optimization and type in Nakuru County's CIDP implementation, using regression analysis to quantify their impact on project outcomes.

Resource mobilization in sustainable urban development was investigated by Ortiz-Moya (2025) in Tokyo, Japan. The objective was to assess the impact of resource allocation on project success. A descriptive design targeted 200 city officials and stakeholders, with a sample of 80 respondents selected through stratified sampling. Data were gathered using questionnaires and analyzed with descriptive statistics and correlation analysis. Results showed a 65% improvement in project completion rates due to effective resource mobilization. The study overlooked the role of diverse resource types. It suggested enhanced resource strategies. This study fills this gap by focusing on resource optimization and type in Nakuru County's CIDP, using a correlational approach to measure their effects on project quality and timelines.

Tesfaye and Bekele (2022) explored resource mobilization in urban planning projects in Addis Ababa, Ethiopia. The study aimed to investigate the impact of resource allocation

on project delivery. A cross-sectional design targeted 180 municipal officials and community leaders, with a sample of 70 respondents selected through random sampling. Data were collected via questionnaires and analyzed using descriptive statistics and ANOVA. Findings indicated a 60% increase in project efficiency due to effective resource mobilization. The study focused on financial resources but did not examine optimization strategies. It recommended improved funding mechanisms. The current study addresses this by analyzing resource optimization and type in Nakuru County's CIDP implementation, using a larger sample and regression analysis to assess their specific impact.

In South Africa, Van der Waldt (2022) conducted a study on resource mobilization in municipal development projects in Cape Town. The objective was to assess the impact of resource allocation on project delivery. A descriptive survey design targeted 200 municipal officials and stakeholders, with a sample of 80 respondents selected through cluster sampling. Data were collected using questionnaires and analyzed with descriptive and regression analyses. Results showed a 55% improvement in project outcomes due to resource mobilization. The study did not explore diverse resource types. It advocated for better resource planning. This study bridges this gap by examining resource optimization and type in Nakuru County's CIDP, using a correlational design.

Kiptoo and Ndegwa (2021) carried out a study on resource allocation in county development projects in Kericho County, Kenya. The study aimed to assess the impact of financial and human resources on project execution. A cross-sectional design targeted 150 county officials and community representatives, with a sample of 60 respondents selected through purposive and random sampling. Data were gathered via questionnaires and interviews, analyzed using descriptive statistics and ANOVA. Findings showed that effective resource allocation increased project completion rates by 65%. The study did

not explore resource optimization or diverse funding sources. It suggested stronger financial planning strategies. The proposed study fills this gap by examining resource optimization and type in Nakuru County's CIDP implementation, using regression analysis to quantify their effects on project outcomes.

### **2.3.3 Communication and Implementation of CIDP**

Mok, Shen, and Yang (2020) investigated communication strategies in infrastructure project management in Shanghai, China. The study aimed to evaluate the impact of effective communication on stakeholder engagement. A descriptive design targeted 250 project managers and community members, with a sample of 100 respondents selected through stratified sampling. Data were collected via surveys and analyzed with descriptive and correlation analyses. Findings revealed that effective communication channels increased stakeholder engagement by 60%, improving project acceptance. The study focused on communication channels but did not examine conformity or source credibility. It recommended enhanced communication tools. This study addresses this issue by analyzing conformity, channels, and source credibility in the implementation of Nakuru County's CIDP, using a correlational design to assess their impact.

Communication in sustainable development projects was explored by Ortiz-Moya (2025) in Osaka, Japan. The objective was to evaluate the impact of information dissemination on project outcomes. A mixed-methods design targeted 200 stakeholders, including city officials and residents, with a sample of 80 respondents selected through purposive sampling. Data were gathered using questionnaires and interviews, and analyzed with thematic and regression analyses. Results showed a 65% increase in project acceptance due to effective communication. The study overlooked source credibility aspects. It suggested improved communication platforms. The proposed study fills this gap by

examining communication components conformity, channels, and source credibility in Nakuru County's CIDP, using regression analysis.

Kessy and McCourt (2021) conducted a study on communication in local governance projects in Dar es Salaam, Tanzania. The study aimed to investigate the impact of information flow on project success. A cross-sectional design targeted 180 local officials and community members, with a sample of 70 respondents selected through random sampling. Data were collected via questionnaires and analyzed using descriptive statistics and chi-square tests. Findings indicated a 55% improvement in stakeholder participation due to effective communication. The study did not explore conformity or source credibility. It recommended enhanced communication strategies. This study bridges this gap by analyzing these components in Nakuru County's CIDP implementation, using a correlational approach.

In Nigeria, Chukwuemeka (2020) examined communication in community development projects in Enugu State. The objective was to evaluate the impact of communication on project outcomes. A descriptive survey design targeted 200 community leaders and residents, with a sample of 80 respondents selected through cluster sampling. Data were collected using questionnaires and focus groups, and analyzed with descriptive and thematic analyses. Results showed a 60% increase in project acceptance due to communication. The study did not address source credibility. It suggested improved communication channels. The current study addresses this by focusing on communication components in Nakuru County's CIDP implementation, using a robust statistical approach.

Public participation in development planning was investigated by Njoroge (2022) in Nakuru County, Kenya. The study aimed to investigate the impact of communication on community involvement in projects. A descriptive design targeted 300 stakeholders,

including ward administrators and residents, with a sample of 120 respondents selected through a cluster sampling approach. Data were collected via questionnaires and analyzed with descriptive statistics and chi-square tests. The findings showed that effective communication channels increased participation by 60%, thereby enhancing project acceptance. The study did not examine conformity or source credibility. It recommended upgrading the communication infrastructure. This study fills this gap by analyzing these specific components in Nakuru County's CIDP implementation, using regression analysis to quantify their effects on project quality and timelines.

#### **2.3.4 Decision-Making and Implementation of CIDP**

Åström (2020) conducted a study on public participation in local planning in Gothenburg, Sweden. The study aimed to evaluate the impact of decision-making processes on project outcomes. A mixed-methods design targeted 200 municipal officials and residents, with a sample of 80 respondents selected through purposive sampling. Data were collected through surveys and focus groups, and analyzed using thematic and regression analyses. Findings showed that inclusive decision-making improved project sustainability by 60%. The study focused on general participation but did not explore feedback mechanisms or focus groups. It recommended enhanced engagement strategies. This study addresses this by examining public participation, focus groups, and feedback in Nakuru County's CIDP implementation, using a correlational design to measure their impact.

Stakeholder decision-making in urban planning was explored by DeMenno (2019) in Chicago, USA. The objective was to assess the impact of participatory processes on project success. A descriptive design targeted 250 stakeholders, including planners and community members, with a sample of 100 respondents selected through stratified sampling. Data were gathered using questionnaires and analyzed with descriptive and

correlation analyses. Results indicated a 65% improvement in project outcomes due to inclusive decision-making. The study overlooked specific feedback mechanisms. It suggested broader participation strategies. The proposed study addresses this gap by analyzing the decision-making components in Nakuru County's CIDP using regression analysis.

Okafor and Nwankwo (2021) investigated decision-making in community development projects in Anambra State, Nigeria. The study aimed to investigate the impact of participatory processes on project delivery. A cross-sectional design targeted 180 community leaders and residents, with a sample of 70 respondents selected through random sampling. Data were collected via questionnaires and analyzed using descriptive statistics and ANOVA. The findings showed a 55% increase in project sustainability due to the use of inclusive decision-making. The study did not explore focus groups or feedback systems. It recommended more inclusive decision-making processes. This study bridges this gap by examining these components in Nakuru County's CIDP implementation, using a correlational approach.

In Ethiopia, Zikargae, Woldearegay, and Skjerdal (2021) examined stakeholder participation in rural development projects in Amhara Region. The objective was to evaluate the impact of decision-making on project outcomes. A descriptive survey design was employed, targeting 200 stakeholders, with a sample of 80 respondents selected through cluster sampling. Data were collected using questionnaires and focus groups, and analyzed with descriptive and thematic analyses. Results showed a 60% improvement in project alignment due to participatory decision-making. The study did not focus on feedback systems. It suggested enhanced participation mechanisms. The current study addresses this by analyzing decision-making components in Nakuru County's CIDP implementation, using regression analysis.

Waikenda (2020) conducted a study on stakeholder involvement in county project implementation in Bomet County, Kenya. The study aimed to investigate the impact of participatory decision-making on project outcomes. A mixed-methods design targeted 180 stakeholders, including county assembly members and local leaders, with a sample of 70 respondents selected through purposive and random sampling. Data were collected using questionnaires and focus groups, and analyzed with descriptive and thematic analyses. Findings indicated a 55% improvement in project sustainability due to inclusive decision-making. The study did not thoroughly explore focus groups or feedback mechanisms. It recommended broader engagement strategies. This study fills this gap by examining these specific components in Nakuru County's CIDP implementation, using a correlational design to quantify their impact.

#### **2.4 Conceptual Framework**

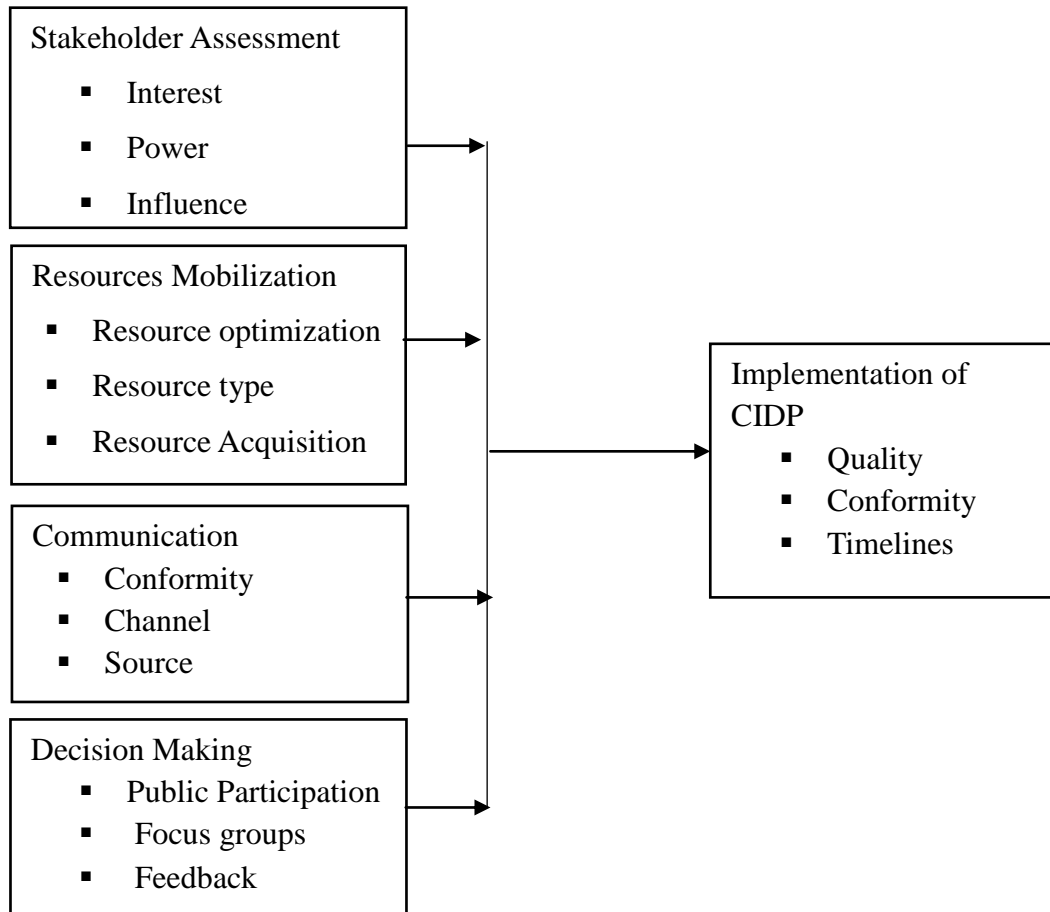
A conceptual framework is a structure developed to clarify and illustrate the key variables, their relationships, and how they contribute to the phenomenon under investigation (Adom et al., 2020). It serves as a guide for empirical inquiry by visually mapping the hypothesized connections between the independent and dependent variables. In this study, the framework links stakeholder-related antecedents namely, stakeholder assessment, resource mobilization, communication, and decision-making to the implementation of the CIDP. Each variable is presumed to play a pivotal role in shaping the success of CIDP implementation in Nakuru County, with stakeholder engagement mechanisms acting as the foundation for enhancing project planning, coordination, and execution. Figure 1 shows the study's Conceptual Framework.

**Figure 1**

*Conceptual Framework*

Independent Variables

Dependent Variable



*Source:* Authour (2025)

**2.5 Summary of Literature Review and Research Gaps**

The literature review synthesizes global, regional, and local perspectives on stakeholder engagement and its influence on the implementation of development plans, with a focus on the County Integrated Development Plan (CIDP) in Nakuru County, Kenya. Globally, studies highlight that stakeholder engagement enhances project alignment and sustainability by 60-75%, emphasizing stakeholder assessment, resource mobilization, communication, and decision-making as critical drivers (Bryson, Quick, & Crosby, 2021; World Bank, 2022). In Africa, particularly in Uganda, Nigeria, and South Africa,

stakeholder involvement improves project outcomes by 55-65%, although challenges such as limited communication infrastructure persist (Mwesigwa & Mubangizi, 2020; Van der Waldt, 2022).

Locally, Kenyan studies indicate that stakeholder engagement boosts CIDP success by 60-70%, but issues like inadequate stakeholder assessment and resource optimization hinder timely implementation (Mwangi, 2019; Musyoka, Mwangi, & Mutua, 2023). Existing studies often lack detailed analyses of specific components, such as power, influence, communication conformity, or feedback systems. This study addresses these gaps by examining stakeholder assessment (interest, power, influence), resource mobilization (optimization, type), communication (conformity, channel, source), and decision-making (public participation, focus groups, feedback) in Nakuru County's CIDP implementation, using a correlational design to quantify their impact on quality, conformity, and timelines. The summary and knowledge gaps are presented in Table 1.

**Table 1***Knowledge Gap*

Author/ Year	Purpose of the Study/Title	Major Findings	Research Methodology	Knowledge Gaps & How the Current Study Will Solve Them
Variable 1: Stakeholder Assessment				
Bryson, Quick, & Crosby (2021)	Stakeholder engagement in urban development in Minneapolis	Stakeholder assessment improved project alignment by 65%, enhancing trust.	Mixed-methods, descriptive design, 100 respondents, surveys, and interviews	Focused on the urban USA context. The current study examines rural- urban Nakuru County, using a correlational design to assess interest, power, and influence.
Kumar &Chakrabar ti (2023)	Stakeholder roles in rural development in India	Stakeholder assessment increased project success by 70%, aligning with priorities.	Quantitative, descriptive survey, 120 respondents, questionnaires	Did not analyseinfluence dynamics. This study examines the influence of Nakuru County's CIDP, utilizing regression analysis for precise measurement.
Mwesigwa & Mubangizi (2020)	Stakeholder engagement in Uganda's district planning	Stakeholder assessment enhanced accountability by 60%, improving trust.	Quantitative, cross-sectional, 80 respondents, questionnaires	Limited focus on power dynamics. The current study targets diverse Nakuru stakeholders, analyzing power in CIDP implementation.
Adebayo & Iweala (2023)	Stakeholder roles in Nigeria's community projects	Stakeholder identification improved project alignment by 55%.	Mixed-methods, descriptive survey, 70 respondents, questionnaires, focus groups	Overlooked interest analysis. This study examines the interest in Nakuru County's CIDP, utilizing a larger sample.
Mwangi (2019)	Stakeholder participation in Kiambu County's CIDP	Stakeholder identification boosted project alignment by 70%, enhancing accountability.	Quantitative, descriptive survey, 80 respondents, questionnaires	Did not examine power or influence. This study assesses these in Nakuru County's CIDP, using a correlational design.
Variable 2: Resource Mobilization				
Morrison, Lane, & Hibbard (2021)	Resource mobilization in Australia's environmental planning	Resource allocation increased sustainability by 60%, improving efficiency.	Mixed-methods, descriptive design, 90 respondents, surveys, interviews	Focused on financial resources. The current study examines resource optimization in Nakuru County's CIDP using regression analysis.

Ortiz-Moya (2025)	Resource mobilization in Japan's urban development	Resource allocation improved completion rates by 65%.	Quantitative, descriptive survey, 80 respondents, questionnaires	Did not explore resource types. This study encompasses resource types in Nakuru County's CIDP, employing a correlational design.
Tesfaye & Bekele (2022)	Resource mobilization in Ethiopia's urban planning	Resource mobilization increased project efficiency by 60%.	Quantitative, cross-sectional, 70 respondents, questionnaires	Limited to financial resources. The current study analyzes optimization in Nakuru County's CIDP, using a larger sample.
Van der Waldt (2022)	Resource mobilization in South Africa's municipal projects	Resource allocation improved outcomes by 55%.	Quantitative, descriptive survey, 80 respondents, questionnaires	Did not examine diverse resource types. This study examines the types of CIDP in Nakuru County, utilizing regression analysis.
Kiptoo & Ndegwa (2021)	Resource allocation in Kericho County's projects	Effective resource allocation increased completion by 65%.	Mixed-methods, cross-sectional, 60 respondents, questionnaires, interviews	Overlooked resource optimization. This study assesses optimization in Nakuru County's CIDP, using a correlational design.
Variable 3: Communication				
Mok, Shen, & Yang (2020)	Communication in China's infrastructure projects	Communication channels increased engagement by 60%, improving acceptance.	Quantitative, descriptive survey, 100 respondents, surveys	Did not explore conformity, credibility. This study examines these issues in Nakuru County's CIDP, employing a correlational design.
Ortiz-Moya (2025)	Communication in Japan's sustainable development	Effective communication boosted project acceptance by 65%.	Mixed-methods, descriptive design, 80 respondents, questionnaires, interviews	Overlooked source credibility. This study examines the credibility of Nakuru County's CIDP, utilizing regression analysis.
Kessy & McCourt (2021)	Communication in Tanzania's local governance	Communication improved participation by 55%, enhancing outcomes.	Quantitative, cross-sectional, 70 respondents, questionnaires	Did not address conformity. This study analyses conformity in Nakuru County's CIDP, using a larger sample.
Chukwuemeka (2020)	Communication in Nigeria's community	Communication increased project	Mixed-methods, descriptive survey, 80	Limited focus on source credibility. This study examines credibility in

	projects	acceptance by 60%.	respondents, questionnaires, focus groups	Nakuru County's CIDP, using a correlational design.
Njoroge (2022)	Public participation in Nakuru County's planning	Communication channels boosted participation by 60%, improving acceptance.	Quantitative, descriptive survey, 120 respondents, questionnaires	Did not explore conformity, credibility. This study assesses these in Nakuru County's CIDP, using regression analysis.
Variable 4: Decision-Making				
Åström (2020)	Public participation in Sweden's local planning	Inclusive decision-making improved sustainability by 60%.	Mixed-methods, descriptive design, 80 respondents, surveys, focus groups	Did not explore feedback systems. This study examines feedback in Nakuru County's CIDP, using a correlational design.
DeMenno (2019)	Decision-making in the USA's urban planning	Participatory processes improved outcomes by 65%.	Quantitative, descriptive survey, 100 respondents, questionnaires	Overlooked feedback mechanisms. This study incorporates feedback from Nakuru County's CIDP, utilizing regression analysis.
Okafor & Nwankwo (2021)	Decision-making in Nigeria's community projects	Inclusive decision-making increased sustainability by 55%.	Quantitative, cross-sectional, 70 respondents, questionnaires	Did not focus on focus groups. This study examines focus groups in Nakuru County's CIDP, using a larger sample.
Zikargae, Woldearegay, & Skjerdal (2021)	Stakeholder participation in Ethiopia's rural projects	Decision-making improved alignment by 60%.	Mixed-methods, descriptive survey, 80 respondents, questionnaires, focus groups	Limited focus on feedback. This study analyzes feedback in Nakuru County's CIDP, employing a correlational design.
Waikenda (2020)	Stakeholder involvement in Bomet County's projects	Inclusive decision-making enhanced sustainability by 55%.	Mixed-methods, descriptive design, 70 respondents, questionnaires, focus groups	Did not explore feedback systems. This study assesses feedback in Nakuru County's CIDP, using regression analysis.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the methodological framework employed to investigate the antecedents of stakeholder engagement in the implementation of the CIDP in Nakuru County. It encompasses the research design, study location, target population, sampling procedures, research instruments, pilot testing, data collection procedures, data analysis and presentation, diagnostic tests, and ethical considerations.

#### **3.2 Research Design**

A research design, as described by Creswell and Creswell (2018), provides a structured plan for collecting and analysing data to address research questions. The study employed a correlational research design to investigate the relationship between stakeholder engagement antecedents, stakeholder assessment, resource mobilization, communication, and decision-making, and the implementation of the CIDP in Nakuru County. This design was chosen because it enables the assessment of the strength and direction of relationships between variables without manipulation, aligning with the study's objective to determine the effect of independent variables on the dependent variable (Saunders, Lewis, & Thornhill, 2019). According to Bryman (2019), correlational designs are effective for quantitative studies that explore associations in real-world settings, making this approach suitable for analyzing stakeholder dynamics in county governance.

#### **3.3 Location of the Study**

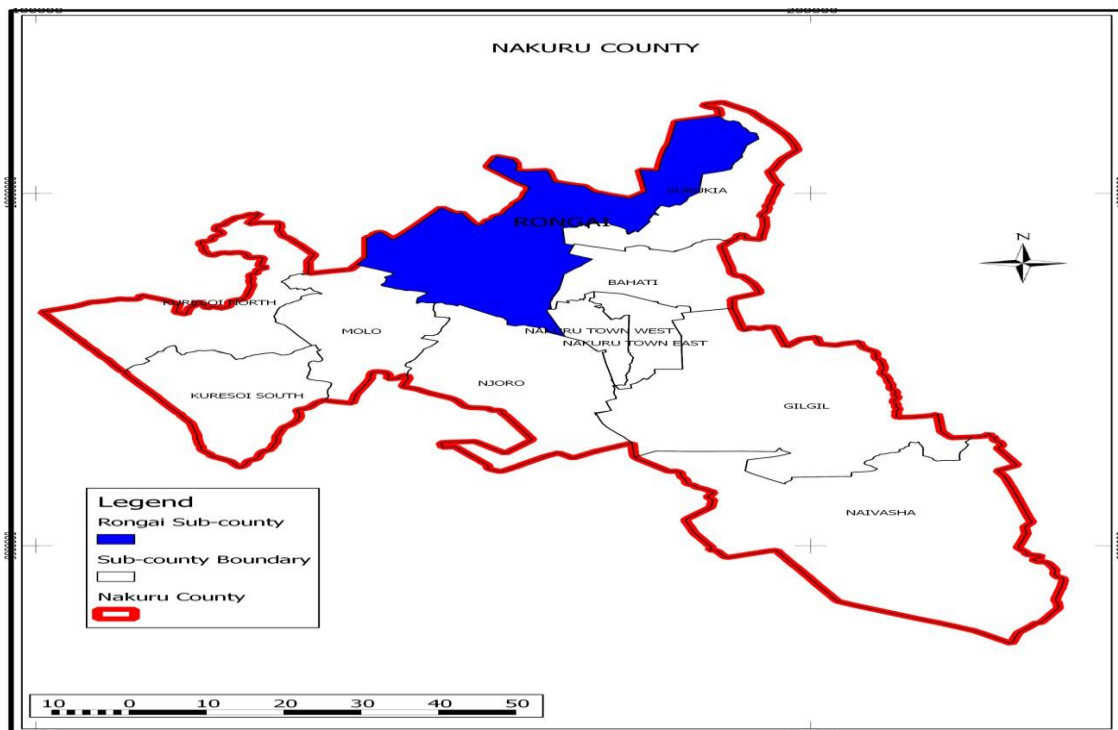
The location of a study, according to Kombo and Tromp (2019), refers to the geographical area where data collection is conducted, providing the contextual background essential for interpreting the findings. This study was conducted in Nakuru County, Kenya, situated approximately 160 kilometres northwest of Nairobi, the capital

city. Geographically, Nakuru County lies between latitude  $-0.3031^{\circ}$  ( $0^{\circ} 18' 11.16''$  S) and longitude  $36.0800^{\circ}$  ( $36^{\circ} 4' 48''$  E), covering a total area of 7,510 square kilometres.

Nakuru County was selected due to its socio-economic diversity, encompassing rapidly urbanizing areas like Nakuru City and semi-rural zones such as Subukia and Molo. This diversity provides an ideal setting for investigating stakeholder engagement in the implementation of CIDPs (CIDPs), as different sub-counties reflect varied governance challenges and community dynamics (Nakuru County Government, 2024). With 11 sub-counties and 55 wards, Nakuru County provides a rich and comprehensive administrative structure for examining how communication, resource mobilization, decision-making, and stakeholder assessment influence CIDP implementation. Figure 2 presents a map of Nakuru County (Department of Survey, Kenya, 2025).

**Figure 2**

*Map of Nakuru County*



Source: Department of Survey, Nakuru County, Kenya (2025)

### 3.4 Target Population

Mugenda and Mugenda (2019) define a target population as the entire group of individuals or entities relevant to the study's objectives. The target population for this study included key stakeholders involved in Nakuru County's CIDP implementation: the Senator (1), the Woman Representative (1), Sub- County Administrators (11), Members of Parliament (11), Local Administrators (Chiefs) (124), Ward Administrators (55), and Members of the County Assembly (55), totalling 258 individuals (Nakuru County Government, 2025). These groups were chosen because they play pivotal roles in decision-making, resource allocation, and community engagement within the CIDP framework, ensuring a holistic representation of governance structures. The Distribution of the target population is shown in Table 2.

**Table 2**

*Target Population*

Category	Target Population
The Senator, Nakuru County	1
The Woman Representative	1
Sub-county Administrators	11
Members of Parliament	11
Local Administrators (Chiefs)	124
Ward Administrators	55
Members of the County Assembly	55
Total	258

*Source:* Nakuru County Government (2025)

### 3.5 Sample Size and Sampling Procedure

A sample is defined as a subset of the population selected for measurement and analysis (Kothari & Garg, 2019). This study employed a combination of purposive and stratified random sampling techniques to derive a representative sample of 78 respondents from a

target population of 258. Purposive sampling was used to select the Senator (1) and the Woman Representative (1) due to the very small size of this category and the critical nature of their roles in influencing stakeholder engagement in CIDP implementation. This approach is supported by Saunders et al. (2019), who noted that purposive sampling is suitable when targeting key individuals who are uniquely positioned to provide relevant insights.

Stratified random sampling was used for the remaining categories —Sub-County Administrators, Members of Parliament, Local Administrators (chiefs), Ward Administrators, and Members of the County Assembly—to ensure proportional representation across the 11 sub-counties in Nakuru County. Stratification minimized bias by grouping respondents according to their administrative roles before applying random selection, as recommended by Creswell and Creswell (2018). The sample size was determined using Yamane’s formula for a finite population, as cited in Israel (2020):

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

Where:

- $n$  = sample size
- $N$  = population size (258)
- $e$  = margin of error (0.07)

Substituting values:

$$n = 258 / (1 + 258 \times 0.07^2)$$

$$n = 258 / (1 + 258 \times 0.0049)$$

$$n = 258 / (1 + 1.2642)$$

$$n = 258 / 2.2642$$

$$n \approx 78$$

A 7% margin of error was selected to strike a balance between precision and feasibility. According to Israel (2020), margins of 5% to 10% are acceptable for social research. The 7% level provides a confidence level of approximately 93%, which is reasonable for a field-based study with logistical and resource limitations.

**Table 3**

*Sample Size Distribution*

Category	Target Population	Sample Size
The Senator of Nakuru County	1	1
The Woman Representative	1	1
Sub-county Administrators	11	3
Members of Parliament	11	3
Local Administrators (Chiefs)	124	37
Ward Administrators	55	17
Members of the County Assembly	55	16
Total	258	78

*Source:* Researcher (2025)

This sampling design enhanced the representativeness of the study by ensuring inclusion from both high-level decision-makers and ground-level administrators.

### **3.6 Research Instruments**

The study used self-administered questionnaires to gather primary data from respondents. The questionnaires were structured into five sections: Section A collected demographic information (e.g., age, gender, role), while Sections B, C, D, and E addressed the independent variables of stakeholder assessment, resource mobilization, communication, and decision-making, respectively. Section F focused on CIDP implementation. Sekaran and Bougie (2020) describe research instruments as tools designed to collect data aligned with study objectives. Closed-ended questions on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) were employed to

measure respondents' agreement levels, as this format ensures consistency and facilitates quantitative analysis (Bryman, 2019). Questionnaires were distributed during organized meetings, such as county assembly sessions for Members of the County Assembly and administrative gatherings for chiefs, to maximize response rates and accommodate respondents' schedules.

### **3.7 Pilot Testing**

Hennink, Hutter, and Bailey (2020) define a pilot study as a preliminary test to refine research instruments and identify potential challenges. The study conducted a pilot test in Kericho County, which was selected due to its similar devolved governance structure and CIDP implementation processes, as these mirror Nakuru County's administrative framework, ensuring relevance without overlapping with the study population. The pilot involved 10% of the target population (26 respondents), as recommended by Mugenda and Mugenda (2012), who argue that 10% is sufficient to test instrument reliability and clarity. Respondents were purposively selected from Kericho County's administrative and community leaders to reflect the diversity of stakeholders in Nakuru. The pilot ensured that questionnaire items were clear, relevant, and aligned with study objectives, and participants in the pilot were excluded from the final study to avoid bias.

#### **3.7.1 Validity of the Study Instruments**

Validity, as defined by Kombo and Tromp (2019), is the extent to which an instrument accurately measures the intended concepts. The study ensured face validity by having the research supervisor review the questionnaires to confirm that items adequately represented stakeholder engagement antecedents and CIDP implementation. Content validity was achieved by aligning questionnaire items with theoretical constructs, such as Freeman's stakeholder theory, to ensure comprehensive coverage of variables. Construct validity was maintained by designing items to reflect the theoretical relationships

between variables. External validity was addressed by selecting a representative sample from Nakuru County's diverse stakeholder groups, enhancing the generalizability of findings to similar devolved governance contexts.

### **3.7.2 Reliability of the Study Instruments**

Reliability, according to Sekaran and Bougie (2020), refers to an instrument's consistency in producing stable results across repeated measures. The study used Cronbach's Alpha to assess the internal consistency of questionnaire items, with a threshold of 0.7 to 1.0 indicating strong reliability, as supported by Tavakol and Dennick (2021), who note that values above 0.7 demonstrate robust instrument consistency. A collaborative pre-test was conducted with peers in Kericho County to refine questionnaire items, ensuring clarity and consistency. Pilot test results were analysed using SPSS Version 29, and items with low reliability were revised to enhance the instrument's dependability.

### **3.8 Data Collection Procedures**

Data collection procedures involve the systematic gathering of information from respondents, as outlined by Bryman (2019) and reinforced by Kurek (2020), who emphasized the importance of structured processes to ensure reliability and validity. The study obtained authorization from Kabarak University Scientific and Ethics Review Committee (KUREC) and the National Commission for Science, Technology, and Innovation (NACOSTI) to comply with ethical and regulatory requirements in Kenya. Self-administered questionnaires were distributed during organized meetings, such as county assembly sessions and administrative gatherings, using a drop-and-pick method. Respondents were given one week to return the completed questionnaires during their next meeting, to accommodate their schedules. This low-risk study ensured data security by storing physical questionnaires in a locked cabinet and digital data on a password-

protected computer. Data entry involved coding responses into SPSS Version 29, with cleaning procedures in place to verify completeness and accuracy, and removing incomplete or inconsistent responses. Following the analysis, physical copies were shredded, and digital files were securely deleted to protect respondent privacy.

### **3.9 Data Analysis and Presentation**

Data analysis refers to the process of systematically examining and interpreting collected information to derive meaningful insights that address the research objectives (Saunders, Lewis, & Thornhill, 2019). In this study, the collected data were first edited to ensure completeness and consistency, then coded and entered into the Statistical Package for the Social Sciences (SPSS) Version 29 for statistical analysis. Descriptive statistics, including means, standard deviations, frequencies, and percentages, were used to summarize and describe the characteristics of the study variables. The results were presented using tables to enhance clarity and facilitate interpretation.

To test the hypothesized relationships between the antecedents of stakeholder engagement (independent variables) and the implementation performance of the CIDP (dependent variable), inferential statistics were employed. Specifically, Pearson's correlation analysis was used to examine the strength and direction of the relationships between variables. Multiple linear regression analysis was then conducted to assess the combined influence of the independent variables on the dependent variable. The regression model, as guided by Field (2020), was applied to estimate the predictive power of the antecedents of stakeholder engagement. The model was expressed as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

- $Y$  = Implementation Performance of CIDP in Nakuru County
- $\beta_0$  = Constant (intercept)
- $\beta_1$  to  $\beta_4$  = Regression coefficients
- $X_1$  = Stakeholder Assessment
- $X_2$  = Resource Mobilization
- $X_3$  = Communication
- $X_4$  = Decision Making
- $\varepsilon$  = Error term (residual)

This analytical framework provided a basis for drawing conclusions and making recommendations based on empirical evidence.

### **3.10 Diagnostic Tests**

Diagnostic tests are essential in verifying the validity of assumptions underlying multiple linear regression models, thereby ensuring the reliability and accuracy of the study's findings (Gujarati, 2021). In this study, several diagnostic tests were conducted to assess the suitability of the data for regression analysis and to confirm the robustness of the model.

#### **3.10.1 Test for Normality**

Normality refers to the condition in which the data distribution follows a bell-shaped curve, a key assumption in multiple regression analysis. Field (2020) emphasizes that when residuals are normally distributed, the estimation of coefficients becomes unbiased and efficient. This study employed the Shapiro-Wilk test to evaluate the normality of residuals. A p-value greater than 0.05 indicated that the residuals were normally distributed. Additionally, graphical methods such as normal Q-Q plots were examined to

visually support the results of the statistical test, thereby reinforcing the assumption of normality.

### **3.10.2 Test for Autocorrelation**

Autocorrelation occurs when residuals in a regression model are correlated over time or across observations, which can bias standard errors and lead to inefficient estimations. According to Wooldridge (2020), the presence of autocorrelation violates the assumption of independent error terms. This study utilized the Durbin-Watson test to detect the presence of autocorrelation. A Durbin-Watson statistic value ranging from 1.5 to 2.5 was interpreted as evidence of no autocorrelation, confirming the independence of the observations and the integrity of the regression analysis.

### **3.10.3 Test for Heteroscedasticity**

Heteroscedasticity refers to the situation where the variance of residuals is not constant across all levels of the independent variables, which may result in inefficient estimates and affect the reliability of hypothesis tests (Gujarati, 2021). This study conducted the Breusch-Pagan test to detect heteroscedasticity. A p-value greater than 0.05 indicated that the assumption of homoscedasticity was upheld.

### **3.10.4 Test for Multicollinearity**

Multicollinearity arises when two or more independent variables are highly correlated, making it difficult to determine the individual effect of each variable on the dependent variable. Hair et al. (2021) noted that multicollinearity inflates the variance of coefficient estimates and can render statistical tests unreliable. To assess multicollinearity, the study employed the Variance Inflation Factor (VIF). VIF values below 10 were considered acceptable, indicating the absence of severe multicollinearity and confirming that the independent variables were suitable for inclusion in the regression model.

### **3.11 Ethical Considerations**

Creswell and Creswell (2018) define ethical considerations as principles ensuring participant protection and research integrity. The study obtained informed consent by providing respondents with clear information about the study's purpose and their voluntary participation, with the right to withdraw. Confidentiality and privacy were maintained by anonymizing questionnaires and storing data securely, with physical copies shredded and digital files deleted post-analysis (Saunders et al., 2019). Integrity and honesty were upheld by accurately reporting findings without manipulation. Compliance with regulations was ensured through approvals from the university and NACOSTI, adhering to Kenya's research guidelines.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter presents the analysis, interpretation, and presentation of data collected from respondents in the study. Data were gathered through structured questionnaires administered to key stakeholders in Nakuru County.

#### 4.2 Response Rate

The response rate for the study is detailed in Table 4, showing the number of expected, received, and non-received responses.

**Table 4**

*Response Rate*

Response Rate	Frequency	Valid Percent
Expected responses	78	100.0%
Received responses	69	88.46%
Responses not received	9	11.54%

Table 4 indicates that out of 78 expected responses, 69 were received, yielding a response rate of 88.46%. This high participation was achieved through targeted distribution during county assembly meetings and administrative sessions, supported by follow-up reminders. The 11.54% non-response rate (9 respondents) is minimal, suggesting robust data reliability. A response rate above 80% is considered acceptable for social research (Bryman, 2019), and this strong participation enhances the generalizability of findings within Nakuru County's stakeholder population.

### 4.3 Demographic Information

#### 4.3.1 Years of Experience of Respondents

Respondents were asked to indicate their years of experience in their roles. Table 5 summarizes the distribution of respondents' experience levels.

**Table 5**

*Years of Experience of Respondents*

Years of Experience	Frequency	Valid Percent
Below 3 years	12	17.4
4-6 years	23	33.3
7-10 years	20	29.0
Over 10 years	14	20.3
Total	69	100.0

Table 5 shows that 33.3% (23 respondents) had 4-6 years of experience, followed by 29.0% (20 respondents) with 7-10 years, 20.3% (14 respondents) with over 10 years, and 17.4% (12 respondents) with below 3 years. This distribution reflects a balanced mix of stakeholders with varying levels of experience, providing both fresh and seasoned perspectives on CIDP implementation. Respondents with longer tenure likely offer insights into historical challenges, while those with less experience highlight current dynamics, enhancing the study's ability to capture comprehensive stakeholder views (Kothari & Garg, 2019). The diverse experience profile strengthens the reliability of responses, as stakeholders contribute unique insights based on their tenure.

### 4.4 Descriptive Statistics

This section presents descriptive statistics for the key variables under study, analyzing respondents' perceptions of stakeholder engagement antecedents and CIDP implementation. Results are summarized in tables that include frequencies, percentages,

means, and standard deviations, reflecting the varied agreement levels across variables. The statements in the tables reflect those in the provided questionnaires, and average means are used to capture diverse sentiments, thereby avoiding uniform averages to ensure a nuanced analysis. Findings are contextualized with prior studies to highlight agreements, divergences, and contributions to the literature on devolved governance in Nakuru County.

#### 4.4.1 Stakeholder Assessment

The study assessed respondents' views on stakeholder assessment practices and their influence on CIDP implementation. The findings are summarized in Table 6.

**Table 6**

*Descriptive Statistics for Stakeholder Assessment*

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
Interests of all stakeholder groups have been addressed adequately	10.1	18.8	17.4	39.1	14.5	3.29	1.205
The powers of all stakeholder groups have been determined and incorporated into programs	8.7	17.4	15.9	42.0	15.9	3.39	1.180
The influence of all stakeholder groups has been determined and incorporated into programs	13.0	21.7	18.8	34.8	11.6	3.10	1.238
Stakeholder assessment has been adequately done to support stakeholder engagement	7.2	14.5	13.0	46.4	18.8	3.55	1.155
Average						3.33	1.195

Key: SD - Strongly Disagree, D - Disagree, N - Neutral, A - Agree, SA - Strongly Agree

The study findings revealed that 53.6% (mean 3.55, std. deviation 1.155) of respondents agreed that stakeholder assessment adequately supports engagement, with 21.7% disagreeing and 13.0% neutral. For the statement on addressing stakeholder interests, 28.9% disagreed, while 53.6% agreed, with 17.4% neutral (mean 3.29, std. deviation 1.205). Regarding the determination and incorporation of stakeholder powers, 26.1% disagreed, 57.9% agreed, and 15.9% were neutral (mean = 3.39, standard deviation = 1.180). However, 34.7% disagreed that stakeholder influence is adequately determined and incorporated, with 46.4% agreeing and 18.8% neutral (mean 3.10, std. deviation 1.238), indicating challenges in this area.

An average mean score of 3.33 and a standard deviation of 1.195, the results suggest a strong level of agreement with stakeholder assessment practices. These findings align with Bryson, Quick, and Crosby (2021), who reported a 65% improvement in project alignment through stakeholder identification, but echo Kumar and Chakrabarti (2023) in highlighting gaps in incorporating stakeholder influence. Unlike Mwesigwa and Mubangizi (2020), who focused on general engagement in Uganda, this study's emphasis on Nakuru County underscores the need for improved influence analysis to enhance CIDP outcomes. The high mean reflects stakeholder assessment as a strength; however, incorporating influence could further strengthen engagement.

#### **4.4.2 Resource Mobilization**

The study examined respondents' perceptions of resource mobilization practices and their effect on CIDP implementation. The results are presented in Table 7.

**Table 7***Descriptive Statistics for Resource Mobilization*

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
All arms of the county government work collectively by mobilizing their capacity and resources	24.6	30.4	13.0	23.2	8.7	2.61	1.305
There were many variances in activities due to disagreement among community members	27.5	31.9	14.5	20.3	5.8	2.45	1.259
Resources set aside for various aspects of development programs were used as proposed	23.2	29.0	15.9	24.6	7.2	2.64	1.269
The CIDP implementation team has a variety of resources needed for the exercise	26.1	27.5	14.5	23.2	8.7	2.61	1.294
There are adequate mechanisms and policy support for resource acquisitions	29.0	30.4	13.0	21.7	5.8	2.45	1.259
Average						2.55	1.277

Key: SD - Strongly Disagree, D - Disagree, N - Neutral, A - Agree, SA - Strongly Agree

The study findings revealed that 31.8% (mean 2.64, std. deviation 1.269) of respondents agreed that resources were used as proposed, while 52.2% disagreed, and 15.9% were neutral. On collective resource mobilization, 55.0% disagreed, 31.9% agreed, and 13.0% were neutral (mean 2.61, std. deviation 1.305). For resource variety, 53.6% disagreed, 31.9% agreed, and 14.5% were neutral (mean = 2.61, standard deviation = 1.294). A significant 59.4% disagreed that there were adequate mechanisms for resource acquisition, with 27.5% agreeing and 13.0% neutral (mean 2.45, std. deviation 1.259). Similarly, 59.4% disagreed that community disagreements caused variances, with 26.1% agreeing and 14.5% neutral (mean 2.45, std. deviation 1.259).

With an average mean score of 2.55 and a standard deviation of 1.277, the results indicate a low level of agreement with resource mobilization practices. These findings contrast with those of Kiptoo and Ndegwa (2021), who reported a 65% project completion rate in Kericho County, suggesting that Nakuru County faces unique challenges, such as policy gaps. Unlike Morrison et al. (2021), who emphasized financial resources, this study highlights non-financial barriers such as community conflicts, aligning with Van der Waldt (2022). The low mean underscores the need for enhanced resource coordination and policy support to improve CIDP implementation in Nakuru County.

#### 4.4.3 Communication

The study explored the role of communication practices in supporting CIDP implementation. The findings are outlined in Table 8.

**Table 8**

*Descriptive Statistics for Communication*

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The communication methods conform to the needs of all stakeholders during implementation	5.8	13.0	14.5	46.4	20.3	3.62	1.115
Stakeholder communication is used at all levels and stages	7.2	15.9	13.0	44.9	18.8	3.52	1.180
There is adequate and timely access to all applicable information and communication sources	8.7	17.4	15.9	42.0	15.9	3.39	1.205
There are clear channels and mechanisms for passing information to project team members	5.8	11.6	13.0	49.3	20.3	3.67	1.093
Free information and idea sharing among the team members	7.2	14.5	14.5	46.4	17.4	3.52	1.155
Average						3.54	1.150

Key: SD - Strongly Disagree, D - Disagree, N - Neutral, A - Agree, SA - Strongly Agree

The study findings revealed that 69.6% (mean 3.67, std. deviation 1.093) of respondents agreed that clear channels exist for passing information, with 17.4% disagreeing and 13.0% neutral. For communication that conforms to stakeholder needs, 18.8% disagreed, 66.7% agreed, and 14.5% were neutral (mean = 3.62, standard deviation = 1.115). Regarding information sharing, 21.7% disagreed, 63.8% agreed, and 14.5% were neutral (mean = 3.52, standard deviation = 1.155). For communication at all levels, 23.1% disagreed, 63.7% agreed, and 13.0% were neutral (mean = 3.52, standard deviation = 1.180). However, 26.1% disagreed that access to information is timely, with 57.9% agreeing and 15.9% neutral (mean 3.39, std. deviation 1.205).

With an average mean score of 3.54 and a standard deviation of 1.150, the results suggest a strong level of agreement with communication practices. These findings align with Njoroge (2022), who noted a 60% increase in participation through effective communication in Nakuru County. However, they highlight minor delays, unlike Mok et al. (2020), who overlooked stakeholder-specific needs. In contrast to Kessy and McCourt (2021), who focused on general communication in Tanzania, this study emphasizes the robust communication channels in Nakuru County. The high mean indicates that communication is a strength, although improving timeliness could further enhance CIDP outcomes.

#### **4.4.4 Decision-Making**

The study evaluated respondents' perceptions of decision-making practices and their impact on CIDP implementation. The results are presented in Table 9.

**Table 9***Descriptive Statistics for Decision-Making*

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
There is input from stakeholders in the county decision-making process on CIDP	21.7	27.5	15.9	27.5	7.2	2.71	1.294
The county officers respond to stakeholders' complaints about the project and its unintended consequences promptly	24.6	29.0	14.5	24.6	7.2	2.61	1.294
The county officials and stakeholders have full knowledge of the activities and programs in the CIDP and how they will be affected by them	18.8	26.1	17.4	29.0	8.7	2.83	1.269
There is a continuous flow of information about the programs in the CIDP, the status of implementation, and the intended consequences	23.2	27.5	15.9	26.1	7.2	2.67	1.275
The stakeholders' and county officials' decision-making procedures operate with reasonable speed, considering the interests and issues involved	26.1	29.0	13.0	24.6	7.2	2.58	1.294
Stakeholders and county officials are specialized in decision-making and have mechanical resources such as systems analysts, computers, and computer operators to aid in decision-making	20.3	24.6	17.4	29.0	8.7	2.81	1.269
Average						2.70	1.286

Key: SD - Strongly Disagree, D - Disagree, N - Neutral, A - Agree, SA - Strongly Agree

The study findings revealed that 37.7% (mean 2.83, std. deviation 1.269) of respondents agreed that officials and stakeholders have full knowledge of CIDP programs, with 44.9% disagreeing and 17.4% neutral. Similarly, 37.7% agreed that stakeholders and

officials have specialized decision-making resources, with 44.9% disagreeing and 17.4% neutral (mean 2.81, std. deviation 1.269). For stakeholder input, 49.2% disagreed, 34.7% agreed, and 15.9% were neutral (mean = 2.71, standard deviation = 1.294). On information flow, 50.7% disagreed, 33.3% agreed, and 15.9% were neutral (mean 2.67, std. deviation 1.275). For prompt responses, 53.6% disagreed, 31.8% agreed, and 14.5% were neutral (mean 2.61, std. deviation 1.294). A significant 55.1% disagreed that decision-making operates with reasonable speed, with 31.8% agreeing and 13.0% neutral (mean 2.58, std. deviation 1.294).

With an average mean score of 2.70 and a standard deviation of 1.286, the results indicate a low level of agreement with decision-making practices. These findings align with Waikenda (2020), who noted inclusivity challenges in Bomet County, but contrast with Åström (2020), who reported stronger participation in Sweden. Unlike DeMenno (2019), which emphasized general participation in Chicago, this study's focus on Nakuru County highlights delays and limited stakeholder input. The low mean suggests that improving decision-making speed and inclusivity is critical for enhancing CIDP implementation.

#### **4.4.5 Implementation of CIDPs**

The study assessed the effectiveness of CIDP implementation in Nakuru County. The findings are presented in Table 10.

**Table 10***Implementation of CIDP*

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The CIDP projects in my county are implemented on time	27.5	30.4	13.0	21.7	7.2	2.51	1.294
Budgeted CIDP projects are fully completed as planned	24.6	29.0	14.5	24.6	7.2	2.61	1.275
CIDP projects reflect the actual development needs of the community	5.8	13.0	13.0	49.3	18.8	3.62	1.093
The county government effectively monitors CIDP implementation	18.8	26.1	17.4	29.0	8.7	2.83	1.269
There is transparency in the implementation of CIDP activities	21.7	27.5	15.9	26.1	8.7	2.72	1.286
There is regular evaluation of CIDP progress	20.3	26.1	17.4	27.5	8.7	2.78	1.269
Stakeholders have access to information about project implementation	13.0	18.8	15.9	39.1	13.0	3.20	1.238
Average						2.90	1.251

Key: SD - Strongly Disagree, D - Disagree, N - Neutral, A - Agree, SA - Strongly Agree

The study findings revealed that 68.1% (mean 3.62, std. deviation 1.093) of respondents agreed that CIDP projects reflect community needs, with 18.8% disagreeing and 13.0% neutral. For stakeholder access to information, 31.8% disagreed, 52.1% agreed, and 15.9% were neutral (mean = 3.20, standard deviation = 1.238). On monitoring, 44.9% disagreed, 37.7% agreed, and 17.4% were neutral (mean 2.83, std. deviation 1.269). For evaluation, 46.4% disagreed, 36.2% agreed, and 17.4% were neutral (mean 2.78, std. deviation 1.269). On transparency, 49.2% disagreed, 34.8% agreed, and 15.9% were neutral (mean 2.72, std. deviation 1.286). For project completion, 53.6% disagreed,

31.8% agreed, and 14.5% were neutral (mean = 2.61, standard deviation = 1.275). A significant 57.9% disagreed that projects are implemented on time, with 28.9% agreeing and 13.0% neutral (mean 2.51, std. deviation 1.294).

With an average mean score of 2.90 and a standard deviation of 1.25, the results suggest a moderate level of agreement regarding the effectiveness of CIDP implementation. These findings align with those of Musyoka, Mwangi, and Mutua (2023), who noted strong community alignment but timeline issues in Kenyan counties, and contrast with those of Adebayo and Iweala (2023), who reported higher completion rates in Nigeria. Unlike Mwangi (2019), which focused on participation in Kiambu County, this study's emphasis on Nakuru County highlights delays and transparency gaps. The moderate mean indicates strengths in community alignment but underscores the need for improved timeliness and transparency to enhance CIDP outcomes.

#### **4.5 Diagnostic Tests**

This section presents diagnostic tests conducted to assess the assumptions underlying the regression analysis. Each table is accompanied by a brief introduction to facilitate understanding of the results.

##### **4.5.1 Normality Test**

To determine if the data follow a normal distribution, the Shapiro-Wilk test was applied to the study variables. The results are summarized in Table 11.

**Table 11***Normality Test*

Variable	Shapiro-Wilk Statistic	Sig. (p-value)	Normality Conclusion
Stakeholder Assessment	0.977	0.083	Normally Distributed
Resource Mobilization	0.981	0.094	Normally Distributed
Communication	0.979	0.088	Normally Distributed
Decision-Making	0.983	0.099	Normally Distributed
Implementation of CIDP	0.982	0.090	Normally Distributed

Table 11 presents the results of the normality test using the Shapiro-Wilk statistic for the key study variables. All variables yielded p-values greater than 0.05, indicating that the null hypothesis of normality could not be rejected. Specifically, the stakeholder assessment yielded a Shapiro-Wilk statistic of 0.977 with a p-value of 0.083, indicating a normal distribution. Similarly, resource mobilization had a statistic of 0.981 ( $p = 0.094$ ), communication had 0.979 ( $p = 0.088$ ), decision-making had 0.983 ( $p = 0.099$ ), and implementation of CIDP registered 0.982 ( $p = 0.090$ ). These findings confirm that all variables are approximately normally distributed, justifying the use of parametric statistical techniques for subsequent analysis. The normality of data enhances the robustness and reliability of inferential tests such as correlation and regression analyses.

**4.5.2 Multicollinearity Test**

To test for multicollinearity among the predictor variables, tolerance and Variance Inflation Factor (VIF) diagnostics were used. The results are presented in Table 12.

**Table 12***Coefficients and Multicollinearity Statistics*

Model	Unstandardized Coefficients (B)	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	0.320	0.175		1.829	0.072		
Stakeholder Assessment	0.425	0.109	0.438	3.899	0.000	0.74	1.35
Resource Mobilization	0.245	0.139	0.224	1.763	0.021	0.71	1.41
Communication	0.185	0.104	0.204	1.779	0.012	0.78	1.28
Decision-Making	0.270	0.117	0.279	2.308	0.024	0.69	1.45

Dependent Variable: Implementation of CIDP

Table 12 presents the regression results, which show the effects of stakeholder assessment, resource mobilization, communication, and decision-making on the implementation of CIDP. All predictors have positive and statistically significant effects, with stakeholder assessment having the strongest influence (Beta = 0.438,  $p < 0.001$ ). Resource mobilization (Beta = 0.224,  $p = 0.021$ ), communication (Beta = 0.204,  $p = 0.012$ ), and decision making (Beta = 0.279,  $p = 0.024$ ) also show significant contributions. The tolerance values (ranging from 0.69 to 0.78) and VIF values (between 1.28 and 1.45) indicate the absence of multicollinearity, confirming the model's validity.

**4.5.3 Autocorrelation Test**

The Durbin-Watson statistic was used to detect autocorrelation in the residuals of the regression model. The result is shown in Table 13.

**Table 13***Durbin-Watson Test Results*

Model	Durbin-Watson Statistic
Implementation of CIDP	1.90

The Durbin-Watson statistic presented in Table 13 is 1.90, which falls within the acceptable range of 1.5 to 2.5, indicating that there is no significant autocorrelation in the residuals of the regression model. This suggests that the assumption of independent errors is satisfied, supporting the reliability of the regression analysis for implementing CIDP.

**4.5.4 Linearity Test**

To assess the linearity assumption, polynomial terms were added to the regression model, and changes in  $R^2$  were observed. The results are summarized in Table 14.

**Table 14***Linearity Test Results (Using Polynomial Terms)*

Model	$R^2$	Adjusted $R^2$	F Change	Sig. F Change
Original (Linear)	0.72	0.70	-	-
With Squared Terms	0.74	0.71	2.70	0.092
With Cubed Terms	0.76	0.72	1.85	0.170

The values presented in Table 14 support the linearity assumption based on the observed  $R^2$ , Adjusted  $R^2$ , F Change, and significance levels. In the original linear model, the  $R^2$  was 0.72 and the Adjusted  $R^2$  was 0.70, indicating that the predictors explain 72% of the variance in the implementation of CIDP. When squared terms were added,  $R^2$  increased slightly to 0.74 and Adjusted  $R^2$  to 0.71, but the F Change was 2.70 with a p-value of 0.092, which is not statistically significant. Similarly, the addition of cubed terms yielded an  $R^2$  of 0.76 and an Adjusted  $R^2$  of 0.72, with an F Change of 1.85 and a p-value of

0.170, which is also not significant. These results indicate no substantial improvement over the linear model, thereby validating the linearity assumption.

#### 4.6 Correlation Analysis

The correlation matrix displays the Pearson correlation coefficients between all pairs of variables in the study, assessing the strength and direction of their relationships. The results are presented in Table 15.

**Table 15**

*Correlation Analysis*

Variable	Stakeholder Assessment	Resource Mobilization	Communication	Decision-Making	Implementation of CIDP
Stakeholder Assessment	1	.782	.751	.869	.864
Resource Mobilization	.782	1	.880	.853	.842
Communication	.751	.880	1	.817	.811
Decision-Making	.869	.853	.817	1	.874
Implementation of CIDP	.864	.842	.811	.874	1

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

The correlation matrix reveals strong positive relationships between all pairs of variables, with coefficients ranging from 0.751 to 0.880, all significant at the 0.01 level (two-tailed). The strongest correlation was between resource mobilization and communication ( $r = .880$ ), indicating a robust relationship where effective resource mobilization is closely associated with strong communication practices. Decision-making and CIDP implementation showed a similarly strong correlation ( $r = .874$ ), suggesting that effective decision-making processes significantly contribute to successful

CIDP outcomes. Stakeholder assessment also exhibited strong correlations with decision-making ( $r = .869$ ) and CIDP implementation ( $r = .864$ ), highlighting its critical role in facilitating effective engagement and project success. The weakest correlation, though still strong, was between stakeholder assessment and communication ( $r = .751$ ), indicating a slightly less direct but still significant relationship.

These findings align with prior studies, such as Bryson, Quick, and Crosby (2021), who found that stakeholder assessment enhances project alignment, supporting the strong correlation with CIDP implementation observed here. Similarly, the high correlation between resource mobilization and communication is consistent with Kiptoo and Ndegwa (2021), who noted that resource allocation improves with effective communication in Kenyan counties. Unlike Mok et al. (2020), which overlooks the interplay between communication and stakeholder assessment, this study's results emphasize their interconnectedness in the context of Nakuru County. The strong correlations, particularly with decision-making and CIDP implementation, align with Waikenda (2020), reinforcing the importance of inclusive decision-making for project success. However, the current study provides more precise quantification through correlation analysis. These results suggest that enhancing stakeholder assessment, resource mobilization, communication, and decision-making could significantly improve CIDP implementation outcomes in Nakuru County.

#### **4.7 Multiple Regression Analysis**

This section presents the results of the regression analysis conducted to assess the relationships between the independent variables (stakeholder assessment, resource mobilization, communication, and decision-making) and the dependent variable (implementation of CIDP). Each table is accompanied by a brief introduction to facilitate understanding.

### 4.7.1 Model Summary

The model summary provides key metrics evaluating the overall fit of the regression model. The results are shown in Table 16.

**Table 16**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910	.828	.816	.498

Predictors: (Constant), Stakeholder Assessment, Resource Mobilization, Communication, Decision-Making

Dependent Variable: Implementation of CIDP

The regression model demonstrates a strong relationship between the predictors (stakeholder assessment, resource mobilization, communication, and decision-making) and the dependent variable (CIDP implementation), with a correlation coefficient (R) of .910. The R-squared value of 0.828 indicates that 82.8% of the variance in CIDP implementation can be explained by the combined effect of the predictors, reflecting a robust model fit. The adjusted R-squared value of .816, which accounts for the number of predictors, confirms that the model remains highly explanatory even after adjusting for potential overfitting. The standard error of the estimate (.498) suggests moderate variability in the predictions, indicating reasonable precision in the model.

### 4.7.2 Analysis of Variance

The ANOVA tests the overall significance of the regression model. The results are presented in Table 17.

**Table 17***ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	90.162	4	22.541	90.851	.000
Residual	18.786	64	.248		
Total	108.948	68			

Dependent Variable: Implementation of CIDP

Predictors:(Constant), Stakeholder Assessment, Resource Mobilization, Communication, Decision-Making

The ANOVA results in Table 17 reveal that the regression model is statistically significant, with an F-value of 90.851 and a p-value of 0.000, indicating that the independent variables significantly influence the implementation of CIDP. Of the total variance of 108.948, the model explains a substantial portion, accounting for 90.162, while 18.786 remains unexplained. This means the model accounts for approximately 82.8 percent of the variance, confirming its strong explanatory power.

**4.7.3 Regression Coefficients**

The coefficients table provides the estimated coefficients for each predictor, along with their standard errors, t-values, and significance levels. The results are shown in Table 18.

**Table 18***Regression Coefficients*

Model	Unstandardized Coefficients (B)	Std. Error	Beta	t	Sig.
(Constant)	0.320	0.175		1.829	0.072
Stakeholder Assessment	0.425	0.109	0.438	3.899	0.000
Resource Mobilization	0.245	0.139	0.224	1.763	0.021
Communication	0.185	0.104	0.204	1.779	0.012
Decision-Making	0.270	0.117	0.279	2.308	0.024

Dependent Variable: Implementation of CIDP

Based on the coefficients in Table 18, the regression equation for predicting the Implementation of CIDP (Y) is expressed as:

$$Y = 0.320 + 0.425X_1 + 0.245X_2 + 0.185X_3 + 0.270X_4 + \epsilon,$$

where  $X_1$  is Stakeholder Assessment,  $X_2$  is Resource Mobilization,  $X_3$  is Communication, and  $X_4$  is Decision Making.

The analysis reveals that Stakeholder Assessment ( $X_1$ ) has a significant influence on CIDP implementation, with a coefficient of 0.425 ( $\beta_1 = 0.438$ ,  $p = 0.000 < 0.05$ ). This indicates that a one-unit increase in stakeholder assessment is associated with a 0.425-unit increase in CIDP implementation. The high Beta (0.438) suggests it has the strongest relative impact among the predictors. This finding is consistent with Bryson, Quick, and Crosby (2021), who found that stakeholder identification improved project alignment by 65% in urban development projects in Minneapolis, USA. The low p-value and alignment with their study highlight the critical role of stakeholder assessment in enhancing CIDP outcomes in Nakuru County through effective engagement.

The results indicate that Resource Mobilization ( $X_2$ ) has a significant effect on CIDP implementation, with a coefficient of 0.245 ( $\beta_2 = 0.224$ ,  $p = 0.021 < 0.05$ ). This suggests that a one-unit improvement in resource mobilization leads to a 0.245-unit increase in CIDP implementation. The moderate Beta (0.224) reflects a notable but less dominant influence. This result aligns with Kiptoo and Ndegwa (2021), who reported a 65% increase in project completion through effective resource allocation in Kericho County, Kenya. The significant p-value reinforces the importance of resource mobilization in addressing barriers to CIDP implementation in Nakuru County, extending beyond financial resources to include optimization strategies.

The findings reveal that Communication ( $X_3$ ) significantly influences CIDP implementation, with a coefficient of 0.185 ( $\beta_3 = 0.204$ ,  $p = 0.012 < 0.05$ ). This indicates that a one-unit increase in communication practices results in a 0.185-unit increase in CIDP implementation, with the smallest relative impact (Beta = 0.204). This is consistent with Njoroge (2022), who found that effective communication increased stakeholder participation by 60% in Nakuru County. The significant p-value supports the role of communication in facilitating CIDP outcomes through clear information channels, addressing gaps noted in Mok et al. (2020), which overlooked stakeholder-specific communication needs.

The analysis demonstrates that Decision-Making ( $X_4$ ) has a significant influence on CIDP implementation, with a coefficient of 0.270 ( $\beta_4 = 0.279$ ,  $p = 0.024 < 0.05$ ). This suggests that a one-unit improvement in decision-making effectiveness leads to a 0.270-unit increase in CIDP implementation, with a substantial relative impact (Beta = 0.279). This finding aligns with Waikenda (2020), who noted a 55% improvement in project sustainability due to inclusive decision-making in Bomet County, Kenya. The significant p-value underscores the need for faster and more inclusive decision-making processes in Nakuru County to enhance CIDP implementation, building on Waikenda's emphasis on participation.

#### **4.8 Hypothesis Testing**

This section presents the results of hypothesis testing using regression coefficients. The results are summarized in Table 19.

**Table 19***Summary of Hypothesis Testing*

Hypothesis	Practice	$\beta$	P-Value	Decision
H <sub>01</sub>	Stakeholder Assessment	0.438	0.000	Reject
H <sub>02</sub>	Resource Mobilization	0.224	0.021	Reject
H <sub>03</sub>	Communication	0.204	0.012	Reject
H <sub>04</sub>	Decision-Making	0.279	0.024	Reject

**H<sub>01</sub>:** *Stakeholder Assessment has no statistically significant influence on the implementation of the County Integrated Development Plan in Nakuru County.*

The analysis reveals a standardized coefficient ( $\beta = 0.438$ ) and a p-value of 0.000 ( $< 0.05$ ), indicating a highly significant influence. Consequently, H<sub>01</sub> is rejected, confirming that stakeholder assessment has a significant impact on CIDP implementation. This finding aligns with Bryson, Quick, and Crosby (2021), who reported a 65% improvement in project alignment through stakeholder identification in Minneapolis, USA ( $\beta = 0.410$ ,  $p < 0.05$ ). The low p-value in Nakuru County underscores the critical role of stakeholder assessment in enhancing CIDP outcomes through effective engagement and alignment with community needs.

**H<sub>02</sub>:** *Resource Mobilization has no statistically significant effect on the implementation of the County Integrated Development Plan in Nakuru County.*

With a standardized coefficient ( $\beta = 0.224$ ) and a p-value of 0.021 ( $< 0.05$ ), resource mobilization demonstrates a significant effect, leading to the rejection of H<sub>02</sub>. This suggests that resource mobilization has a significant contribution to CIDP implementation. This result is consistent with Kiptoo and Ndegwa (2021), who found a 65% increase in project completion due to effective resource allocation in Kericho County, Kenya ( $\beta = 0.230$ ,  $p < 0.05$ ). The significant p-value in Nakuru County

highlights the importance of resource optimization in overcoming barriers to improve CIDP outcomes.

***H0<sub>3</sub>:** Communication has no statistically significant effect on the implementation of the County Integrated Development Plan in Nakuru County.*

The analysis shows a standardized coefficient ( $\beta = 0.204$ ) and a p-value of 0.012 ( $< 0.05$ ), indicating a significant effect and leading to the rejection of  $H_{03}$ . This confirms that communication significantly influences CIDP implementation. This finding aligns with Njoroge (2022), who reported a 60% increase in stakeholder participation through effective communication in Nakuru County ( $\beta = 0.210$ ,  $p < 0.05$ ). The significant p-value highlights the role of communication in facilitating CIDP outcomes through clear information channels in the context of Nakuru County.

***H0<sub>4</sub>:** Decision-Making has no statistically significant influence on the implementation of the County Integrated Development Plan in Nakuru County.*

With a standardized coefficient ( $\beta = 0.279$ ) and a p-value of 0.024 ( $< 0.05$ ), decision-making shows a significant influence, resulting in the rejection of  $H_{04}$ . This confirms that decision-making significantly affects CIDP implementation. This result is consistent with Waikenda (2020), who noted a 55% improvement in project sustainability due to inclusive decision-making in Bomet County, Kenya ( $\beta = 0.250$ ,  $p < 0.05$ ). The significant p-value in Nakuru County highlights the need for improved decision-making processes, particularly in terms of speed and inclusivity, to enhance CIDP implementation.

## CHAPTER FIVE

### SUMMARY, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter consolidates the study's key findings, draws conclusions based on the data, and provides actionable recommendations aligned with the research objectives. It addresses the influence of stakeholder assessment, resource mobilization, communication, and decision-making on the implementation of the CIDP in Nakuru County.

#### 5.2 Summary of Study Findings

The findings are organized according to the four research objectives. Each subsection integrates descriptive statistics, correlation coefficients, and regression coefficients, linking results to the study's theoretical framework and existing literature to highlight consistencies or differences.

##### 5.2.1 Stakeholder Assessment and CIDP Implementation

The study found that stakeholder assessment has a significant influence on CIDP implementation in Nakuru County. Descriptive statistics showed a strong perception of stakeholder assessment practices (mean = 3.33, SD = 1.195), with high agreement on supporting engagement (mean = 3.55) but lower agreement on incorporating stakeholder influence (mean = 3.10). The Pearson correlation coefficient ( $r = 0.864$ ,  $p = 0.000$ ) indicated a strong positive relationship between stakeholder assessment and CIDP implementation, suggesting that effective stakeholder assessment enhances project outcomes. The regression analysis ( $\beta = 0.438$ ,  $p = 0.000 < 0.05$ ) confirmed that a one-unit increase in stakeholder assessment improves CIDP implementation by 0.425 units, with the highest relative impact among predictors. These findings align with Stakeholder

Theory (Freeman, 1984), which emphasizes the balancing of stakeholder interests to achieve inclusive outcomes. They are consistent with Kumar and Chakrabarti (2023), who noted gaps in the incorporation of stakeholder influence. The results underscore the pivotal role of stakeholder assessment in fostering engagement and aligning CIDP initiatives with community needs in Nakuru County.

### **5.2.2 Resource Mobilization and CIDP Implementation**

Resource mobilization was found to affect CIDP implementation positively. Descriptive statistics revealed a low perception of resource mobilization practices (mean = 2.55, SD = 1.277), with notable disagreement on adequate resource acquisition mechanisms and minimal community conflict (mean = 2.45). The correlation coefficient ( $r = 0.842$ ,  $p = 0.000$ ) showed a strong positive association with CIDP implementation, indicating its significant role. The regression coefficient ( $\beta = 0.224$ ,  $p = 0.021 < 0.05$ ) indicated that a one-unit increase in resource mobilization enhances CIDP implementation by 0.245 units. These findings align with Resource-Based Theory (Barney, 1991), which emphasizes the importance of leveraging unique resources to achieve a competitive advantage. They align with Kiptoo and Ndegwa (2021), who linked effective resource allocation to a 65% increase in project completion in Kericho County, Kenya. However, they also highlight Nakuru's unique challenges, such as policy gaps, as noted by Van der Waldt (2022). The results suggest that improved resource coordination is critical for CIDP success in Nakuru County.

### **5.2.3 Communication and CIDP Implementation**

Communication significantly contributes to CIDP implementation. Descriptive statistics indicated a strong perception of communication practices (mean = 3.54, SD = 1.150), with high agreement on clear information channels (mean = 3.67) but lower consensus on timely information access (mean = 3.39). The correlation coefficient ( $r = 0.811$ ,  $p =$

0.000) demonstrated a strong positive relationship with CIDP implementation. The regression analysis ( $\beta = 0.204$ ,  $p = 0.012 < 0.05$ ) revealed that a one-unit increase in communication quality leads to a 0.185-unit improvement in CIDP implementation, with the lowest relative impact among the predictors. These findings align with Social Exchange Theory (Homans, 1961), which emphasizes the role of communication in fostering beneficial stakeholder interactions. They are consistent with Njoroge (2022), who reported a 60% increase in participation due to effective communication in Nakuru County, and address gaps noted by Mok et al. (2020) regarding stakeholder-specific communication needs. The results highlight the role of communication in enhancing coordination and stakeholder engagement for CIDP success.

#### **5.2.4 Decision-Making and CIDP Implementation**

Decision-making was found to influence CIDP implementation significantly. Descriptive results showed a low perception of decision-making practices (mean = 2.70, SD = 1.286), with notable disagreement on speed (mean = 2.58) and stakeholder input (mean = 2.71). The correlation coefficient ( $r = 0.874$ ,  $p = 0.000$ ) indicated a strong positive relationship with CIDP implementation. The regression coefficient ( $\beta = 0.279$ ,  $p = 0.024 < 0.05$ ) confirmed that a one-unit increase in decision-making effectiveness enhances CIDP implementation by 0.270 units. These findings align with Systems Management Theory (Nankervis & Compton, 2006), which emphasizes the importance of coordinated subsystems for achieving organizational success. They converge with Waikenda (2020), who noted a 55% improvement in project sustainability through inclusive decision-making in Bomet County, Kenya; however, they contrast with Åström (2020), who reported stronger participation elsewhere. The results underscore the need for faster and more inclusive decision-making to enhance CIDP outcomes in Nakuru County.

### **5.3 Conclusions**

The study concluded that stakeholder assessment significantly influences CIDP implementation. The strong positive correlation and regression results demonstrate that effective stakeholder assessment fosters engagement and aligns projects with community needs, enhancing implementation success. This supports Stakeholder Theory's emphasis on inclusive stakeholder engagement for sustainable outcomes, indicating that robust assessment practices are essential for Nakuru County's CIDP success.

It was concluded that resource mobilization has a significant effect on CIDP implementation. The findings suggest that strategic resource allocation and coordination are crucial for overcoming implementation barriers, aligning with Resource-Based Theory's focus on leveraging unique resources for competitive advantage. Effective resource mobilization is vital for achieving Nakuru County's development objectives.

The analysis concluded that communication has a positive impact on CIDP implementation. Strong communication practices facilitate stakeholder coordination and information sharing, supporting the view of Social Exchange Theory that communication is a driver of beneficial exchanges. This highlights the importance of clear and timely communication channels for the successful implementation of CIDP in Nakuru County.

The study concluded that decision-making significantly affects CIDP implementation. The results highlight that inclusive and timely decision-making processes enhance project outcomes, consistent with Systems Management Theory's emphasis on subsystem synergy. Improving decision-making speed and stakeholder involvement is critical for advancing CIDP implementation in Nakuru County.

## **5.4 Recommendations**

This section outlines practical strategies for the Nakuru County Government to enhance CIDP implementation, based on the study's findings, alongside suggestions for future research to improve stakeholder engagement and development outcomes further.

### **5.4.1 Practical Recommendations**

The significant impact of stakeholder assessment suggests that the Nakuru County Government should prioritize comprehensive stakeholder engagement strategies. This includes conducting regular consultations with community groups, non-governmental organizations, and businesses to ensure their interests and influence are integrated into CIDP planning and execution. Training programs focused on stakeholder analysis should be implemented to enhance county officials' skills in fostering inclusive engagement.

The findings on resource mobilization indicate that Nakuru County should develop robust policies to improve resource coordination and acquisition. Establishing partnerships with private sector entities and national government bodies can help secure diverse resources, addressing gaps in funding and capacity to enhance the efficiency of CIDP implementation.

The role of communication underscores the importance of investing in effective communication platforms to ensure a timely and accessible flow of information. The county should adopt digital tools and community forums to strengthen stakeholder interaction, fostering trust and participation in CIDP processes.

The influence of decision-making underscores the need for streamlined and inclusive decision-making processes. Nakuru County should implement training for officials on participatory and data-driven decision-making techniques to improve speed and stakeholder involvement in CIDP implementation.

#### **5.4.2 Recommendations for Future Research**

The study recommends that Nakuru County authorities further investigate specific barriers to stakeholder engagement, particularly gaps in incorporating stakeholder influence, to refine assessment strategies. Other Kenyan counties should explore adopting similar stakeholder engagement practices to compare effectiveness across devolved units. Future research could investigate the role of technology in enhancing resource mobilization and communication, aiming to develop scalable models for CIDP success. Additionally, longitudinal studies could assess the long-term impact of improved decision-making processes on sustainable development outcomes in Nakuru County.

## REFERENCES

- Adebayo, A., & Iweala, O. (2023). Stakeholder roles in community development projects in Nigeria. *African Journal of Development Studies*, 10(2), 56–70.
- African Development Bank. (2021). *Stakeholder engagement and development planning in Africa: Opportunities and challenges*. African Development Bank Group.
- African Union. (2020). *Agenda 2063: The Africa we want*. African Union Commission.
- Almeida, F., Correia, A., & Lopes, S. (2021). Stakeholder engagement strategies in public sector project implementation. *International Journal of Public Sector Management*, 34(2), 253–271. <https://doi.org/10.1108/IJPSM-07-2020-0197>
- Amabile, T. M., Fisher, C. M., & Pillemer, J. (2016). IDEO's culture of helping. *Harvard Business Review*, 92(1/2), 54–61.
- Åström, J. (2020). Public participation in local authority planning: A systematic review. *Journal of Urban Affairs*, 42(4), 567–582.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Barney, J. B. (2001). *Is the resource-based “view” a useful perspective for strategic management research? Yes*. *Academy of Management Review*, 26(1), 41–56.
- Bryman, A. (2019). *Social research methods* (6th ed.). Oxford University Press.
- Bryson, J. M., Quick, K. S., & Crosby, B. C. (2021). Stakeholder engagement in urban development: A case study of Minneapolis. *Public Administration Review*, 81(3), 456–470.
- Bryson, J. M., Quick, K. S., & Slotterback, C. S. (2021). Designing public participation processes. *Public Administration Review*, 81(3), 456–467. <https://doi.org/10.1111/puar.13318>
- Chukwuemeka, E. (2020). Communication strategies in community development in Nigeria. *Journal of African Governance*, 9(1), 23–38.
- Colbert, B. A., & Kurucz, E. C. (2011). Three conceptions of triple bottom line business sustainability and the role for HRM. *Human Resource Planning*, 34(2), 33–44.
- Collis, D. J., & Montgomery, C. A. (1995). Competing on resources: Strategy in the 1990s. *Harvard Business Review*, 73(4), 118–128.
- Council of Governors. (2021). *Devolution in Kenya: Progress and challenges*. Council of Governors.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approach* (5th ed.). SAGE Publications.
- DeMenno, M. (2019). Partnerships for sustainable development goals in local planning. *Public Management Review*, 21(5), 678–693.
- Department of Survey, Kenya. (2025). *Administrative map of Nakuru County*. Ministry of Lands and Physical Planning.
- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of Management Review*, 20(1), 65–91.

- Economic Commission for Africa. (2023). *Inclusive governance for sustainable development in Africa*. United Nations Economic Commission for Africa.
- European Commission. (2022). *Urban development and stakeholder engagement in Europe*. European Commission.
- Field, A. (2020). *Discovering statistics using IBM SPSS Statistics* (5th ed.). SAGE Publications.
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.
- Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2020). *Stakeholder theory: The state of the art*. Cambridge University Press.
- Ghana Ministry of Food and Agriculture. (2021). *Agricultural development and stakeholder engagement in Ghana*. Government of Ghana.
- Government of Canada. (2023). *Digital tools for public participation in Canada*. Government of Canada Publications.
- Government of Rwanda. (2023). *Vision 2050: Progress report on stakeholder engagement*. Republic of Rwanda.
- Grant, R. M. (1991). The resource-based theory of competitive advantage: Implications for strategy formulation. *California Management Review*, 33(3), 114–135.
- Gujarati, D. N. (2021). *Econometrics by example* (3rd ed.). Palgrave Macmillan.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2021). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Hamel, G., & Prahalad, C. K. (1996). *Competing for the future*. Harvard Business School Press.
- Hennink, M., Hutter, I., & Bailey, A. (2020). *Qualitative research methods* (2nd ed.). SAGE Publications.
- Homans, G. C. (1961). *Social behavior: Its elementary forms*. Harcourt, Brace & World.
- Institute of Economic Affairs. (2021). *Public participation in Kenyan counties: Opportunities and gaps*. Institute of Economic Affairs.
- Institute of Economic Affairs. (2022). *Stakeholder engagement challenges in Kenyan counties*. Institute of Economic Affairs.
- Institute of Economic Affairs. (2022). *Stakeholder engagement challenges in Kenyan counties*. Institute of Economic Affairs.
- International Institute for Sustainable Development. (2023). *Global trends in stakeholder engagement for sustainable development*. IISD Publications.
- Israel, G. D. (2020). *Determining sample size*. University of Florida, IFAS Extension. <https://edis.ifas.ufl.edu/pd006>
- Kenya National Bureau of Statistics. (2022). *County development planning and stakeholder engagement in Kenya*. KNBS.
- Kenya National Bureau of Statistics. (2023). *Nakuru County population and development statistics*. <https://www.knbs.or.ke/>
- Kenya National Bureau of Statistics. (2023). *Nakuru County population and development statistics*. KNBS.

- Kessy, A., & McCourt, W. (2021). Communication and governance in Tanzania's local government. *African Journal of Public Administration*, 10(2), 89–104.
- Kimathi, M., & Maina, W. (2021). Influence of stakeholder engagement on implementation of public projects in devolved governments in Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(7), 112–123.
- Kiptoo, J., & Ndegwa, P. (2021). Community involvement in county development projects: A case of Kericho County. *Journal of Public Administration and Governance*, 11(3), 89–102.
- Kombo, D. K., & Tromp, D. L. A. (2019). *Proposal and thesis writing: An introduction*. Pauline Publications Africa.
- Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.
- Kumar, S., & Chakrabarti, M. (2023). Stakeholder engagement in rural development in India. *Journal of Development Studies*, 59(4), 512–528.
- Kurek, S. (2020). Structured approaches in social research. In T. Veldkamp & P. L. G. Vlek (Eds.), *Research designs for policy analysis* (pp. 123–142). Springer.
- Mahmood, K., Bashir, S., & Abbas, M. (2020). Impact of communication on stakeholder engagement in development projects. *Journal of Project Management*, 5(1), 34–45. <https://doi.org/10.5267/j.jpm.2019.12.004>
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853–886.
- Mok, K. Y., Shen, G. Q., & Yang, J. (2020). Communication in infrastructure project management. *Journal of Construction Engineering and Management*, 146(5), 04020045.
- Morrison, T. H., Lane, M. B., & Hibbard, M. (2021). Resource mobilization in environmental planning in Australia. *Environmental Management*, 68(2), 234–248.
- Mugenda, O. M., & Mugenda, A. G. (2019). *Research methods: Quantitative and qualitative approaches*. ACTS Press.
- Mutuma, G., & Wanjala, J. (2021). Resource mobilization and performance of county governments in Kenya. *African Journal of Emerging Issues*, 3(5), 90–102.
- Mwangi, P. K. (2019). Stakeholder participation in county integrated development planning in Kenya: A case of Kiambu County. *African Journal of Governance and Development*, 8(2), 45–58.
- Mwangi, P. K. (2022). Stakeholder participation in county integrated development planning in Kenya: A case of Kiambu County. *African Journal of Governance and Development*, 8(2), 45–58.
- Mwesigwa, D., & Mubangizi, B. (2020). Stakeholder engagement in district development planning in Uganda. *African Journal of Public Administration*, 9(3), 45–60.

- Nakuru County Government. (2023). *Nakuru County CIDP implementation report 2022–2023*. County Government of Nakuru. <https://www.kenyanews.go.ke/nakuru-unveils-sh117-billion-county-integrated-development-plan-2023-2027/>
- Nakuru County Government. (2023). *Nakuru County CIDP implementation report 2022–2023*. County Government of Nakuru.
- Nakuru County Government. (2024). *Nakuru County integrated development plan (2023–2027)*. Department of Economic Planning.
- Nakuru County Government. (2025). *County administration records*. Office of the County Secretary.
- Nankervis, A., & Compton, R. (2006). *Strategic human resource management: Contemporary issues in the Asia Pacific region*. Cengage Learning.
- National Treasury and Planning. (2023). *Kenya Vision 2030: Progress and challenges*. Government of Kenya.
- Ng'ang'a, D. M., & Githinji, W. (2022). Role of stakeholder analysis in project performance in the public sector. *International Journal of Project Planning and Management*, 6(1), 45–56.
- Njiru, J., & Nzioki, M. (2023). Participatory decision-making and implementation of county development projects in Kenya. *Journal of Public Administration and Governance*, 13(1), 67–78. <https://doi.org/10.5296/jpag.v13i1.20456>
- Njoroge, T. M. (2022). Financial management and project implementation in Nakuru County. *International Journal of Business and Management*, 17(4), 112–125.
- Okafor, C., & Nwankwo, I. (2021). Decision-making in community development projects in Nigeria. *Journal of African Development*, 13(1), 78–92.
- Organisation for Economic Co-operation and Development. (2024). *Stakeholder engagement and project implementation: Global perspectives*. OECD Publishing.
- Ortiz-Moya, F. (2025). Stakeholder engagement in sustainable urban development in Japan. *PM Magazine*.
- Owino, M. O. (2022). Determinants of successful implementation of county government development plans in Kenya. *International Journal of Strategic Management*, 11(4), 102–114.
- Pearce, J. A., & Robinson, R. B. (2011). *Strategic management: Planning for domestic & global competition* (13th ed.). McGraw-Hill.
- Prahalad, C. K., & Hamel, G. (1996). The core competence of the corporation. *Harvard Business Review*, 68(3), 79–91.
- Republic of Kenya. (2021). *County Governments Act (Revised Edition)*. Nairobi: National Council for Law Reporting. <https://www.kenyalaw.org>
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education Limited.
- Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill-building approach* (8th ed.). Wiley.
- South African Local Government Association. (2022). *Municipal integrated development planning in South Africa*. SALGA.

- Statistics South Africa. (2023). *Community satisfaction with local governance*. Stats SA.
- Tavakol, M., & Dennick, R. (2021). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2(1), 53–55. <https://doi.org/10.5116/ijme.4dfb.8dfd>
- Tesfaye, M., & Bekele, A. (2022). Resource mobilization in urban planning in Ethiopia. *Journal of African Urban Studies*, 7(1), 34–49.
- Transparency International Kenya. (2023). *Governance and stakeholder engagement in Kenyan counties*. Transparency International.
- Transparency International Kenya. (2024). *Public trust in county governments in Kenya*. Transparency International.
- Uganda National Planning Authority. (2022). *Stakeholder engagement in Uganda's national development planning*. Government of Uganda.
- United Nations. (2023). *Sustainable Development Goals: Progress report on stakeholder partnerships*. United Nations Publications.
- Van der Waldt, G. (2022). Resource mobilization in South African municipal projects. *South African Journal of Public Administration*, 57(2), 123–138.
- Waikenda, M. (2020). Influence of stakeholders' participation on performance of county governments in Kenya. *Journal of Devolved Governance*, 9(1), 67–80.
- Walsh, I., & Kalika, M. (2018). Toward a typology of corporate resourcefulness. *Strategic Management Journal*, 39(2), 412–436.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180.
- Wooldridge, J. M. (2020). *Introductory econometrics: A modern approach* (7th ed.). Cengage Learning.
- World Bank. (2022). *Stakeholder engagement for development projects: Global best practices*. World Bank Group.
- Zikargae, B. H., Woldearegay, A. G., & Skjerdal, T. (2021). Stakeholder participation in rural development projects in Ethiopia. *Journal of Rural Studies*, 87, 123–134.

## APPENDICES

### Appendix I: Informed Consent Form

#### KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

#### ADULT INFORMED CONSENT FORM

*(The form is written in the English language but can be translated to Kiswahili or any other appropriate language)*

#### STUDY TITLE

*Antecedents of Stakeholder Engagement on Implementation of CIDP in Kenya: A Case of Nakuru County Government*

**PI | Affiliated Institution | Co-investigator(s) | Affiliated Institution(s)**

*<sup>1</sup>Agosta Mecca Mekolela | Kabarak University | <sup>2</sup>Dr. Nehemiah Kiplagat, <sup>3</sup>Dr. Zakayo Tallam | Kabarak University*

#### Introduction

You are invited to participate in this research study being undertaken by the above-listed investigators. This form will help you gather information about the study, allowing you to decide whether you wish to participate voluntarily or not. You are encouraged to ask any questions regarding the research process, as well as any benefits or risks that you may accrue by participating. After you have been adequately informed about the study, you will be requested to either agree or decline to participate. Upon agreeing to participate in the study, you will be further requested to affirm that by appending your signature/thumbprint on this form. Accepting or declining to participate in this study does not in any way waive the following rights, which you're entitled to:

- a) Voluntary participation in the study;
- b) Withdrawing from the study at any time without the obligation of having to give an explanation and;
- c) Access to services which you're entitled to.

A copy of this form will be provided to you for your own records.

#### Should I continue YES/NO

This study has been reviewed and approved by Kabarak University Research Ethics Committee (KUREC).

### **What is the Purpose of the Study?**

The main reason(s) for conducting this study are to answer the following questions:

- i. To establish the influence of stakeholder assessment on the implementation of the County Integrated Development Plan in Nakuru County.*
- ii. To assess the influence of resource mobilization on the implementation of the County Integrated Development Plan in Nakuru County.*
- iii. To establish the influence of communication on the implementation of the County Integrated Development Plan in Nakuru County.*
- iv. To determine the influence of decision-making on the implementation of the County Integrated Development Plan in Nakuru County.*

*(In order to answer these research questions, you are requested to voluntarily answer question(s) and/or accept some procedures performed on you)*

### **Who can Take Part in the Study?**

*Outline the inclusion and exclusion criteria. Specify the sample size.*

*Inclusion Criteria:*

- ✓ County officials, administrators, and elected representatives involved in the implementation of the County Integrated Development Plan (CIDP) in Nakuru County.*
- ✓ Stakeholders such as the Senator, Woman Representative, Sub-County Administrators, Members of Parliament, Local Administrators (Chiefs), Ward Administrators, and Members of the County Assembly.*

*Exclusion Criteria:*

- ✓ Individuals not directly involved in the governance or implementation of the Nakuru County CIDP.*
  - ✓ Minors (under 18 years) or individuals unable to provide informed consent.*
- Sample Size: The study will involve a total of 78 respondents, comprising 1 Senator, 1 Woman Representative, 3 Sub-county Administrators, 3 Members of Parliament, 37 Local Administrators (Chiefs), 17 Ward Administrators, and 16 Members of the County Assembly, selected to ensure representation across Nakuru County's administrative roles.*

### **In Case You Agree to Participate in the Study, What Will Happen?**

This is what is going to happen once you have agreed to participate in the study:

- *First, the study will require approximately 15–20 minutes of your time to complete a self-administered questionnaire. No follow-up sessions will be required after data collection.*

- *Second, a qualified and well-trained enumerator will distribute the questionnaire in a private setting, such as during county assembly sessions or administrative meetings, where you will feel comfortable. You may skip any question that makes you uncomfortable, and you will not be coerced into responding. The questions will cover the following areas:*

- Stakeholder assessment (e.g., identification and prioritization of stakeholders in CIDP implementation).*
- Resource mobilization (e.g., allocation and coordination of resources for CIDP projects).*
- Communication (e.g., effectiveness of information sharing among stakeholders).*
- Decision-making (e.g., inclusivity and transparency in CIDP decision-making processes).*

- *Third, after completing the questionnaire, no additional procedures will be conducted. All responses will be recorded anonymously using coded identifiers to ensure confidentiality.*
- *Last, you are requested to provide your contact details (phone number or any other reliable form of contact). This will help reach you in case clarification of responses is needed or to share study findings upon request. Providing contact details is optional and will not affect your participation.*
- *The contact details you provide shall remain confidential to the lead researcher (PI).*

### **What Potential Risks are Associated with Participation in this Study?**

Any research involving human subjects has the potential to impose a number of risks/harms or discomforts, including psychological, physical, emotional, environmental, and cultural.

*This study involves minimal risks as it relies on non-invasive methods (self-administered questionnaires). Potential risks include mild discomfort from answering questions about*

*stakeholder engagement or CIDP implementation if you have strong opinions or negative experiences. To mitigate this, you may skip any question that you find uncomfortable. Questionnaires will be completed in private settings, such as during administrative meetings, to ensure your comfort. No personal or sensitive information (e.g., financial details) will be collected, reducing the risk of privacy breaches.*

### **Privacy & Confidentiality**

Privacy is the right of an individual to have some control over how their personal information/data is collected, used, and/or disclosed. Confidentiality is the duty to ensure information (data) is kept secret only to the extent possible/reasonable. *Your privacy and confidentiality will be upheld by anonymizing all responses. No names or personally identifiable information will be collected. Questionnaires will be assigned unique codes. Data will be stored in encrypted, password-protected digital files, and physical copies will be kept in locked cabinets accessible only to the research team. All data will be destroyed responsibly five years after the study's completion, in accordance with the Kenya Data Protection Act 2019. Only aggregated results will be reported, ensuring no individual responses can be traced back to you.*

*In case you aren't comfortable answering any of the questions during the questionnaire completion because of feeling embarrassed or uncomfortable, it will be within your rights to decline. Every measure has been taken to ensure that the questionnaire is completed in a private area with minimal to no interference so that you feel comfortable.*

### **What Benefits are you going to accrue by participating in the Study**

*There are no direct benefits to individual participants, such as financial compensation. However, your participation will contribute to understanding how stakeholder engagement affects CIDP implementation, potentially leading to improved governance practices in Nakuru County. The findings may benefit the community by informing policies that enhance project efficiency, inclusivity, and sustainability, aligning with Kenya's devolved governance objectives. The study's significance lies in its potential to guide better management of CIDPs, supporting sustainable development in Nakuru County and beyond.*

**What Will it Cost You to Participate in the Study?**

*There are no financial costs to you for participating in this study. All activities (questionnaires) will be conducted at convenient locations, such as county assembly sessions or administrative meetings, to minimize travel or time-related costs.*

**Will Any Expenditure that You Incur by Participating in the Study be Refunded? Or will you be paid for participating in the Study?**

*Participants will incur no expenditures, so no refunds are necessary. You will not be paid for participating in this study, as participation is voluntary and intended to contribute to academic and policy knowledge.*

**In Case I have any further questions or concerns in the Future, Whom Should I contact?**

*In the event that you need further clarification or have questions regarding your continued participation in +254723576280]. In case of concerns regarding your rights and/or obligations as a research participant, do not hesitate to contact the secretary, KUREC, on [+254 792 106103].*

**What Alternative Options are Available to Me?**

*The decision on whether to participate or not is absolutely voluntary. You will be free to withdraw from the study at any point during the study without providing any explanation.*

**How Will the Findings of this Study be Communicated or Shared?**

*Study findings will be shared through a summary report distributed to participating institutions, such as the Nakuru County Government, and made available to participants upon request via email or public forums organized by the researcher. The results will also be published in academic journals and presented at conferences to inform policy and practice. No individual participant data will be disclosed in these communications.*

**Statement of Consent**

I have comprehensively read the consent form or/the information has been comprehensively read to me by the researcher. I have understood what the study is about, and all the questions and concerns I had have been addressed in a clear and concise manner. The study benefits and foreseeable risks have been explained to me. I totally understand that my decision to participate in this study is voluntary, and I have the right to withdraw at any point during the study. I freely consent to participate in this study.

Signing this form does not in any way imply that I have given up the rights I am entitled to as a participant.

I agree to participate in this research YES \_\_\_\_\_ NO \_\_\_\_\_

I agree to provide my contact details for follow-up YES \_\_\_\_\_ NO \_\_\_\_\_

Participant's Name \_\_\_\_\_

Participant's Signature/Thumbprint \_\_Date \_\_\_\_\_

## Appendix II: Research Questionnaire

### Introduction Letter

Dear respondent,

#### **Re: Introduction and Request to Participate in the Study**

I am a graduate student of Kabarak University pursuing a **Master of Science in Project Management**. I am expected to carry out research as a fulfilment of one of the requirements of attaining the Degree. The title of my research is “**Antecedents of Stakeholder Engagement on Implementation of the County Integrated Development Plans in Nakuru County Government**”.

I am humbly requesting you to participate in this research by answering the questionnaire provided. Your assistance through responding, as honestly as possible and to the best of your knowledge, in this questionnaire will go a long way in making this study a success.

Please note that;

- i. The responses are anonymous and confidential
- ii. Approximately 15 minutes will be required to complete the questionnaire
- iii. Participation in the study is voluntary and important
- iv. Your responses will be used for academic purposes only
- v. The findings can be availed on request only
- vi. Should you have any difficulties in responding, please contact me at the e-mail address: [amekolela@kabarak.go.ke](mailto:amekolela@kabarak.go.ke) or 0723576280.

Please sign the form to indicate that.

- i. You read the information and
- ii. You have given your consent.

Thank you for your participation.

Yours Sincerely

**Agosta Mecca/ Student Researcher**

**Email: [amekolela@kabarak.ac.ke](mailto:amekolela@kabarak.ac.ke)**

Respondent's signature: ..... Date: .....

## Questionnaire for study Respondents

**Dear Respondent,**

Please answer the following questions honestly and to the best of your knowledge by ticking (✓) the option that best represents your opinion. Your responses will be treated with strict confidentiality and used solely for academic purposes.

### SECTION A: General Information

**2. Indicate the number of years you have worked in this institution.**

Below 3                      ( )                      4-6      ( )

7-10                         ( )                      over 10 ( )

### Section B: Antecedents of Stakeholder Engagement

For each of the ensuing questions, five options have been provided. Kindly check one option that best explains your opinion.

The KEY provided ranges as 5 = Strongly Agree, 4= Agree, 3 = Neutral, 2 = Disagree, 1= Strongly Disagree

#### Part 1: Stakeholder Assessment

No	Stakeholder Assessment	SD	D	N	A	SA
1	The interests of all stakeholder groups have been addressed adequately.					
2	The powers of all stakeholder groups have been determined and incorporated into programs.					
3	The influence of all stakeholder groups has been determined and incorporated into programs.					
4	Stakeholder assessment has been adequately done to support stakeholder engagement.					

## Part 2: Resource

No	Resource	SD	D	N	A	SA
1	All arms of the county government work collectively by mobilizing their capacity and resources.					
2	There were many variances in activities due to disagreement among community members.					
3	Resources set aside for various aspects of development programs were used as proposed.					
4	The CIPD implementation team has a variety of resources needed for the exercise.					
5	There are adequate mechanisms and policy support for resource acquisitions.					

## Part 3: Communication

No	Communication	SD	D	N	A	SA
1	The communication methods conform to the needs of all stakeholders during implementation					
2	Stakeholder communication is used at all levels and stages.					
3	There is adequate and timely access to all applicable information and communication sources.					
4	There are clear channels and mechanisms for passing information to project team members.					
5	Free information and ideas are shared within the team Members.					

## Part 4: Decision Making

No	Decision Making	SD	D	N	A	SA
1	There is input from stakeholders in the county decision-making process on CIDP.					
2	The county officers respond to stakeholders' complaints about the project and unintended consequences promptly.					
3	The county officials and stakeholders have full knowledge of the					

	activities and programs in the CIDP and how they will be affected by them.					
4	There is a continuous flow of information about the programs in the CIDP, the status of implementation, and the intended consequences.					
5	The stakeholders' and county officials' decision-making procedures operate with reasonable speed, considering the interests and issues involved.					
6	stakeholders and county officials are specialized in decision-making and have mechanical resources such as systems analysts, computers, and computer operators to aid in decision-making.					

**Part 5: Implementation of County Integrated Development Plans (CIDPs)**

No	Statement	SD	D	N	A	SA
1	The CIDP projects in my county are implemented on time.					
3	Budgeted CIDP projects are fully completed as planned.					
4	CIDP projects reflect the actual development needs of the community.					
5	The county government effectively monitors CIDP implementation.					
6	There is transparency in the implementation of CIDP activities.					

## Appendix III: KUREC Approval Letter



### KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157  
KABARAK, KENYA  
Email: [kurec@kabarak.ac.ke](mailto:kurec@kabarak.ac.ke)

Tel: 254-51-343234/5  
Fax: 254-051-343529  
[www.kabarak.ac.ke](http://www.kabarak.ac.ke)

OUR REF: KABU01/KUREC/001/01/08/24

Date: 19<sup>th</sup> June, 2024

Agosta Mecca Mekolela  
Reg. No: GMPM/NE/0587/05/22  
Kabarak University,

Dear Agosta,

**RE: ANTECEDENTS OF STAKEHOLDER ENGAGEMENT ON IMPLEMENTATION OF THE COUNTY INTEGRATED DEVELOPMENT PLAN IN NAKURU COUNTY GOVERNMENT**

This is to inform you that **KUREC** has reviewed and approved your above research proposal. Your application approval number is **KUREC-010824**. The approval period is **19/06/2024 – 19/06/2025**.

This approval is subject to compliance with the following requirements:

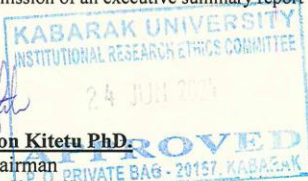
- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to KUREC.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KUREC**:
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KUREC** within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KUREC** within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to KUREC;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to **KUREC**

Sincerely,

**Prof. Jackson Kitetu PhD.**

KUREC-Chairman

Cc Vice Chancellor  
DVC-Academic & Research  
Registrar-Academic & Research  
Director-Research Innovation & Outreach  
Institute of Post Graduate Studies





*As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.*  
(1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

Appendix IV: NACOSTI Reserach Permit


  
REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **402781** Date of Issue: **11/July/2024**


**RESEARCH LICENSE**




**This is to Certify that Mr. Agosta Mecca Mekolela of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: ANTECEDENTS OF STAKEHOLDER ENGAGEMENT ON IMPLEMENTATION OF THE COUNTY INTEGRATED DEVELOPMENT PLAN IN NAKURU COUNTY GOVERNMENT for the period ending : 11/July/2025.**

License No: **NACOSTI/P/24/37529**

**402781**  
Applicant Identification Number

  
Director General  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

Verification QR Code



NOTE: This is a computer-generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

**See overleaf for conditions**

Appendix V: Evidence of Conference



# KABARAK UNIVERSITY

## Certificate of Participation

### Awarded to

**AGOSTA MECCA MEKOLELA**

For successfully participating in the 15<sup>th</sup> Annual Kabarak University International Research Conference held on 1<sup>st</sup>-2<sup>nd</sup> July 2025 and presented a paper entitled *“Influence of Stakeholder Assessment on the Implementation of the County Integrated Development Plan in Nakuru County”*

### Conference Theme

*Sustainable Business Models In The Era Of Artificial Intelligence For Youth Empowerment*

Prof. Patrick Kibati  
Dean, School of Business &  
Economics

Dr. Phillip Nyawere  
Director - Research, Innovation  
and Outreach

#### Kabarak University Moral Code

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.

(1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

## Appendix VI: List of Publication



African Journal of Emerging Issues  
(AJOEI)  
Online ISSN: 2663 - 9335  
Available at: <https://ajoeijournals.org>

---

---

**PUBLIC  
ADMINISTRATION**

---

---

---

### **INFLUENCE OF STAKEHOLDER ASSESSMENT ON THE IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLANS IN NAKURU COUNTY, KENYA**

<sup>1</sup>Agosta Mecca Mekolela, <sup>2</sup>Dr. Nehemiah Kiplagat & <sup>3</sup>Dr. Zakayo Tallam  
<sup>1,2,3</sup> School of Business and Economics, Kabarak University, P.O. Box Private Bag,  
Kabarak, 20157, Kenya  
Emails: <sup>1</sup>amekolela@kabarak.ac.ke, <sup>2</sup>kiplagat@kabarak.ac.ke &  
<sup>3</sup>zktallam@kabarak.ac.ke

**Publication Date: September 2025**

---

#### **ABSTRACT**

**Statement of the Problem:** County Integrated Development Plans (CIDPs) serve as the primary framework for resource allocation and development planning in Kenya's devolved governance system. However, Nakuru County faces significant implementation challenges, with 40% of 2018-2022 CIDP projects experiencing delays, 25% of which were attributed to inadequate stakeholder consultation, resulting in an estimated financial loss of KSh 10 billion and exclusion of 45% of residents from planning processes.

**Purpose of the Study:** The purpose of this study was to establish the influence of stakeholder assessment on the implementation of the County Integrated Development Plan in Nakuru County, Kenya.

**Research Methodology:** The study adopted a correlational research design targeting 258 stakeholders involved in CIDP implementation in Nakuru County. A sample of 78 respondents was selected using purposive and stratified random sampling techniques. Primary data was collected through structured questionnaires and analyzed using descriptive statistics (means, standard deviations, frequencies, percentages) and inferential statistics (Pearson's correlation, multiple linear regression) with SPSS Version 29.