

PERCEPTIONS OF NATIONAL GOVERNMENT CDF AND THE CORPORATE
COMMUNICATION FACTORS THAT CONTRIBUTE TO ITS IMAGE: A CASE
OF KIBRA CONSTITUENCY

By

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A Thesis presented to the School of Communication

of

Daystar University
Nairobi, Kenya

In partial fulfilment of the requirements for the degree of

MASTER OF ARTS
in Communication

OCTOBER 2020

APPROVAL

PERCEPTIONS OF NATIONAL GOVERNMENT CDF AND THE CORPORATE COMMUNICATION FACTORS THAT CONTRIBUTE TO ITS IMAGE: A CASE OF KIBRA CONSTITUENCY

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DECLARATION

Perceptions of National Government CDF and the Corporate Communication Factors
that Contribute to its Image: A Case of Kibra Constituency

I declare this research is my original work and has not been submitted to any other
college or university for academic credit

Signed

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ACKNOWLEDGEMENTS

I acknowledge Daystar University, School of Communication for according me the opportunity to study at one of the leading institutions in the region. If it were not for this opportunity this project would not have come to life. I am grateful to my supervisors Mr. Hesbon Owilla and Mr. Robert Aswani whose dedication to see me succeed challenged me to the core. I am indebted to my thesis coordinator Ms. Winnie Mbatha who went beyond the call of duty to make this project successful. A special thank you to my treasured parents Oscar and Helen Conyinno who prayed for me when I was on the outs with this project. To my Husband, Duncan Otieno, thank you for being my rock. Finally, this project would not have been possible without the cooperation of the participants who sacrificed their time to share invaluable insights.

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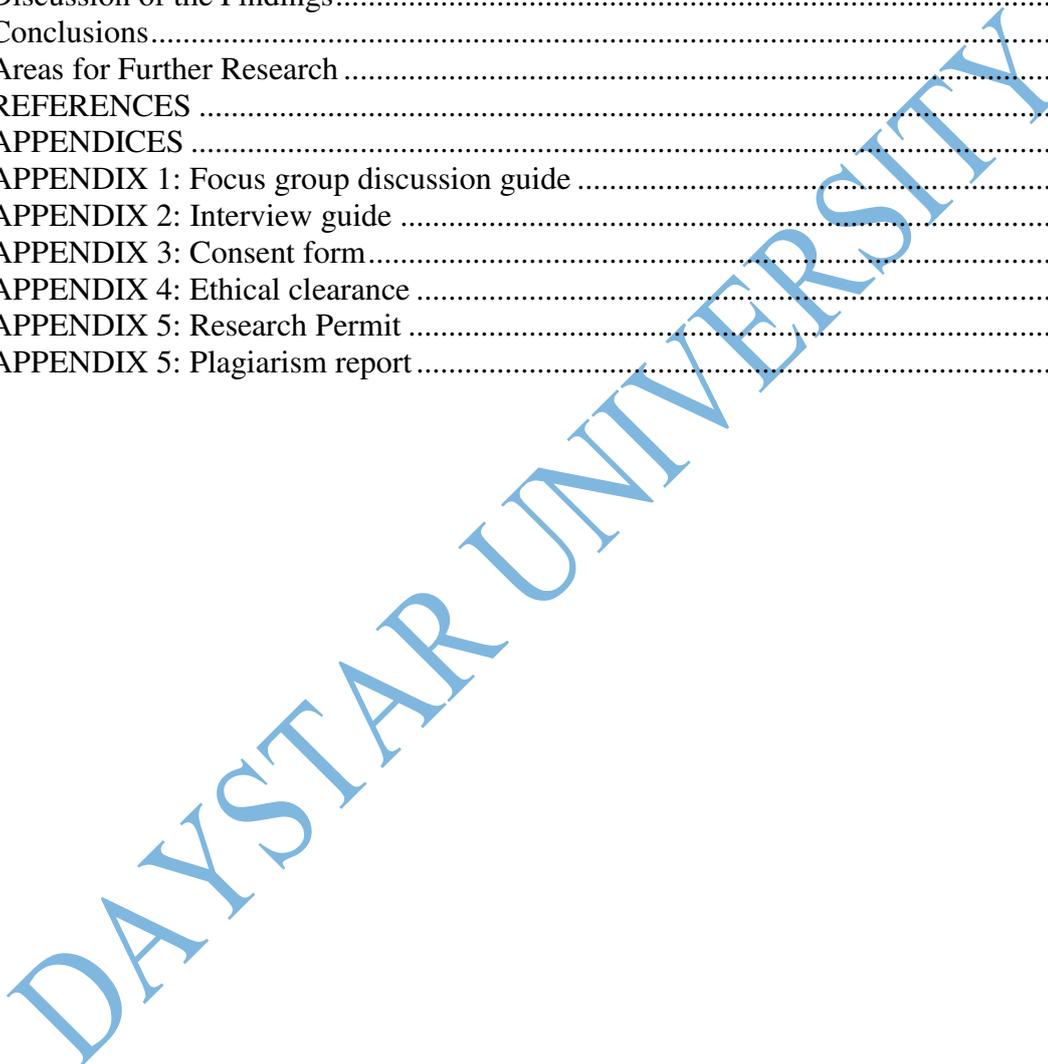
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LIST OF ABBREVIATIONS AND ACRONYMS

NG-CDF	National Government Constituencies Development Fund
CDF	Constituencies Development Fund
PMC	Project Management Committee
MP	Member of Parliament
CFC	Constituency Fund Committee
PR	Public Relations
MCA	Member of County Assembly
FGD	Focus Group Discussions
KII	Key Informant Interviews
SID	Society for International development
KNH	Kenyatta National Hospital
IBP	International Budget Partnership
SAPs	Structural Adjustment Programs
CSR	Corporate Social Responsibility

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ABSTRACT

The Constituency Development Fund (CDF) law was enacted in 2003 and it had the overwhelming support of Members of Parliament (MPs) who were eager to implement it. This legislative framework however changed bringing forth the National Government Constituencies Development Fund (NG-CDF 2015) Act. The objective of this new law was to align the operations of the Fund to the new devolved structure. With the 290 constituent offices, headed by elected political leaders, the one corporate voice strategy suggested by scholars (Cornelissen 2008; Argenti & Forman 2002; Fombrun & van Riel 2007) seemed problematic to NG-CDF. The purpose of this study therefore is to establish the perception of NG-CDF as a corporate organization and examine the corporate communication factors that have contributed to its corporate image and brand reputation. The study adopted a descriptive research design which Chandran (2004) described as the design best suited for answering questions of who, what, when, where, and how of a given topic. Five Focus Group Discussions (FGDs) and three in-depth interviews were done. The study established that in, Kibra Constituency, NG-CDF and its projects are perceived as pathways to education to the highest level beyond which most constituents initially thought was impossible. However, the problems of NG-CDF being associated with MPs benevolence and the attendant negative effect this has on the corporate image of a fund meant to address economic inequalities will persist because of the clout and influence the MP has in the management of the Fund. To avert this, the NG-CDF national board needs to roll out corporate communication efforts consistent in all the 290 constituencies to help the public perceive NG-CDF as a public initiative that uses tax payers' money to address inequalities.

CHAPTER ONE INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

The Constituency Development Fund (CDF) law was enacted in 2003, as a home-grown initiative to address inequalities and has since made great impacts in different parts of the country (Open Society Initiative of East Africa (OSIEA), 2008). However, despite the overwhelming support of members of parliament (MPs) who until 2015 had a bigger role in management of the funds; OSIEA (2008) reported that between its inception and 2008, there were concerns about transparency, usefulness of the projects and the community involvement. The MPs had a free hand in choosing who was appointed on the CDF committee in their constituencies and also the power to renew and replace members of the committee after the stipulated time period of three years or whenever a vacancy arose.

The elected MPs were also the chairpersons of the CDF committees at the constituency level and were required to convene consultative meetings in each location in the constituency at least every two years to deliberate on development projects and priority list for funding (Constituencies Development Fund Act, 2003). This has however changed with the coming of the NG-CDF Act, 2015, which in section 53 introduced Constituency Oversight Committees to oversee all the projects by the constituency NG-CDF (NG-CDF Act, 2015).

The OSIEA (2008) reports that over time, MPs have used CDF to amass political clout that made it easy for them to present CDF as their philanthropic benevolence to the constituents. Scholars have argued that governance in Africa is

characterized by “neopatrimonial” leaders who have exploited state coffers for personal gain (Harris, 2016 citing Bratton & van de Walle 1997, p66; Jackson & Rosberg 1984; Chabal & Daloz 1999) and this characteristic is still existent in Kenya today. The MPs management of CDF has indeed been perceived from a neopatrimonial point of view.

In October, 2019 Manyatta MP, John Muchiri, was in the media flagging off NG-CDF funded school buses branded in his name to the chagrin of the public (Fundi, 2019). Such acts have been widespread all over the country and there is likelihood that they have contributed to the entrenched negative perceptions the public have of NG-CDF and the management of NG-CDF projects.

The 2015 enactment of the National Government Constituencies Development Fund (NG-CDF 2015) Act has seen the role of MPs reduced to oversight. The object of this new law is to align the operations of the Fund to the new devolved structure, taking into consideration the public participation spirit of the constitution of Kenya 2010. However, with the 290 constituent offices, headed by elected political leaders, the one corporate voice strategy suggested by scholars in corporate communication (Cornelissen 2008; Argenti & Forman 2002; Fombrun & van Riel 2007) seems to be a strategy that the NG-CDF is finding problematic to implement despite its efforts.

The critical question therefore is; how does the public perceive NG-CDF after the enactment of the 2015 Act and the corporate communication efforts by the Board? What are some of the corporate communication factors contributing to the corporate image of NG-CDF today and to what extent are MPs contributing to the corporate image? This study seeks to answer these questions and this chapter presents the

background to the study, the statement of research problem, the objectives and the research questions. The chapter also discusses the significance of the study, the rationale, the scope and the assumptions made in the current study.

Background to the Study

In 2005, the Constituency Fund Committee (CFC) conducted a review of the CDF and suggested changes that would improve its planning and implementation. In its report, the CFC proposed, among other things, to formalize a system of receiving and dealing with complaints in project planning, to increase the fund amount to 7.5% of the total government ordinary revenue, and to precisely define a system and authority to allocate funds (CFC, 2005). However, the CFC report did not address questions of how to achieve mobilization and participation of the people and neither did it iron out constraints that community members face in the process of participation in the CDF. Moreover, although the CDF Act (2003), amended in 2007, provides a framework for solving complaints, and conflicts arising from CDF project planning and implementation, even after guidelines of the amended Act were implemented, problems to do with mobilization and participation of people remain. This has continued to undermine the planning and implementation of the projects under the Constituency Development Fund and possibly perpetuate the perception that CDF is the MP's kitty and its allocation to projects is a prerogative of the MPs.

The CDF, in its initial structure before the evolution to the NG-CDF Act 2015, was perceived to provide opportunities for corruption (Harris, 2016); perceptions that were consistent with governance in Africa that Harris (2016) argues were

characterized by low levels of public good. Leaders and in this case MPs “channel resources towards co-ethnics at the expense of the population as a whole” (Harris, 2016, p. 4) and such management practices build into the corporate image that the public then develop about an organization. Therefore, as Enberg (2016) argues, the different experiences, beliefs, attitudes, information, feelings and observations that the constituents have had of CDF since 2003 have contributed to how NG-CDF is perceived and the organizations road to success.

According to Harris (2016) the perception of corruption and perpetual favoritism in the distribution of CDF projects has led to conflicts between leaders and community members over the planning and the implementation of projects. Hence, the public developed negative opinions concerning CDF project planning and implementation (Mapesa & Kibua, 2006). However, since the introduction of the NG-CDF Act 2015, the NG-CDF Board has pretentiously made efforts geared toward creating a favorable corporate image and brand reputation. But then, the corporate communication activities of the 290 constituencies do tend to portend brand image conundrums given the difficulty in aligning the NG-CDF Board corporate communication strategies and the different constituency activities.

Cornelissen (2014), for instance, argues that corporate communication comprises all intended forms of communication such as corporate advertising, events, sponsorship, publicity and promotions geared towards leaving a lasting impression on stakeholders. Therefore, even an MP when launching a CDF funded project can contribute to the corporate image that might be in opposition to the image building strategies of the NG-CDF Board.

Corporate image also known as brand image essentially refers to how the public perceive NG-CDF while brand reputation refers to what the NG-CDF is known for (Cornelissen 2014). Scholars in corporate communication critically argue that whatever the corporate communication strategies, it is important for an organization to have one corporate communication voice (Cornelissen 2008; Argenti & Forman 2002; Fombrun & van Riel 2007). NG-CDF Board has over the years since its formation endeavoured to change these perceptions, amidst the conundrum occasioned by the different activities of the 290 constituencies. It is important to find out what the prevailing perception is and how the roles of the MPs have contributed to how Kenyans perceive NG-CDF.

Statement of the Problem

From its inception, the NG-CDF Board has engaged in public relations activities aimed at encouraging public participation and creating a favorable corporate image of the Fund. However, given the past activities of CDF before the 2015 enactment of the NG-CDF Act, changing the brand and corporate image of NG-CDF still seems to be problematic. The NG-CDF Board was formed to streamline the management of NG-CDF and spur grassroots development without interference from the MPs and in line with the spirit and letter of the constitution which is participatory. Despite the new structure where the Board only funds grassroots projects driven by public participation and the many corporate communication campaigns by the board (OSIEA, 2008), not much has been achieved as far as entrenching a bottom up approach where local development is concerned (Harris, 2016; Adieno, 2015).

Frustrations have been occasioned by the activities of the MPs who have branded themselves as benefactors of NG-CDF projects; the semi-autonomous nature of the constituency NG-CDF committees; Kenyans lack of understanding of the constitutional frameworks that provide for robust public participations and the considerable attention and criticism the fund has attracted in terms of its operations, efficiency and effectiveness (Society for International Development (SID), 2007).

The actions of MPs, who have exploited NG-CDF coffers to fund projects based on ethnic and personal preferences for political expediency has also exacerbated the corporate image problems the NG-CDF Board and CDF has experienced in the past (Harris, 2016 citing Bratton & van de Walle 1997; Jackson and Rosberg 1984; Chabal and Daloz 1999). Therefore, the concerted efforts by the NG-CDF Board, coupled with the historical public perception of the role of the 290 MPs in NG-CDF management (Mapesa & Kibua, 2006) and the external stakeholders, in this case citizenry engagement with NG-CDF all contribute to a corporate image and brand reputation (Weiwei, 2007). This total offering of what Weiwei (2007) argues builds up to corporate image, presents the gap that needs to be studied and understood, especially with special focus on the corporate communication factors that have contributed to the perception of NG-CDF as a corporate organization.

Purpose of the Study

The purpose of this study therefore is to establish the perception of NG-CDF as a corporate organization and examine the corporate communication factors that have contributed to its corporate image and brand reputation.

Objectives of the Study

1. To assess how the residents of Kibra constituency perceive NG-CDF and the NG-CDF funded projects.
2. To examine the corporate communication factors that have contributed to the kind of corporate image that the residents of Kibra constituency have of NG-CDF.
3. To establish how the MPs involvement in the utilization and management of NG-CDF has contributed to the way the residents of Kibra perceive NG-CDF as a corporate organization.

Research Questions

1. What perceptions do the residents of Kibra Constituency have of NG-CDF and the NG-CDF funded projects?
2. What are some of the corporate communication factors that have contributed to the kind of perceptions the residents of Kibra have of NG-CDF?
3. How do the MPs involve themselves in the utilization and management of NG-CDF and to what extent does such involvement contribute to the way the Kibra residents perceive NG-CDF as a corporate organization?

Justification

Since its inception and how MPs have managed NG-CDF over time, a lot of issues have been raised regarding NG-CDF management. Globally, governments are exploring the nexus between marketing tactics and literature and the efforts of government institutions to advance their image and interests (Mellon, 2008) and to this end, NG-CDF Board has also been in the business of raising the image of its activities and responsiveness to local development issues. However, NG-CDF activities since its inception through an Act of parliament though laudable at the national level, seem to be in disparity with the activities of the MPs at the constituency level which Harris (2016) argues is neopatrimonial. Given the history of CDF and the negative perception it has been associated with, there seems to be a dearth of studies focused on the cumulative corporate image built since the coming to the fore of NG-CDF.

Related studies have looked at politics of resource allocation (Harris, 2016), government efforts in branding and civic giving issues (Mellon, 2008; Kamens, 1985) while majority of studies on CDF have been on the audit of CDF and reports on CDF utilization including studies on gender CDF resource allocations (SID, 2007). Therefore, a study on how the citizenry perceives NG-CDF against the backdrop of its activities and the activities of the MPs that build into brand and corporate image is urgent and necessary.

Significance of the Study

The findings from the current study would inform strategic actions that can be taken by the NG-CDF Board in enhancing its corporate image and brand reputation. By understanding perceptions and how the activities of the MPs contribute to the overarching image the public has of the organization, NG-CDF would be in a better position to institute policy framework and come up with strategies that will help address any gaps that will be unearthed by the study. Such findings would also be applicable to other government agencies and organizations that have similar mandates as NG-CDF Board, like the *Uwezo Funds* and the *Youth Enterprise Funds*.

The findings in the current study would also be significant in the academic discipline of corporate communication as it would contribute significant findings on the corporate communication factors that have contributed to organizational perceptions, especially public organizations. These findings would advance knowledge in the fields of corporate image and building corporate image in the public sector institutions.

Assumptions of the Study

1. There are inherent corporate communication factors and that these factors lead to different perceptions by the stakeholders.
2. That Kenyans hold a perception of NG-CDF funded activities and that these Kenyans have been influenced to hold these perceptions by a number of factors including the history of CDF and the activities of the MPs in the management and administration of CDF.

Scope of the Study

This study on the perception of NG-CDF as a corporate organization and the corporate communication factors that have contributed to the organizations corporate image and brand reputation was limited to a case of Kibra Constituency which was ranked among the best managed NG-CDF in 2014/2015 financial year by the National Government Constituencies Development Fund Board (Psirmoi, 2015) the last time the NG-CDF did the ranking. Kasipul and Kibra constituencies were the only two top constituencies that met the criterion of the very good” performance in CDF utilization. However, Kibra has been selected for the study because it is underdeveloped and therefore a good location for such a study (Chobomba, 2013) given that the impact of CDF is likely to be conspicuous. Two qualitative approach methods of Focus Group Discussions (FGD) and unstructured interviews were used to collect data in Kibra Constituency between July and August 2020. The researcher also employed document analysis as a method.

Limitations and Delimitations of the Study

As a qualitative study with descriptive research design, the findings of this study will be unique to Kibra Constituency. However, because the management and administration of CDF and the attendant perception that the citizenry develop seems to be generic, the findings of this study would be applicable in so many other constituencies that share the same characteristics as Kibra.

Most of the participants in this study are either going to be beneficiaries of CDF projects or folks who are lobbying to have CDF projects domiciled in their

localities and such participants may respond in diplomatic manner that would not put their chances of benefiting from CDF projects in jeopardy. The researcher has adopted a qualitative approach to mitigate such cases where information may not be accurate. With a qualitative approach the participants will be expressing their views freely and it is the researcher who will tease out emergent patterns that can then be used to make sense of the data.

Definition of Key Terms

Corporate image: Olins (1989) defines corporate image as the aggregate of perceptions, pictures, feelings, thoughts that a person holds about an organization based on the symbols received as a result of its products, services, communication and activities (Olins, 1989). Kotler and Keller (2016) describe corporate image as the public's perception of an organization based on the impressions, beliefs and ideas that a public has of an organization. Weiwei (2007) defines it as the response of the external stakeholders to the total offering of an organizations' activities. In the context of this study, corporate image is thus understood as how the public aggregately perceives, feels or thinks about NG-CDF based on the sum offerings of NG-CDF activities.

Perception: Morris and Maisto (2004) define perception as the process of “organizing, interpreting and giving meaning to information in order to understand what happens around someone” (p. 120). They also note that perception depends on the emotions, needs, attitudes, opinions, views and motives of people. In this study

this definition of perception was adopted and as these scholars note the current study focused on the thoughts, views, opinions and motives the respondents had of NG-CDF and its activities.

Stakeholder: Stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives (Cornelissen, 2014). This study uses Cornelissen's definition and looks at stakeholders as individuals who are affected by the NG-CDF.

Summary

This chapter has provided the introduction to the study. The chapter has presented the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study and basic assumptions of the study. The chapter also includes the limitations of the study, delimitations of the study and definitions of significant terms. Chapter two contains the literature review and focuses on three key areas as described in the objectives of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents the theoretical, general and empirical literature within the broader area of corporate communication, but with a specific focus on perception of NG-CDF, the NG-CDF funded projects and the corporate communication factors that contribute to how different stakeholders perceive corporate organizations.

Theoretical framework

The corporate image theory

Kotler and Keller (2016) describe corporate image as the sum of what the public perceive an organization to be or rather the impressions that a public has of an organization based on beliefs and ideas. Weiwei (2007) argues that corporate image is the response of an external stakeholder; in this case a citizen has the total offering of organizations' activities. In our study, the theory will be helpful in helping us understand how the sum activities of the constituency NG-CDF offices, NG-CDF projects and the role of the MPs result in the constituents forming ideas, beliefs and impressions of the NG-CDF.

Nguyen and Leblanc (2001) theorize corporate image as the "overall impression made on the minds of the public about an organization. It is related to the business name, architecture, variety of products / services, tradition, ideology, and to the impression of quality communicated by each employee interacting with the organization's clients" (p.23). Corporate image theory is related to organizational

image management which Willi, Nguyen, Melewar and Dennis (2014) describe as the actions taken to create, maintain, and when necessary, regain a desired image in the eyes of organizational stakeholders. They are looking at image from Hatch and Schultz (1997) conceptualisation of image as “a holistic and vivid impression held by an individual or a particular group towards an organization and is a result of sense-making by the group and communication by the organization” (p.359). The image in the context of NG-CDF can be considered to be the public perception of the feelings, beliefs, experience, and knowledge that citizens hold about the same institution. Therefore, aspects and activities of the NG-CDF including services and projects delivered to citizenry may affect the citizenry’s perceptions of NG-CDF.

Scholars behind corporate image theory argue that corporate image cannot be engineered, and that the image does not come by itself but rather shaped by a long process which entails perception of objects formed by publics by way of processing information from various sources all the time (Zaba-Nieroda, 2011; Nguyen & Leblanc, 2001). Zaba-Nieroda argues that what is produced as the actual corporate image of a corporation deviates highly from the desired perfect corporate identity envisaged by the organization and that the eventual image registered in the consciousness of the recipients is not just a function of the image alone, that is logos, graphics and other corporate symbols and artifacts. This basically speaks to the fact that corporate image is all these plus the communication behaviour. Therefore, for him, the actual corporate image registered in the consciousness of Kenyans, who are recipients of NG-CDF’s corporate communication efforts is developed only during

the citizenry's direct engagement or what he calls confrontation with the NG-CDF, the NG-CDF projects and the institutions employees including the MPs.

Further, corporate image theorists argue that stakeholders' assessment of the organization is not only based on functional quality, but also on psychological attributes reflected by the organization. Nguyen and Leblanc (2001) explained that "there are two basic components of the organization's image, namely the functional and emotional, in which functional components associated with attributes that can be easily measured, whereas the emotional component associated with psychological dimension, namely the feelings and attitudes of stakeholders towards the organization, which is based on stakeholders experience when interacting with organizations and attribute information that describes the organization's image". In other words, the image is formed based on the experiences of stakeholders to the organization product or service, which can later be taken into consideration for decision making. Good experience from the stakeholder for the service given will produce a good perception of the organization's image, and at the particular time will form what is called a corporate image.

In a nutshell, corporate image theory holds that the overall corporate image of an organization or institution like this is as a result of five factors. Advertising is the first one and an organization can enhance its corporate image through advertising activities which as Zaba-Nieroda (2011) states, is very effective when used by organizations with good brand reputation.

The second one is public relations which Bernays (1955) defines “as the attempt, by information, persuasion, and adjustment, to engineer public support for an activity, cause, movement or institution” is another factor that builds corporate image. This attempt according to the British Institute of Public Relations must be “deliberate, planned and sustained effort to establish and maintain *mutual* understanding *between* an organization and its publics.” Therefore, the image that emerges from the efforts of NG-CDF Board if sustained and well planned in as far as establishing an understanding between the organization and the citizenry contributes to the corporate image.

However, a study on the use of open data found that NG-CDF presents an interesting scenario because there is the NG-CDF Board Secretariat based in Nairobi and the semi-autonomous NG-CDF constituency offices in the 290 constituencies all over the country (Adieno, 2015). Therefore, the public relations activities of the two levels must be establishing and maintaining the same mutual understanding between the citizenry and NG-CDF. The overarching hypothesis in the current study is that these two levels of the NG-CDF may not be necessarily involved in PR activities that are geared towards the same goal. The third factor is physical image and the fourth is word of mouth. Physical image in the case of NG-CDF is all about what the stakeholders, in this case the citizenry can see as far as NG-CDF and its projects are concerned. Are they top quality, do they meet the expectations of the people and what exactly do the physical images say about NG-CDF in as far as corporate image is concerned.

Word of mouth in the current study is a very good contributor and indicator of the corporate image and the perceptions the citizenry have of NG-CDF. What these citizens say about the Fund reflects what the Fund is to them and how they perceive the Fund. Most importantly, it aggregates to the kind of perception the people who interact with them end up having of NG-CDF. Lastly are the actual experiences of stakeholders-these are considered the most important factors in corporate image building. In the current study, the focus will be on the different stakeholders within NG-CDF and how these stakeholders have experienced NG-CDF.

The theorization of corporate image theory draws five basic tenets or assumptions of the theory. One, corporate image is the sum total of what stakeholders perceive an organization to be (Kotler & Keller, 2016) and this sum total is an impression in the minds of the public created by the sum total of the organization activities (Weiwei, 2007). Two, corporate image is communicated and built through a variety of aspects of the organizations such as the business name, architecture, products and services, tradition, ideology, and the employee's interaction with the external public (Nguyen & Leblanc, 2001).

Three, an organization can deliberately build a desired impression (corporate image) or regain a desired impression through activities that elicit predetermined responses from the stakeholders (Weiwei, 2007; Willi, Nguyen, Melewar & Dennis, 2014). The fourth tenet states that an organization cannot engineer corporate image in a mechanical way and that the emergence of a corporate image is a long process which entails the stakeholders processing information from the organization from

various sources and in the case of NG-CDF from the national Board, the constituency office, the MPs and the employees of NG-CDF. The last tenet states that corporate image is a factor of four basic corporate communication factors of advertising, public relations, word of mouth and actual experiences of stakeholders.

General literature review

Brief overview of NG-CDF

The CDF is a decentralized fund conceived to answer to the general failure of previous approaches to development planning in Kenya (Mwalulu & Irungu, 2004). It arose out of the concern that previous development funds lacked a suitable institutional framework and were allocated inequitably, misused and were irregular, therefore, did not achieve their intended objectives (Mapesa & Kibua, 2006). The CDF was also meant to relieve leaders and Members of Parliament from undue *harambee* obligations (Kenya, 2005); this was because Members of Parliament had overused *harambee* as a means of mobilizing funds to attain development objectives in their constituencies.

The Constituencies Development Fund (CDF) was established through an Act of Parliament, CDF Act, 2003, as published in the Kenya Gazette supplement no. 107 (Act no.11) of January 2004. "The Fund was introduced in Kenya as a home-grown initiative to address all inequalities in development around the country" (OSIEA, 2008). Prior to CDF as a devolved unit, there were other initiatives aimed at bringing development to the people. The District Development Committees were meant to spur development and so was the Local Authority Transfer Fund (LATF) which was an

effort from the local authorities' perspectives. Even though the current study is not preoccupied with the successes or failures of the previous efforts, earlier studies on development models indicated that economic failures of such efforts were occasioned by excessive top down approaches built on centralized models. CDF seems to be built on a fairly bottom up approach, but the way it is perceived and the corporate image the public has of CDF is probably still unclear. It is also characterized by a cocktail of corporate communication functions at both the national and constituency level that may contribute to interesting images in the public domain.

The Fund is allocated to community projects to ensure that many people benefit from project activities and one of its main objectives was to decentralize alleviation of poverty. According to Section 23(3) of the CDF Act, projects to be funded are identified at the locational level through community meetings. Project identification at the grassroots is aimed at promoting project ownership and enhancing sustainability of projects (Kenya, 2005). CDF targets community-based development projects whose benefits are enjoyed by a wide cross section of the community members (IEA, 2006). In this manner, the Fund seeks to eliminate regional imbalances, improve pro-poor targeting, expand coverage and improve developmental outcomes by provoking local people's participation in decision making. However, studies have shown that the funds have been mismanaged and are to a large extent still perceived as the MPs benevolence kitty to reward loyalists and regions within the constituency that supported the MP (Adieno, 2015; Harris, 2016). The perception of the funds as the MPs benevolence kitty frustrates the efforts to involve the public as the public seems to imagine that they have no say in the funds. This is against the

spirit of the Constitution of Kenya, 2010 which stipulates that the public must be involved in decisions that lead up to spending of public funds.

Corporate image and brand reputation

Corporate image, or reputation, describes the manner in which an organization, its activities, and its services are perceived by the stakeholders (Encyclopedia of Small Business, 2020). As corporation expands like the NG-CDF Board which is dealing with 290 constituency CDF offices around the country “there is a danger that its geographically dispersed business units will project dissimilar or contrary images to the detriment of corporate synergy” (par 4). Therefore, the need for concerted effort by all the geographically dispersed constituency CDF offices is imperative and given that the NG-CDF Board has, through its mandate, since inception made efforts to harmonize the activities at both the national and the constituency level to build a responsive corporate image focused on rural development, a study on how far such activities have been successful or lack thereof is nigh.

Lee and Ryzin (2018) in a study on the role of bureaucratic reputation in the eyes of US citizens argue that reputation plays an important role “in guiding the behaviour of public organizations and shaping their power and effectiveness” (p. 2). They cite earlier studies that found that US government agencies engage in blame shifting in their quest to address negative reputation. Factors such as the citizens’ demographic, socioeconomic and regional differences shape reputation judgments and

that the US federal agencies had brand reputation that varied among different citizens in different regions and with different ideologies.

As a democracy, the US offers an interesting difference from the Kenyan situation given that in the US ideology is a factor and that different regions make judgements on perception and government agencies reputation on issues. In Kenya, there is a likelihood of resource allocation differences in CDF given that the Board approves different projects submitted by different constituencies. Therefore, the management of the Funds by the MPs might lead to different corporate image perception and in this case the role and activities of the MP might be a big factor in NG-CDF corporate image. But as Adieno (2015) notes, not many studies on government agencies reputations have gone directly to the citizens and other audiences at the micro level. The bulk of studies have looked at proxy data such as media coverage something that the current study seeks to address by going directly to the citizens to look at the image and reputation perceptions held by the citizens and critically assess the corporate communication factors that contribute to the corporate image and reputation of the Fund and NG-CDF Board (Lee & Ryzin, 2018).

The focus on audiences and the citizens at the micro level is further underscored by Gummesson (2002) who argues that consumers define the brand relationship from their own individual perspectives and that the brand relationship and relational value are very much personalized in the minds of consumers. From his argument it is safe to say that the citizenry in Kenya generate their own individual relationships with NG-CDF based on their individual perception of brand value, brand

meaning and their experiences. This includes how they have benefited from the Fund or have seen the MPs carry out NG-CDF activities that affect them. Kirsti (2009) further found that citizens create the brand at a personal level through their communications across multiple contexts and therefore it is possible that the way the people at the constituency level interact with NG-CDF and various projects and the MPs lead to perceptions at the personal level.

Earlier studies on development and models that focused on people at the grass roots found that economic failures in most countries were as a result of excessive top down approaches built on centralized models (Pieterse,1998; Binswanger-Mkhize,1990). This perception of centralized resource allocation still persists even with the advent of such initiatives as CDF in countries like Kenya and Zambia (Harris, 2016). Paul and Whimp (2011) for instance argue that in enacting the CDF act in 2003, parliament opted not to use the existing systems to channel resources to the grass root, but to come up with a channel that served their own political interests. They further argue that even though CDF had a pro-rural bias it confused accountability channels and essentially added one more system of addressing poverty that was perceived as ineffective but beneficial to the elites and projects that the elites deemed worth doing.

Among the many conclusions the above authors are making include the argument that reformers want to address the poor performance of devolved funds and the corruption associated with it. These reformers are not necessarily opposed to the system, but hold the view that the systems are poorly managed but inherently

repairable. Given that their study was in 2011 before the enactment of the NG-CDF Act in 2015 there can be two possibilities. First is the possibility that the instituted reforms at the legislative level have led to changes in the corporate approach to funding local projects and how to go about the activities in such a way that builds a positive corporate image and brand reputation. Secondly, the perception of the Fund as part of the historic elite top down system could still be the image that the public holds of NG-CDF. Therefore, this dearth of clarity on how NG-CDF is perceived today, given these two factors that might be infusing different coloration of the Funds' corporate image in the minds of the citizenry, a study at the micro level is imperative.

There is likelihood that the bottom up development which puts people at the centre of development has taken root as an approach, offering a departure from traditional approaches. This alternative development model has a number of aliases including appropriate development, participatory development, people-centred development and holistic development among others. It involves many aspects such as participation, participatory action research, grassroots movements, empowerment, democratisation, citizenship, human rights, and so forth (Pieterse 1998:352). Citizenship and democratic participation for instance have become increasingly pronounced and have entrenched this bottom up approach thanks to the mediatized environment that we live in today.

Mediatization has been conceptualized as the process in the society where media has become increasingly influential (Meyer, 2002; Nie, Kee, & Ahmad, 2014) while Esser (2008 cited in Falasca, 2014) argues that when journalism is characterized

by media interventionism that entails news shaped by journalists rather than politicians with frames that force politicians to adapt to the media environment then the society is mediatized. The media has covered both negative and positive NG-CDF utilization events and narratives, the latest being the Former Kasarani MP, Elizabeth Ongoro, arraignment in court for alleged embezzlement of Ksh. 48 million that was used to build a school that does not exist (Munguti, 2019). This story has been juxtaposed with other constituency NG-CDF projects and in the mediatized world that we live in today, the evaluation of NG-CDF is thus given a much wider context in terms of perception. Those who have been reached by media (especially) messages comparing schools built by the late Kibra MP, Ken Okoth at almost the same amount are likely to hold Elizabeth Ongoro culpable and may not develop negative perceptions of NG-CDF per se. but there are certainly many Kenyans who may not have access to such comparisons and their perceptions are likely to be different.

From a corporate communications point of view, the alternative, bottom up approach, exacerbated by the emergence of a vibrant media landscape seems to suggest that the NG-CDF Board and the constituency CDF office activities are likely to foster positive perceptions of the corporate image of NG-CDF. However, as noted earlier the semi-autonomous nature could also be presenting interesting scenarios as far as the overarching customer/citizenry experiences are concerned. Therefore, against the backdrop of the alternative approach, it can be argued that NG-CDF as a tool for development focuses on people as being active in their own development as can be evidenced from its stated objective which is to enhance people's participation

in achieving development. The extent to which this alternative approach builds into the overarching corporate image of NG-CDF is thus imperative and essentially the focus of the current study.

Corporate Communication Factors

Cornelissen (2014) states that corporate advertising, events such as Corporate Social Responsibility (CSR), sponsorship, publicity and promotions geared towards leaving a lasting impression on stakeholders are critical corporate communication factors that contribute to the image of corporate organizations. Argenti (2013) defines “corporate advertising as the paid use of media that seeks to benefit the image of corporation as whole rather than its products or services alone” (p. 14). As a factor in corporate communications it does influence the way consumers and significant stakeholders think about an organization and issues related to the organization. Therefore, to a large extent corporate advertising influences the environment in which an organization must operate and increases its visibility and reputation in the eyes of its publics (Smith, Smith & Dunbar, 2014).

Goela and Ramanathan (2014) have defined CSR as the obligation and responsibilities that corporates have to a larger array of stakeholders than its shareholders. Hur, Kim, and Wo (2014) found out that CSR activities and events by organizations’ employees positively enhance the corporate brand, credibility and corporate reputation. Therefore, activities of MPs and NG-CDF officials both at the national and constituency levels, whether CSR or just activities like launching of projects or helping in community work could be having indirect values because of

enhanced brand credibility and corporate reputation. Nguyen and LeBlanc (2001) in their study also established that service offering and service employees also contribute to how an organization is perceived.

Sponsorship is a common corporate communication strategy in the sports world and in the context of the current study it is looked at in terms of MPs using NG-CDF funds to finance sporting activities in return for the right to be associated as the benefactors. Different scholars have described sponsorship differently but the common thread in these descriptions describes sponsorship as the exchange of money or commercial values for the right to be associated with an activity, sport, sports club or event or products and services (Tripoldi, 2001; Shank, 1999; Howard & Crompton, 2005). Sponsorship has become common and in Kenya corporate organizations such as Standard Chartered Bank and Safaricom are known their longevity in sponsoring the Stan-Chart Marathon, and the Lewa Marathon respectively.

Spotts, Weinberger and Weinberger (2005) describe publicity as a communications element that is only partially realized through purposeful public-relations activity. Publicity which entails promotional activities, they argue is composed of a wider range of positive and negative elements, which affect organizational stakeholders and often beyond the ability of the organization to control. Therefore, within the context of the current study that focuses on NG-CDF, the public relations activities of the national NG-CDF office, the MPs and the constituency staff and committees are pivotal in attributing both positive and negative reputations to the organization. In their study Spotts et al. (2005) established that even though positive

publicity enhances the corporate brand reputation, negative publicity also has detrimental effect on corporate-brand attitude and corporate reputation.

Studies have also shown that internal communication and the participation of employees in bottom up decision making plays an important role as a factor that boost the morale of employees. When these employees feel part and parcel of the organization's decision, they are likely to portray the image of the organization in a way that enhances the corporate image of the organization (Argenti, 2003; Barnfield, 2003). Barnfield, further argues that internal communication is responsible for effective communications among participants within an organization, a strategic focus for business communication, second only to leadership concerns (2003). In his findings, he established that the top managers in an organization have a personal effect on employees and that even the perception of a relationship with the top manager leads to communication satisfaction. The consequence of this good relationship and internal communication mechanism consequently leads to employees speaking favorably about the organization to external stakeholders. The current study explores the corporate communication factors that influence the image of NG-CDF and discuss these findings along the above factors that have been established by different scholars.

The National Government CDF as a corporate organization

The NG-CDF is a body corporate under The National Treasury and Ministry of Planning whose budgets are financed by the National Treasury. The National Treasury provides financial guidelines for effective and efficient management of the

Fund and as a corporate body the NG-CDF as it is known has an implementation structure that has three levels (National Government Constituency Development Fund, 2020). The first level is the NG-CDF Board which is at the national level. The NG-CDF Board approves all projects from the 290 constituencies and disburses the funds. The second level is the NG-CDF committees at the constituency level where project proposals are developed in consultations with the citizens through public forums. These proposals are then submitted to the NG-CDF Board for approval and funding (NG-CDF, 2020).

The last level which is at the community level is the Project Management Committees (PMC). Once the projects submitted to the NG-CDF Board are approved and funded, PMCs and the NG-CDF committees collaborate for efficient project management through technical support of relevant government department within the sub-county. The PMCs and NG-CDF committees essentially facilitate the planning, implementation, and sustenance of the projects once completed. This structure is for a corporate body known as NG-CDF which has a Board at the national level, committees at the constituency level and PMCs at the community level. As a corporate organization many Kenyans may not have the distinction of these three levels and their roles. In fact, there are Kenyans who still perceive the CDF as a fund managed by the MPs, while the MPs role is just oversight; but they almost always influence and take credit when projects are launched (NG-CDF, 2020).

As a government parastatal with three structures and the lower two scattered in the 290 constituencies, the overall corporate image of NG-CDF is a function of so

many factors and this study is seeking to establish this image and the factors contributing to this image as a basis for maintaining a good corporate image and brand reputation. The Government and government parastatals have increasingly assumed a more corporate approach in dealing with stakeholders and this can be traced back to the 1980s when the regime of Margaret Thatcher reduced subsidies and called for efficiency in parastatals. The introduction of Structural Adjustment Programs (SAPs) in the developing economies brought with it this notion of parastatals and government agencies operating as corporate entities (Mahmud, Tahir, & Foziah, 2018).

Mahmud, Tahir and Foziah (2018) for instance, did a study in Malaysia on how government as a corporate, with a corporate image affects customers' loyalty. Their study sought to establish how the quality of government services and the corporate image of the government, that is, how the citizenry and the stakeholders perceived the government affected the customers' loyalty. This study suggests that indeed the government can be looked at and studied as a corporate and it does exist to create a reputable image in a world where government agencies compete with other private corporates. Therefore, NG-CDF, as a state corporation that is owned by government and operates as a private entity has a reputation and image to maintain and this image is drawn from the way the three levels interact with the common citizenry in NG-CDF funded projects.

Rensburg and Cunt (2013) argue that corporate communication and public relations whether wanted or not exists in every company or institution, regardless of

whether these institutions are government agencies or private business and that whether they are for profit or not, PR and corporate image plays an important role. This means that whether NG-CDF wants it or not, the public has a perception of the corporate and it is thus incumbent upon the corporate body as the state mandated agencies to manage the Fund to be in control of its corporate image.

NG-CDF Corporate communications and image management

In managing overall impression, the different public hold of a corporation like NG-CDF, the corporation, the corporate has probably had to address four key variables since its coming into force through an Act of parliament: corporate communication, corporate image, corporate identity, and feedback (Encyclopedia of Small Business, 2020).

As far as corporate identity is concerned the NG-CDF Board has had to deal with the reality of the corporation and essentially the negative perception it has had since 2003 (Mapesa & Kibua, 2006). In addressing the negative overall image it has had, the NG-CDF Board has, through a deliberate corporate communication strategy disseminated aggregate and tailored messages through the mass media and their digital media platforms. These messages have pretentiously conveyed not just the uniqueness of the Board to its various audiences, but also the efforts made by the Board to make the Fund address the developmental needs at the local level within the dictums of the law (NG-CDF, 2020). For instance, the Board's website has reports on how NG-CDF Board has enabled 100% transition from primary to secondary school and other transparency communication messages such as the tenders that are on offer

by different constituencies and overall communication of activities the Board engages in, that is targeted to the public and other stakeholders (NG-CDF, 2019). The main goal is to influence the overall impression that the public inculcates.

However, the picture given by NG-CDF Board seems to be part of the plethora of messages about NG-CDF that exist in the public domain that contribute in the building of the corporate image. Several audits, by both the civil society organizations and the office of the Auditor General have released to the public domain reports that not only fault MPs in the management of the CDF, but also highlight the loss of hundreds of millions of tax payers' money that would have otherwise been used to address the plight of many Kenyans. Jim Onyango, in the Business Daily, unpacks a report that details how MPs misused the devolved funds in their control (Onyango, 2010). Among the reasons why more than Ksh. 500 million was either lost or could not be accounted for was poor records and ghost projects and such messages do not seem to have contributed to a positive corporate image.

However, such negative stories of poor records and loss of funds have existed alongside other reports and studies by the civil society that have highlighted the measures that have been instituted to ensure there is fiscal transparency and easy access to data. Adieno (2015) for instance established that since the coming to operations of the NG-CDF, three main sources of CDF data dissemination have been created for purposes of transparency: "nationally at the CDF Board, sub nationally at constituency offices, and community level at project sites" (p. 5).

At the NG-CDF Board level, the information disseminated through the NG-CDF website include: Project financial disbursements and allocations, project re-allocations, information on its capacity development and outreach programmes (Adieno, 2015; NG-CDF, 2020). At the constituency offices, the nature of data and information included details of Project Management Committees (PMCs), location of projects, amounts allocated and implementation status. At the project level, the nature of data and information included bills of quantities, project plans, contracts, feasibility assessment reports, and annual evaluation reports on implementation progress (Adieno, 2015).

Whether such efforts paint the NG-CDF Board and the local constituencies' offices in positive light or not is not clear, but such communication certainly does contribute to the overall corporate image against the backdrop of other factors including the MPs role and whether the public even understand or accesses such information. The information disseminated at the project level may not necessarily make a lot of sense to majority of the community members, especially in the rural areas. Ordinary citizens in the village may not understand what 'bills of quantities' or 'feasibility assessment reports' mean but the mere fact that they have an issue addressed through CDF may be a big contributor to their positive perception of NG-CDF and the attendant corporate image that they are likely to have, just like dearth of projects in other regions within the same constituency may have negative perceptions.

Cornelissen (2014) notes that in corporate communication, all planned forms of communication including corporate advertising, events, sponsorship, publicity and

promotions are geared towards leaving a lasting impression on stakeholders. He argues that corporate communication involves the formulation of a desired position for the organization in terms of how it wants to be seen by the different stakeholder groups. He looks at corporate image as the impression that external publics and stakeholders have of the organization while corporate identity, he argues, is the distinct image that an organization projects to the external public and stakeholders.

Therefore, while corporate image is a function of what is in the minds of the external publics and something that an organization cannot overtly or instantly change, corporate identity can be managed to influence corporate image. It is corporate identity that builds to the perceptions that the external stakeholders develop to form a corporate image of an organization. Cornelissen thus argues that organizations that manage their corporate identity are likely to build favourable images or reputations with the stakeholders. In his view, Cornelissen (2014), believes that corporate communication strategy is based upon an assessment of the gap between how the company is currently seen (corporate reputation) and how it wants to be seen (vision).

Secondly, the strategy specifies a *strategic intent* on which possible courses of action are formulated, evaluated and eventually chosen a process that involves bringing reputations in line with the vision of the organization and reinforcing existing reputations in line with how the organisation wants to be seen. The extent to which NG-CDF has since its inception focused on different corporate communication activities and therefore, whereas these activities can only work on its identity, these

identities which Cornelissen defines as projections of the persona, spirit and culture of an organization, eventually build in the minds of the audiences' elements that build what eventually emerges as NG-CDF corporate image, that is how it is seen by the public and stakeholders and how it is known - reputation.

These guidelines by Cornelissen present a situation where what the final image that the public have of NG-CDF draws from what kind of identities are inherent in how NG-CDF activities are undertaken by its employees in both the national and constituency offices, the kind of projects and level of involvements CDF has had with the people and what the MPs do as the people perceived to be key in CDF projects. Forsyth (1996) in a seminal study had identified corporate identities as the visuals which the public see from an organization and builds into the overall image that they have of the organization which then informs what the reputation (what an organization is known for and as) of an organization is. To him identity is at three levels of badging, which includes the visible symbols like logos, corporate colours and other symbols that can be traced back to an organization. Secondly, corporate identity involves visuals plus communication, that is, what is seen of an organization and what that visual communicates. And the final level is integration which can be interpreted as how the organization integrates everything in its corporate image management.

Empirical literature review

Aaker, Fournier and Brasel (2004) (2004) conducted a two-month longitudinal investigation of the development and evolution of relationships between stakeholders and brands. They found that two factors: the personality of the brand and experiencing a transgression had a significant influence on developmental form and dynamics. Organizations that lapsed in the provision of good customer experience were found to have left indelible negative marks on the customers whose experiences informed how they perceived the organizations and what they said or did about the corporate organizations.

These negative lapses then build on brand reputations. However, they also noted that for organizations that had good brand reputations, the transgressions were likely to be forgiven and the negative impact of the transgressions essentially mitigated by the positive personality of the organizations. NG-CDF does not seem to enjoy a great historical brand personality (Harris, 2016; Paul & Whimp, 2011) and therefore any negative transgression perpetuated by either the NG-CDF Board, which is unlikely given that it is at the top policy level, or the constituency CDF offices, very likely given the proximity to the actual beneficiaries, is likely to impact the corporate image.

A study in Malaysia found out that government agencies and parastatals that provided poor service delivery were perceived negatively, lost customers and had the customers who were not loyal. The government agencies that provided poor services ended up being perceived negatively and it is this negative perception that led to loss

of loyalty among the stakeholders (Mahmud, Tahir & Foziah, 2018). These empirical findings are further supported by Rensburg and Cunt (2013) who argued that corporate communication plays an important role in corporate image and brand reputation for organizations regardless of whether they are government agencies or private business, for profit or non-profit organizations.

Misango (2009) in a study on CDF carried out in Vihiga County established that CDF has to some little extent positively improved the livelihoods of households in the areas of “access to health provider, improved savings, livestock ownership and increased school attendance” (p. 37). In relation to the current study, Misango found out that people in Vihiga have very high knowledge about the existence of CDF projects and that these people have high confidence that they own these projects. They argue, and rightly so, that the awareness and the high levels of confidence in ownership of CDF projects is a good indicator of the idea of devolved funds given that people at the grassroots level feel part of the decision making process and sort of empowered in expenditure maximization for their own good.

However, the fact that they also found CDF to have neglected certain areas where people did not have access to CDF, calls into question the issue of perception of CDF among Kenyan constituents. Imperative herein is the need to have a study that focuses on the brand image or corporate image that these constituents have of CDF. Moreover, the study focussed more on the economic indicators while the current study seeks to look at how the overall impact of these positive improvements or lack thereof say about what the role of the MP and the CDF projects have done as far as

the way the Fund is perceived. Since 2009 a lot has also changed and the cumulative impact of CDF has probably inculcated perceptions in the minds of Kenyans.

A study by International Budget Partnership (2010) found that CDF has had an impact on the relationship between the MPs and their constituents. In their study that drew experiences from many countries, CDF was found to have been established to “provide funds for MPs who are burdened with constituent requests for resources for personal hardship or community development needs. The tendency of MP-constituent relations to be driven by MP contributions has been documented in Kenya and Uganda” (p. 5). This arrangement that gives the MPs the kitty, which they use to solve personal problems, they argue, has created a relationship between the MPs and the constituents that is based on what they call “commodities or benefits in return for voter support” (p. 5). In Kenya and Uganda for instance, the study established that the “CDF is contributing to the view that MPs are agents of development in their constituencies and are thus expected to contribute to community projects and deliver material outcomes to their area” (p. 6). This essentially puts MPs at the centre of how CDF is perceived and the extent to which everything about CDF has an impact on their re-election or lack thereof.

Where CDF has put up developments, the public is likely to rate the MP highly as a development conscious leader who is addressing their plight and the same applies to areas within the constituency where the constituents feel like they have been neglected. To a large extent, this is more of ignorance on the part of the constituents, but they cannot be faulted given the history of CDF in Kenya and the

fact that NG-CDF Board has to work extremely hard not only to create a favourable image of the Fund, but to also do so against the backdrop of MPs who would still want CDF projects to be seen as their benevolence to the people.

As for the Constituency Development Fund, the underlying corporate communication issue is that the Fund seems to be perceived that when utilised well, the MP gets credit and when poorly utilised the MP gets flak. Therefore, the role of the MP in how the NG-CDF is perceived is significant and could be a corporate communication factor in NG-CDF corporate image.

Summary

This chapter has provided the theoretical, general and empirical literature within the broader area of corporate communication but with specific focus on NG-CDF framework. The chapter has also looked at the global and regional studies in relations to corporate image and discussed some of the corporate communication factors that have been found to contribute to corporate image.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

This chapter presents the methodology that will be adopted in establishing the corporate communication factors that have contributed to the perception of NG-CDF. The chapter therefore discusses the descriptive research design and the methods used in the study. Also presented in this chapter are the data collection procedures, data collection instruments, data analysis and reporting procedures. Further, the chapter presents ethical considerations and a summary of the whole chapter.

Research Design

The current study adopted a descriptive research design which Chandran (2004) describe as the design best suited for answering questions of who, what, when, where, and how of a given topic. Further, descriptive design is appropriate as it will enable the researcher profile the corporate image of NG-CDF and the activities and roles of MPs that build to that image by acquiring complete and accurate information without altering or interfering with the variables (Bryman, 2006). Descriptive studies are also ideal in this study as it the best design for studying the way circumstances are; by describing elements such as possible behaviour, attitudes, values and characteristics (Kombo & Tromp, 2006), which is the main preoccupation of this study.

Therefore, the design will be ideal in collecting information, aiding a deeper understanding of how NG-CDF is perceived, the corporate communication factors

that have contributed to this kind of perception and the extent to which MPs have contributed to this perception. This is despite the numerous efforts by the NG-CDF Board and the legislative frameworks that have attempted to make NG-CDF enhance community development. A related study on CDF in Zambia by Chobomba (2013) employed a case study approach which this study departs from, but the descriptive approach still works as the qualitative methods used by Chobomba are permissible in a descriptive approach and have been adopted by the current study.

The study collected data from different constituents who provided information from different spaces where they have interacted with the NG-CDF projects or how the NG-CDF projects have impacted them to the extent of getting information on how they perceive NG-CDF and what has contributed to their perception of NG-CDF and whether the role of the MP has anything to do with such perceptions.

The study took a purely qualitative approach, which allowed the researcher to have a closer involvement with study participants. Bradshaw, Atkinson and Doody (2017) further underscore the relevance of a qualitative approach in their argument that a qualitative design is the relevant approach where the researcher is seeking information from a target population directly experiencing a phenomenon under investigation or are involved in a subject under investigation. To this end, the researcher focused on a small number of cases of participants who are directly involved in NG-CDF, the projects and participated in or benefited from NG-CDF projects. The cases were engaged in-depth through Key Informant Interviews (KII) and the researcher also triangulated different sources/cases for data validity given that

the sampling was non-random. A descriptive study with qualitative approaches is also flexible and allows for adjustments and necessary changes where need be (Babbie & Mouton, 2001).

Population

This study purposively sampled Kibra Constituency in Nairobi County, which was ranked the second best managed constituency in terms of NG-CDF in 2017 by NG-CDF Board. Those rankings marked the last time the constituency ranking was done and Kibra provided a good choice for the case study, considering that other studies focused on rural areas which are underdeveloped (Chobomba, 2013). Kibra is also one of the big slums in Kenya that is fairly underdeveloped with numerous developmental needs and as such presents cases where the impact of NG-CDF is conspicuous. The study sought to gain insight into how NG-CDF projects and the overall management of NG-CDF are perceived in relation to the corporate communication campaigns espoused by the NG-CDF Board. The population was therefore all the constituents in Kibra constituency from the civil servants working in the constituency to the ordinary citizens and the elected MCAs.

Kibra Constituency is located in Nairobi County and in the Independent Electoral and Boundaries Commission has demarcated it with five wards: Woodley/Kenyatta Golf Course, Sarang'ombe, Makina, Laini Saba, and Lindi and the data collection was purposively distributed to cover the breath of all these wards while also targeting the specific projects as cases within beneficiary communities that are likely to give the researcher relevant information.

Sample Size

The study triangulated the sources of data, in which case from the constituency the selected participants in the FGD that were studied were drawn from multiple locations and with different profiles of the constituents. Two data collection methods, a key interview guide and an FGD guide, were also used to gather the same information. The identified locations included near community projects such as markets, schools, security projects, boreholes and other specific projects such as school buses or bursaries to individual students and the researcher worked with the chiefs to identify elders and ward representatives and opinion leaders to include as participants. Five FGDs were held in the following locations: (1) Sarangombe ward with ordinary members of the constituency who were drawn from areas where NG-CDF has no projects within the vicinity; (2) Kibera Primary School in Makina Ward with five elders who were drawn from areas in the five wards in Kibra Constituency where NG-CDF projects were within vicinity; (3) the Deputy County Commissioners offices in Makina ward; (4) Impala Race Course in Woodley Ward with the youths and (5) District Treasury in Dagoretti North where the researcher held an FGD with civil servants.

In addition, three MCAs were also interviewed for the study in different locations as was convenient to their schedules. The MCAs were: a nominated MCA from the constituency who represents the Nubian community; the Lindi ward MCA, and the Makina ward MCA. Scholars further argue that in qualitative studies cases for FGD and interviews are selected because the selections are highly effective or of

special interest and not necessarily representative (Yin, 2003; Gerring, 2007; Berg, 2007). Kibra Constituency has been selected because it is representative of all constituencies where the electorate can easily perceive development (Chobomba, 2013). In addition, Kibra is of special interest given the impressive ranking it has had in NG-CDF utilization. Moreover, the researcher triangulated sources who were selected based on their proximity to the projects or lack thereof and methods and the data was collected from all the five wards in the constituency to ensure that exhaustive responses are collected.

Sampling Technique

The researcher purposively sampled participants based on judgment for each case and worked with ward representatives, opinion leaders in wards to identify participants who reside or have benefited from NG-CDF as well as other participants who are actively involved in the affairs of their neighbourhoods. For instance, for information on how beneficiaries of a NG-CDF project perceive the fund, and the role of the MP in the management of NG-CDF and the attendant projects, the researcher purposively recruited into the FGD, individuals who the opinion leaders and ward representatives suggested as the right people with information. The groups therefore ended up with individuals who were either beneficiaries of the project, PMC members, or have knowledge of the protocols for public participation.

The researcher worked with the local leadership (the chief and elders) to purposively select the right persons who fit within the five cases that the study focused on in the FGD. For instance, in an FGD with civil servants, the researcher

worked with the local leadership to purposively recruit civil servants who work within the area and after initial identification of civil servants by the opinion leaders, the researcher used snowball sampling to get others until the right number of civil servants who were available and willing was attained. The in-depth interview targeted all the five elected Members of the County Assembly (MCAs) but the researcher succeeded only in getting three MCAs: The Lindi and Makina Ward MCAs and one nominated MCA from the Nubian community. Three out of five elected MCAs was sufficient for in-depth information from these MCAs.

Data Collection Tools

The study used an interview guide, an FGD guide and secondary data from newspaper stories that focused on the NG-CDF activities of Kibra constituency especially in as far as the activities of the MPs are concerned. Primary data was collected through FDGs and interviews. Additional secondary data was collected from the NG-CDF Board and the Constituency Offices. The collection of data was carried out over the eight weeks' period between July and August, 2020. The researcher and her assistant spent eight weeks in the Constituency.

Focus Group Discussions

Five focus group discussions were conducted. The first one comprised of five village elders in areas where specific cases of NG-CDF projects are visible, like a school was built, a dispensary or a borehole or other community project by NG-CDF. The second was made up of five civil servants working in the constituency. The third group was made up of a mixture of eight ordinary members of the constituency who

did not have NG-CDF projects in their vicinity and others who had, the fourth group comprised of five youth who live in the constituency, whilst the fifth was with a group of five members drawn from constituents who are members of the PMCs and have overseen project management implementation sustainably. These members were drawn from all the five wards in the constituency to give the study for purposes of representativeness.

The discussions were held at different venues within the constituency and at the convenience of the groups. Each FGD lasted an average of 60 to 90 minutes and were directed by the researcher with the help of a trained assistant. The researcher took hand written notes and the proceedings were also recorded.

Semi-structured Interviews

Semi-structured interviews were conducted with the current three MCAs in the constituency. The three MCAs were from Makina Ward, Lindi Ward and a nominated MCA representing the Nubian community in Kibra.

Data Collection Procedures

The data collection process commenced after the final tools were designed. A letter of approval to collect data was sought and obtained from Daystar University. This was followed by obtaining of permit from NACOSTI. The researcher then moved to Kibra and recruited participants for both the interview and FGD. The process was not easy with the lockdown and the ministry of health protocols on social distancing and wearing of mask. The researcher started with the elders FGD and

consulted with the elders on the many NG-CDF projects within the constituency through questions on the FGD guide.

The researcher informed the participants who were recruited for the FDG of the date which they all agreed on and on the agreed date met and conducted the FGD (Babbie, 2015). For the interviews the researcher booked appointments with the MCAs but managed to conduct only three interviews at the convenience of the three MCAs which delayed the data collection process.

Pre-Testing of Research Instruments

Designing of the FGD guide and the interview guides was followed by testing for validity before the actual data collection began. A pre-test was conducted with five participants drawn from Kibra Constituency. Grimm (2010) supports the pretesting on a sample that shares the characteristics of the target population and in this case the sample was drawn from Kibra residents who were not considered for the final study. The critical factor for Grimm is the qualitative debriefing after the pre-test. The participants for the pre-test: a youth leader and four PMC members were invited to this pre-test FGD that was held at the Good Hope Vocational School in Sarangombe ward. This FGD was not recorded, but the researcher and the research assistant recorded the gist of all the responses from the participants to establish the extent to which the discussion and the questions as framed elicited the intended discussion and responses. The researcher also engaged the participants on what they understood from the questions of discussion. The results and the notes from the pretesting was analysed

and the researcher analysed the emergent themes from the responses to test the FGD guide for reliability and validity.

From the discussion with the respondents, the tool was found to be reliable as the respondents noted that they understood the questions and topics of discussion in the way that the researcher intended. However, when some questions, especially the questions on factors that contribute to how the NG-CDF is perceived had to be clarified as it had initially elicited responses that were more of benefits of NG-CDF to a few participants. The researcher worked with the supervisor in revising and focusing these questions to ensure that they elicited only the responses on factors that contribute to corporate image. The interview guide was tested on an MCA from Dagoretti North Constituency and recorded for review on reliability. A few questions that were understood differently from what the researcher intended were either deleted or revised for both the FGD and the interview guide.

Robson (2002) cites that “validity refers to whether the test is measuring the variable that it is expected to be measuring” (p. 83). Two types of validity are vital in the tools used in data collection. These are content and face validity. After the pre-test the tools were analysed for content validity and both tools were found to have some questions that elicited and in some cases responses that were quite off the objective of the study. For instance, some respondents in the pre-test kept giving responses on what NG-CDF does not do and ought to be doing. Repetitive and questions were cut down while question two and three had to be rephrased. But most importantly the researcher noted down a few follow up questions on the side that

ended up refocusing the discussions in instances where the respondents veered off the focus.

Generally, the tools were found to be eliciting responses that respond to the research question. Face validity was assessed using the pre-test results. According to Robson (2002), “validity test is a test regarding whether the data collection tool serves the purpose at hand”. The researcher assessed the design, size of the tools and time taken. The recommendations from the pre-test were used to make amendments to the draft tools. Even though qualitative research is not big on generalisations, reliability tests are important just in case the same methods are to be replicated in similar situations.

Data Analysis

Data analysis as noted by Creswell (2014) is the procedure of systematic application of statistical or any other logical techniques to illustrate, condense, describe, recap and evaluate data. In the current study, data from the two major data collection tools were analysed through thematic summary analysis where the major themes from the responses were sought and established. The researcher recorded all the data during the FGD and the interviews in an audio recorder. Once the data collection was done, the researcher listened to all the recordings and with the help of research assistants manually transcribed the recordings. After the transcription, the researcher read through the transcriptions and noted down the recurring words and phrases for trends. These recurrent words and phrases were then grouped together to build and record of emergent themes from the recurrent words and phrases. In some

instances, the researcher listened to the recordings more for clarity. The emergent themes were then put together in relation to the objectives and research questions.

Babbie (2011) indicates that thematic summary analysis is a qualitative analytic method for identifying, analysing and reporting patterns or themes within data. It minimally organizes and describes the data set in rich detail. The researcher added quotes to the emergent themes and presented the findings in narratives format together with relevant quotes as guided by the research objectives. This enabled the researcher to interpret the findings in relation to the objectives of the study and in line with the theory of corporate image. The information from the analysed data is presented in chapter four.

Ethical Considerations

The current study made a number of ethical considerations. Participants were allowed to participate on a voluntary basis and each one of them filled and signed an informed consent form. The researcher ensured that no respondent was coerced to take part in the study through falsification or potential rewards (Coolican, 2014). For respondents to participate, they were comprehensively informed of the purpose and the necessity of the study and how the findings would enhance policy that would consequently enhance NG-CDF strategic corporate communication to serve the public better. Any questions or reservations were explained and the researcher provided transport facilitation back home for the participants. The reason for refunding after the FGDs was deliberate to ensure that no participant was influenced in their response by the small token of fare back home. The researcher also briefed the participants that

their responses were only going to be reported as aggregate generalisations to and after the briefing all participants volunteered to participate with and none withdrew for whatever reason.

As for informed consent, the researcher ensured that all the participants agreed to take part in the research with the knowledge of what was to be collected and how it was to be used. The researcher ensured that the confidentiality of the participants was strongly upheld and collected data that would only be used for academic purposes of this study (Robson, 2002). Lastly, the communication of results is not only a true reflection of responses from the respondents, but also general and aggregate presentation and individual participants cannot be traced through the results presented here.

The study also observed the ethical guidelines as stipulated by Daystar University in regard to academic research. The study was only undertaken after consent and approval from the university was provided. Further approval from the Ethics Review Board and National Council on Science, Technology and Innovation (NACOSTI) was sought to conduct the study.

Summary

This chapter has outlined the methodology that was adopted in the study. It has outlined the research design and also described the population that this study targeted. Also highlighted in the chapter are the data collection instruments, procedures that were applied, how the pre-testing of the questionnaire was done and

the data analysis plan. Finally, the ethical considerations that were considered in the study are indicated.

DAYSTAR UNIVERSITY

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

Introduction

This study sought to establish the perception of NG-CDF as a corporate organization and examine the corporate communication factors that have contributed to its corporate image and brand reputation. This chapter presents the findings of the study along the three objectives which sought to: assess the perception of NG-CDF and the NG-CDF funded projects; examine the corporate communication factors that have contributed to the kind of corporate image the public has of NG-CDF and to establish how the MPs involvement in the utilization and management of NG-CDF has contributed to the way the public perceive it as a corporate organization.

Response rate, the FGDs composition, venue and details

The study used an FGD guide to collect data and the researcher conducted discussions with five different groups. The first group comprised of five village elders in areas where specific cases of NG-CDF projects are visible; the second comprised of five civil servants working in the constituency. The third group was made up of eight ordinary members of the constituency who did not have NG-CDF projects in their vicinity. The fourth group was made of six youths save for one woman who was an elderly woman. The fifth group drew five members from the constituents PMCs who are involved in project management implementation sustainability. These PMCs were drawn from all the five wards in the constituency.

The FGDs composition, venue and details

The first FGD was held in Sarangombe ward with ordinary members of the constituency who were drawn from areas where NG-CDF has no projects within the vicinity. The researcher worked with village elders through the local chiefs to identify village elders and opinion leaders who helped in the recruitment of participants. A total of eight participants were recruited from diverse age groups and backgrounds, three of them women. This FGD was held on July 21, 2020, at the Good Hope Vocational School in Sarangombe ward in Kibra. The first supervisor also attended just to confirm that data collection was indeed going on and with the right safety protocols during the COVID-19 pandemic. The researcher organized with the management of the school and provided hand sanitisers and hand washing points. In addition, the participants were asked to come with face masks just like in all the other FGDs and after all the sessions the researcher gave participants a token of appreciation and facemasks.

The second FGD was held on July 23, 2020 at Kibera Primary School in Makina Ward with five elders who were drawn from areas in the five wards in Kibra Constituency where NG-CDF projects were within vicinity. The researcher had a research assistant and recorded the proceedings in an audio recorder. This FGD was held from 4pm and was the longest as it took close to two hours including the conversations before and after the official discussions of the questions. These elders had a lot to say about Kenyan politics and the researcher was humble enough not to cut them short in what they imagined they needed to share even though much of it had little to do with the objective of the study.

The third FGD was held at the compound of Deputy County Commissioners offices in Makina ward on July 28,2020 with the members of Project Management Committees (PMCs) at the constituency NG-CDF offices. The FGD was held for one hour as from 2pm with five members all drawn from the Kibra offices and like with all the other FGDs the researcher recorded the proceedings and gave the participants face masks and a token of appreciation for their time after the FGD. All the COVID-19 public health protocols were observed and the compound had water and sanitisation facilities at the main entrance.

The fourth FGD was held with the youths drawn from Kibra constituencies. The FGD was held on July 30, 2020 at Impala Race Course in Woodley Ward. This FGD had eight youths and it lasted one hour from 2pm. The researcher had a research assistant to take notes and recorded all the discussions. The COVID-19 pandemic protocols were observed and after the FGD, the research gave the participants a token of appreciation and face masks for their future use.

The last FGD was with civil servants; held on August 3, 2020 at the District Treasury in Dagoretti North at around midday. These civil servants were drawn from government employees who are deployed in Kibra constituency and the venue was selected because it houses the treasury of the four constituencies of Kibra, Langata, Dagoretti South and North. The FGD lasted slightly more than an hour and the researcher recorded all the proceedings in an audio recorder and also noted critical points.

The researcher targeted five MCAs from the five wards of Makina, Laini Saba, Sarang'ombe, Woodley and Lindi, but only managed to interview three: (1) The Lindi ward MCA, who was interviewed on September 3, 2020 at the county assembly; (2) the Makina ward MCA who was interviewed on September 4, 2020 at Tamarind Tree Hotel, Langata Road and (3) a nominated MCA from Kibra, who was interviewed at MCA's office in Laina Saba ward on August 20, 2020.

Perception of NG-CDF and its projects

Perception has been operationalized as organisation and interpretation of what becomes meaning from attitudes, views, needs, opinions and emotions among stakeholders (Morris & Maisto, 2004). Perception does start with awareness and the residents of Kibra constituency were found to be aware of the NG-CDF projects in Kibra and the study also established that they understood the projects and the role NG-CDF is supposed to play except for a few instances where the MPs support of the residents has been confused for NG-CDF roles. Instances, where the MP has funded things that are outside what the Fund is supposed to fund like funerals and hospital bills for individuals in dire cases, have confused a few and have made them perceive NG-CDF funds and projects to some extent as funds controlled by the MP. However, Kibra seems to present very favourable perception of NG-CDF as it emerged that NG-CDF and its projects are perceived as: (1) pathways to education to the highest level beyond which most constituents initially thought was impossible; (2) life changing and to a lesser extent (3) ambivalent and an MP's benevolence.

NG-CDF as a pathway to education to the highest level. Most of the constituents perceive NG-CDF as the pathway to good education. Education seems to be the single most conspicuous project that has made NG-CDF be known in Kibra and the participants note that NG-CDF has had a big impact in the education sector. They credit this to the immediate former MP who prioritized education and promised to change the lives of the people through education. To many therefore, there is the favourable perception of NG-CDF as an entity that has aroused hope among parents and constituents who never imagined that their children would get education up to the university level. This perception is based on how NG-CDF has supported a generation of children. Some elders from areas where NG-CDF has prominent projects note that most of the students who have benefited from NG-CDF bursaries are now professionals in different fields.

One day I was walking at Kenyatta National Hospital and then this lady who is a doctor shouted my name, I was trying to hide, but she came and told me – ‘you were in the committee that gave me CDF bursary to go to school.’ She is now a doctor at KNH (A former Constituency NG-CDF official).

Most of the civil servants and PMCs seem to be more informed about NG-CDF and apart from having a clear understanding of the legal provisions, they perceived the Fund as meant for local development at the very basic level. Even though they seemed to be clear that NG-CDF was meant for specific functions that are not devolved the participants also noted that the impact of NG-CDF has been big in the education sector. Some of their responses include:

CDF is for development for the locals. It assists the constituents in terms of development and students' bursaries – development within the constituency (PMC member).

Development fund meant to help the people within a constituency in line with the National Government functions. All projects by CDF are very helpful and even though CDF funds are limited the impact in the education sector has been big (PMC member).

Funds by National Government that does what the county does not do. CDF has far reaching impact on the constituents especially the bursaries” (A civil servant).

NG-CDF as life changing. Participants in all the five FGDs seem to have this unanimity that NG-CDF has raised the living standards of the people in the community and they cite their former MP, the late Hon Ken Okoth, as crucial in addressing the plight of the residents. Through education as the key pillar in fighting poverty and hunger in Kibra, they say, NG-CDF has improved the living standards of many families. The findings indicate that the MP used NG-CDF to encourage and support many children from Kibra who have gone all the way to university levels. To note that the late Hon Ken Okoth instituted a transparent and democratic process for supporting families through education, something that would not have been possible were it not for the way the MP managed the NG-CDF. One of the youthful participants succinctly captured in thus:

Anataka wasome wamushinde. Akasema nayeye ukiamua unasoma na yeye ako nyuma yako. Watoto sahizi, kama wangu, ule walianzana nayeye 2013 wakati alipita sahii ako university (an elder from Laini Saba).

Kama mimi sija enda shule, na through CDF mtoto wangu mmoja amepita kiwango yangu ya masomo. Inamanisha hata God willing anaweza nipita kimapato pia. Familia yangu itakuwa imeinuka. Na familia mingi zimeinuka (one of the youthful opinion leaders).

He wants them to study beyond his education level. He decided that when you study he will support you fully. Mine who started with him in 2013 is now at the university (an elder from laini saba).

I haven't gone to school but through CDF my child has gone to school beyond my level of education. It means God willing even in finances he will be better than me. My family will be strengthened (one of the youthful opinion leaders).

NG-CDF as ambivalent and an MP's benevolence. The emergent themes from the discussion also indicate that the participants have this ambivalent perception of NG-CDF. Some perceived the NG-CDF as life changing, especially through education and bursaries, and a great initiative that brings equality and development to the poor. One participant noted that NG-CDF is "the best gesture that our government has used, at least to bring equality on developmental issues to our communities and society at that grassroots level." On the other hand, emergent sentiments also indicated that even though NG-CDF is perceived as beneficial to many locals in the constituency it has also been used as a political tool to make the MP look positive with some still perceiving NG-CDF as being overly in the hands and control of the MP. Majority of the responses from the participants seem to suggest that the NG-CDF leadership at the constituency level needs to be consultative and listen to the people more.

The MPs must ensure that he or she has good people who manage the funds, people who should be chosen by the people and have the interest of the people at heart in the projects (noted one youthful participant).

Others do not necessarily have a problem with the projects but the manner in which the tendering process is skewed to give people who are not locals jobs that local Kibra people have the capacity to execute.

The tendering of the services such as construction of schools and roads. It is not clear how the process goes and we only see projects and wonder how fair the process is. When they campaign they say even the youths will get tenders. These tenders do they even consider the youths? In most cases they give you tender just when you are close to the MP. I don't know whether they follow the law. After some period, they should give us a breakdown.

This ambivalence perception of NG-CDF as funds controlled by the MP and sometimes perceived as the MP's largesse emanates from how projects are conceived and implemented. Participants noted that this is true in cases where the promises that the MP makes during campaigns get funded by NG-CDF. For instance, when an MP promises to build a school or construct a car wash for the youths in the area during the campaigns, the implementation of such promises are assumed to be from the MP and not NG-CDF. Constituents therefore end up saying that our MP promised us and delivered on his promise. Other participants also noted that MPs do this deliberately to get political mileage and that in most cases they work with the committees to focus NG-CDF money to projects they had promised during the campaign even when there are other priority areas. From the elders and civil servants FGD, these are some of the sentiments that emerged:

What they normally do. The CDF committee, is to go to schools. They go to school and say we can put a secondary school here. The MP and the committee had a plan to build secondary schools in every primary schools. There was no public participation. But this was something the MP had committed himself to do (Elder).

They like saying if you elect me, I will do all these projects and then they do with CDF and you own projects and (the MPs) say these are my projects. In addition, when the MP dictates everything and does not accommodate advice and information from the citizens, the impression created is of a leader who controls CDF and the people end up seeing the MP as the ultimate authority and sort of the benevolent leader who is helping people out of his largesse (A civil servant in one of the areas with no visible NG-CDF projects).

The findings above seem to suggest that when MPs use NG-CDF to deliver on projects they committed to undertake while they were campaigning, the ordinary citizens end up thinking that NG-CDF and all its projects are either controlled by the MP or are the MP's benevolence to the people. The idea of I promise and now I have gone out of my way and delivered reinforces this perception. However, to the more informed citizens such manipulation by the MP to divert the committee's attention to projects he had promised and in areas the MP received a lot of votes seems to evoke perception use of tax payers' money for political expediency.

Corporate communication factors that have contributed to the kind of corporate image the public has of NG-CDF

The study found that a number of factors have contributed to the kind of corporate image that the public has of NG-CDF. Four emergent factors from the discussion include: the distribution and management of funds/projects and the attendant processes, the actual experiences of the constituents, Public/citizen engagement and sensitization activities and generally the role of the MP, which manifests itself in different ways in which influences the corporate image of CDF.

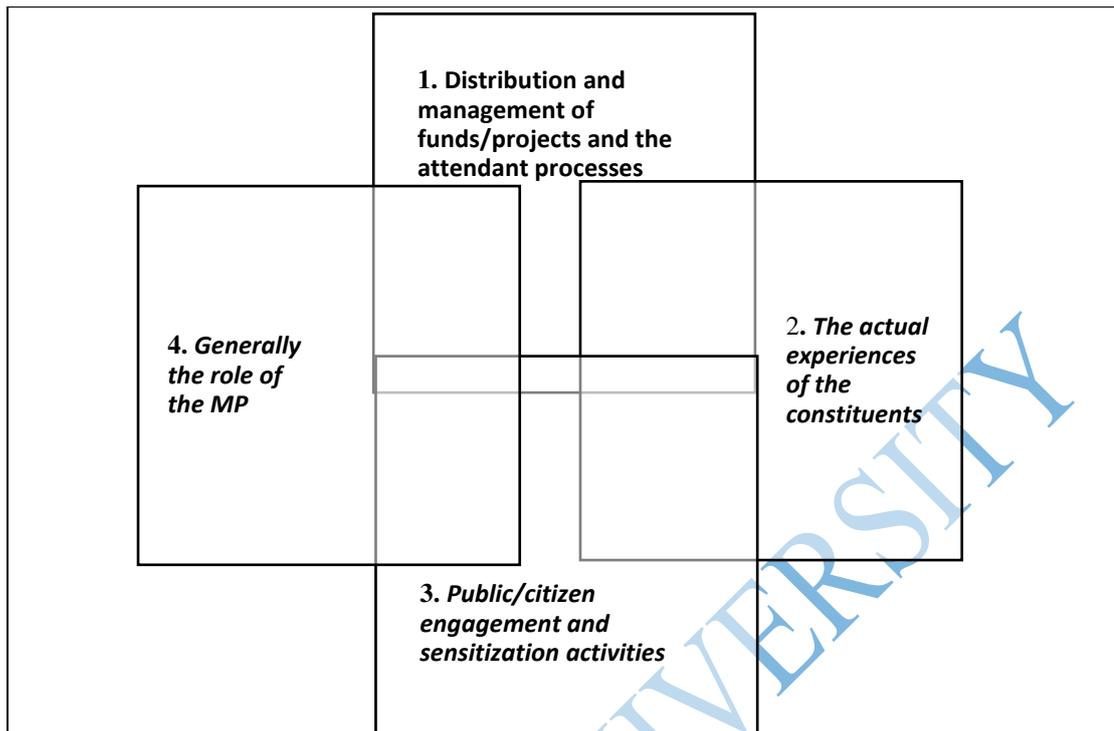


Figure 4.1: Factors that have contributed to the kind of corporate image of NG-CDF.

Distribution and management of funds and projects and the attendant processes

One of the key factors that determine how the constituents perceive NG-CDF is the manner in which the committee, perceived as an extension of the MP, distributes the funds to different projects in the constituency. The participants noted that when the distribution of the funds and the projects are done on the basis of how people voted then the perception that the money is either the MPs or he or she has absolute control is heightened. Below are some of the verbatim responses.

If you have a good MP and he/she manages the funds well, people will understand that this money belongs to the people and meant for their development initiatives. There are some dictators... when in power, for example I was not with the MP in power now. I did not support him and like many people under this category, when we go for CDF we are not given (Youth opinion leader).

The positive perception of NG-CDF, according to most of the participants, during Ken Okoth's time, seem to be attributable to the committee members who the participants agreed were selected and appointed through a participatory process, understood their roles, were competent and followed the due process to address the community needs of the people. This they say made Kibra a centre of attraction for other MPs from different parts of the country.

CDF is managed well especially during the time of Hon Ken Okoth. The process was very open and everyone knew that it was a fairly distributed fund to cater for the needs of the poor in the community. It made us to become role models. Very many MPs came asking how we do it in Kibra (A youth leader who claims to have played a role in the recruitment of the CDF chair).

The MP involved himself to ensure that the distribution of bursaries and projects such as road constructions and building of school infrastructures were done in a manner that was fair and equitable (an elder).

In sum, the management and distribution of the resources as a factor seems to elicit positive perception from the constituents who have benefited from the CDF resources and negative perception from the many who have not seen projects within their vicinity and for most who failed to get bursaries for themselves or their children it is negative. However, majority of the constituents perceive NG-CDF during the tenure of Hon Ken Okoth very positively and as a fund that has helped many because of the mechanisms and structures that Hon Okoth and his committee had put in place. To a large extent therefore the study established that the actions by NG-CDF committee, predominantly perceived as an extension of the MP, in the distribution and

management of NG-CDF funds and projects contribute to the kind of corporate image the public has of NG-CDF.

Public/citizen engagement and sensitization activities

The citizens are the major stakeholders in the NG-CDF projects and the participants also noted that it is the responsibility of the MP to do the public sensitization. Despite what the NG-CDF does or brands itself to be it is the interactions that MPs have with different stakeholders that builds into that corporate image and reputation. Good public sensitization helps people understand NG-CDF as a fund meant to help the people and not necessarily an MP's benevolence. Sensitization or lack thereof therefore plays a critical role in how the public perceive the funds. This sensitization is also captured in the NG-CDF Act which calls for public participation and reduces the role of the MP to strictly oversight.

Initially most people saw members of the CDF committee as people who had gone in to eat. Most of the constituents are not as learned as the MP and it is the duty of the MP to sensitize them on CDF and engage them in getting the right people in the committee. An MP must design models of sensitizing his people. What amount of money is disbursed, it comes on the basis of the number of voters and it is coming to support certain kinds of projects? An MP should do that so that the people get to understand that the funds cannot support anything outside the legally prescribed projects. That way an MP will be able to help the people understand that there is CDF and outside CDF the rest as his or her efforts (A youth leader who participated in the constitution of the first NG-CDF committee in Kibra).

The participants noted that if the MP does not sensitize the public or facilitate sensitization, the public fails to understand the extent to which they can engage in public participation or interact with the committee members in matters projects. Civil servants, given their deeper understanding of NG-CDF Act and how the project is

supposed to be managed noted that MPs play a big role in how NG-CDF is perceived because some have perfected the act of projecting their actions as their goodwill to the people by circumventing of the law.

The illusion of public participation is created according to the law, but there is a way in which MPs have perfected act of still sneaking in the projects that they want (A civil servant).

Unless an MP endorses a project or even a contractor, no much happens. Sensitization is a no go zone, if you sensitize you spoil your career. Even us as civils servants, if you go and sensitize, you will be given a transfer (A civil servant).

How the MP sensitizes the people is what in corporate communication parlance is known as stakeholder engagement influences how NG-CDF is perceived. In Kibra, the participants noted that the late Ken Okoth sensitized the people and made it clear to the people that NG-CDF money was the people's money. He thus instituted a committee and processes that not only helped the committee competently serve the people but also allowed the people to perceive how transparently and equitably the resources were distributed. This had a positive contribution in the favourable perception NG-CDF has in Kibra and build a reputation that attracted other MPs. To a large extent therefore, an MP's active involvement in public sensitization of the constituents is a major contributory factor to the kind of corporate image the public has of NG-CDF.

Residents of Kibra understand that the NG-CDF is meant to help them in education and in addressing their local problems. They hold this perception because of how the MP manages the NG-CDF. For some respondents the former and current

MPs made NG-CDF be perceived differently and most respondents argue that the differences in perception are based on how differently the former and current MP engaged the people in the processes and disbursements of NG-CDF for different projects including bursaries.

The MCAs seem to vouch for more public participation even though they seem to agree that there have been many projects initiated through public participation. To them a lot still need to be done through various communication channels:

In terms of communication we need to activate social media like Facebook to outline the projects they need to do and educate the people that the same will be communicated through social media. Then use of barazas to inform people. Work closely with the local administration to communicate (an MCA).

The actual experiences of the constituents

The current study established that the personal experiences of most of the constituents contributed to the corporate image they have of NG-CDF. Earlier studies on citizens' brand building found that citizens create the brand perceptions at a personal level through their communications across multiple contexts (Kirsti, 2009). In Kibra those who have benefited from the Fund, especially the ones who have benefited from bursaries and managed to get to school perceive NG-CDF favourably as life changing, a pathway to educational fulfilment and good living standards. These experiences have inculcated a fairly good corporate image of the Fund.

Children in Kibra used to walk long distances or use fare to go to schools, but today NG-CDF has brought schools. To me I think it is well spread. I have heard from Lindi, there is also Mbagathi High school which was built, even

Woodley. There is also Jamuhuri High which is in progress. I think everything is well spread (An elder).

The best gesture that our government has used, at least to bring equality on developmental issues to our communities and society at that grassroots level (A PMC member).

I have not gone to school, yet through CDF one of my children is getting education beyond what I got. It means that God willing my children will get better jobs and earn more than what I make. My family's living standards will be high (A youth leader).

Most of these participants who have had very good experiences with NG-CDF and even benefited from NG-CDF have this corporate image that NG-CDF is addressing the needs of the poor and this is because of how NG-CDF has touched their lives and experiences. However, some respondents also noted that there exist mixed reactions because there are some parts that one can see serious investments on developments while some parts of like Ayany seem to have been neglected. There are also some respondents who noted that with the bursary disbursed to students who score 350 marks and above, there are students who are disadvantaged especially those who get less than 350 because their learning environments are not enabling and NG-CDF has not addressed that. The concern by most is equity in distribution, especially of bursaries. Giving bursaries based on 350 marks or only on the basis of coming from the constituency does not necessarily mean that it goes to people who need it.

The study also established that the MP, in discharging their roles contribute to the kind of corporate image the public has of NG-CDF. The discussion below presents the findings on how the role of the MP plays a critical role in how the public perceives NG-CDF. The MPs involvement is basically through the performance of

some of the roles and in doing so their involvement contributes to the perception of NG-CDF.

The MPs involvement in the utilization and management of NG-CDF and how such involvements have contributed to the way the public perceive it as a corporate organization.

The study established that the successes and failures of NG-CDF are attributed to both NG-CDF and the leadership of the MP and that the MPs in performing their roles inadvertently contribute to the way the public perceives NG-CDF and the overarching corporate image of NG-CDF. The study established that in as much as the NG-CDF and the Act that brought it to effect has played a role in streamlining the Fund and its projects, it still comes down to the MP and how he manages the NG-CDF constituency committee. In Kibra the respondents noted that the reason why NG-CDF has been a success is because the MP (in reference to the late Hon Ken Okoth) found a way of working together with different stakeholders. Projects and activities funded by the committee were born out of consultations between all the leaders, the MCAs, religious leaders, youth leaders and other stakeholders and the MP was instrumental in building consensus.

The MP's role has a lot to do with engaging the people and when such engagements have clarity on how CDF is the people's money meant to change the life of the common citizenry it plays a big role (A civil servant).

From the *barazas* convened by the MP to the language used by the MPs and the MP's branding of the projects during the launch, the MPs have contributed in building the corporate image that the constituents have of NG-CDF in five different ways as captured in figure below.

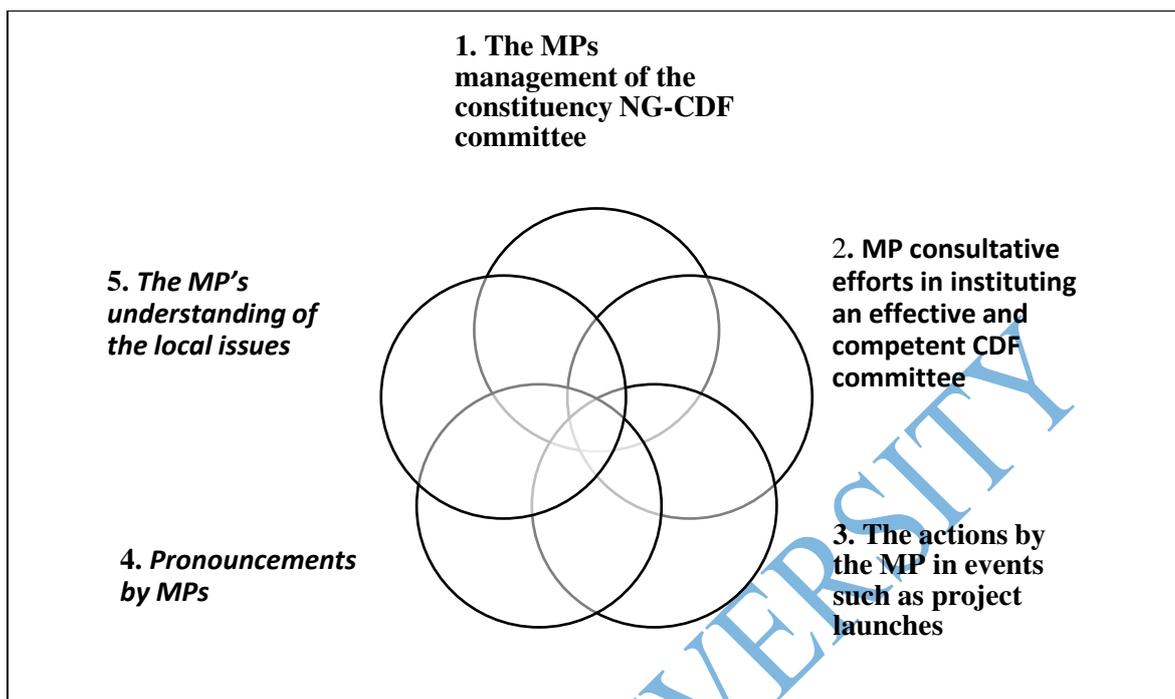


Figure 4.2: The role of the MP in the way in which NG-CDF is perceived

MP's management of the Committee

It emerged that the success of NG-CDF is perceived as a function of both the MP and the committee. The MP, they argued, can play a positive role of sensitizing the electorate on CDF issues like letting the people know the amount disbursed and educate the people on processes through which the funds are applied to projects. The committee also emerged as very critical and one participant argued that, "only the MP cannot manage those Funds. There has to be somebody to manage those Funds and the projects and so I can just include the MP and the committee." This function of the MP speaks to the internal communication function of corporate communications and strategy.

The law provides only for the MP to oversight the management of the Fund and a good internal communication and relationship between the MP and the committee contributes a great deal to how NG-CDF team at the constituency level interacts with the other stakeholders, especially the citizens. The MP has a lot of say in the process in the management and oversight of the funds and as scholars argue, when these employees in this case NG-CDF employees feel part and parcel of the MPs activities and decisions, they are likely to portray the image of NG-CDF in a way that enhances its corporate image. That seems to be the case in Kibra.

In Kibra NG-CDF is perceived favourably because the constituents have seen a positive role of both the MP and the CDF constituency committee in the operations of serving the people. The role of the MP in having a committee that has served the people diligently has been lauded by these constituents. Important to note is the fact that for the MP to engage the public in a constructive way on issues such as amounts disbursed and projects undertaken he or she must rely on a robust internal communication without which the MP and the committee will always be at loggerheads, a situation that can impact negatively on the image of NG-CDF. A participant from the FGD members in whose locality there are NG-CDF projects noted corroborate the role of the MP in all these by noting that:

The committee worked tirelessly to make sure that MP (the MP between 2013 and 2019) achieved what he promised, because before that we had the committee also but they did nothing. In fact, from 1992 to 2013 it was nil. But because the MP comes first, he is the one who chosen people (sic) to that committee and he made sure that those who were going to work with him are people who were going to deliver and they delivered. So they worked together. They achieved. The committee was good. That committee. I think even the committee which is there now has started messing up.

The study also established that the role of the MP in how NG-CDF is perceived is also influenced by the constituents understanding of the law and the legal provisions. The law for instance bars the MP and NG-CDF from undertaking any of the devolved functions yet constituents who have no understanding of the legal provisions perceive NG-CDF negatively because the MP did not use CDF money to support “them when they had a funeral.” Some respondents had an issue with health projects and evaluated the MP on the basis of health centres that are built in other parts of the constituency yet health is a function of the county government. To a large extent most of responses given were not cognizant of the legal provisions and the context which has changed over the years.

There was no CDF in Kenya until 2003, and of course the larger Langata Constituency was fairly expansive and with the review of the constituency boundaries before the 2013 elections Kibra was curved out of the larger Langata constituency and therefore the constituency as it is now fairly small and the attendant benefits of many constituents feeling the impact of NG-CDF projects. The 2015 Act also narrowed down the scope and now the NG-CDF is focused solely on the national government functions and with this the Fund cannot finance devolved functions such as health. And most importantly is the public participation requirement of the law which makes NG-CDF a lot more perceptible to the constituents. Therefore, how the MP and the committee manage internal communication as a strategy for corporate communication and image building is critical. The MP and the committee must communicate.

With the legal structures forcing the committee to engage in public participation and coming up with projects which are then funded by the national Board, the MP and the committee are then forced to implement what originates from the constituents without deviating, which makes the public have this positive perception. However, the public, especially in areas where NG-CDF projects were implemented seem to agree that the MP has a great role in the NG-CDF management and in Kibra the constituents lauded the MP and the committee in the projects within their vicinity.

The PMCs and civil servants for instance, with their nuanced understanding of the law and processes, agreed that NG-CDF has provided an enabling framework even though the MP still has a lot of powers in allocation of NG-CDF resources. There was complete unanimity among the participants that a lot still remains in the hands of the MP. It thus emerged that an MP who consultatively institutes an effective and competent NG-CDF committee with a robust communication with the committee and the people will have the Fund managed efficiently and his role will be perceived positively. In such constituencies the NG-CDF projects are likely to make a difference in the lives of the people and by extension contribute to the public's favourable perception of NG-CDF.

Given that most of the participants have seen transitions from one MP to another within the tenure of the 2015 NG-CDF Act, they made a fundamental suggestion based on the role of the MP in relation to the committee. The key for them is to now put in place a framework where the MP has no powers over the committee

members. One participant who benefited from NG-CDF bursary for his university education elaborately summarized the suggestion given his experience:

In my opinion, if the committee can be made such that the MP has no power over the committee, I think that will maybe help so that not every MP that is elected comes with his new people. Because in most cases these people just become sycophants of the MP. If the board can make it such that every constituency the CDF committee is something that once you have been appointed to that position, when the MP comes they have no otherwise, they just have to work with you. And the MP has no power to employ you or sack you and it is the board (NG-CDF Board) to vet.

The MCAs were a lot more brutal and candid in their assessment of the management of the NG-CDF projects and their sentiments broadly touched on the MP having an important role in how NG-CDF is perceived from its management perspective:

As leader, the MP (Ken Okoth) used to involve stakeholders. I can give him 70%. current MP does not call stakeholders. People just get surprised that something is happening ... and it is only Makina Ward that benefits a lot.

Pronouncements and actions of the MPs

The study also established that the actions and pronouncements or utterances by the MPs play a big role in how NG-CDF is perceived by the constituents. The MPs utterances, especially during the campaigns are associated with their actions upon elections into office. One participant noted that utterances such as, “if you elect me, I will do all these projects with CDF and then when the MP is elected they own the projects and say these are my projects.” The promises made by the MP during the campaigns when implemented after they are elected even if funded by the NG-CDF

get to be perceived to be the MP's great act to the people and essentially his faithfulness to the promises he made.

MPs seem to be acting in manners consistent with what Berens and Van Halderen (2014) found to be strategies by organizations to strengthen their brands by framing themselves along relevant social issues to enhance their brands and publicizing these brands. These MPs therefore use NG-CDF projects to make pronouncements and act along lines that resonate with the electorate, in occasions such as launching of projects. Even though such acts were not attributed to the Kibra MP most participants noted that in other parts of the country MPs brand projects with their names in ways that are concrete enough to build images that the MPs are the benefactors of projects funded by NG-CDF. If all the 290 MPs who oversee NG-CDF in their constituencies act and pronounce themselves in ways that portray them as the benefactors and the Fund as part of their benevolence to the people, the corporate image of NG-CDF is likely to suffer, especially in areas where the interest of the public is not served.

In addition, when the MP dictates everything and does not accommodate advice and information from the citizens, the impression created is of a leader who controls NG-CDF and subsequently the people end up seeing the MP as the ultimate authority and sort of the benevolent leader who is helping people out of his largesse. Moreover, it emerged from the discussion that when MPs launch projects and erect billboards and plaques reading "donated by the MP," the impression they create of NG-CDF is misleading as people end up associating NG-CDF resources as either belonging to the MP or under his/her control and beyond what the public would want

addressed by these Fund.

Some actions by the MPs were found to be enhancing positive perception of NG-CDF. In Kibra, the participants noted the immediate former MP, Hon Ken Okoth was amiable and very engaging especially when it came to the youths in the constituency. Rather than give handouts, the participants noted that the MP encouraged young constituents to team up and benefit from NG-CDF tenders sensitizing them of the need to make use of that money because it was their money. They noted that when the MP desisted from giving handouts and instead started calling together the youths who were out asking for handouts and took them through the process of getting NG-CDF to empower their activities or businesses, many started having a different perception of NG-CDF. One respondent noted that many people now have a fairly positive perception of CDF because of the MP's actions and how he dealt with the majority youths:

He would call youths in an area to undertake CDF projects. In different areas he brought together young people to undertake projects. Our MP was not somebody who would dish out 200 bob to youths, because he knew that the next day they would come back. For young men in the car wash business, he put up so many machines and water tanks and any time he passed around boys would not run looking for handout, because already they were getting money.

As far as the MP's actions are concerned in the way NG-CDF is perceived, the participants also noted that even though they have not seen it in Kibra, most MPs still brand themselves as the benefactors of all NG-CDF projects. Such branding should be noted that it creates the illusion of a Fund that is not serving the interests of the common citizenry, but the political interests of the MPs.

At the end of the day almost all projects after they are accomplished it is written there funded by CDF and then the name of the MP must appear somewhere. So in most cases, you know, it is like a PR and most people will know that it is the MP that did this even if the funds did not come from the MP (A PMC from Lindi).

According to me definitely the MP is being elected by the people and he is the servant of the people. Everything happening within the constituency to the people, he is the overseer. He must confirm and ensure that everything being done is done in the beneficiary of the people (sic). So he is the one doing that and people know very well that he is doing everything (A respondent who did not have a problem with an MP branding projects).

Results from the interviews with the MCAs also indicates that MPs, through their actions, influence how NG-CDF is perceived and essentially make the constituents perceive the Fund as the MPs'. One MCA notes that even though MPs roles are supposed to be more of mobilizing and sensitizing the people, they are more focused on public affairs functions at the tail end of projects when they come in to issue cheques, launch projects and take the accolades for completed projects. However, the MCAs also noted that people are increasingly getting more aware of NG-CDF because of communication through various channels including social media and *barazas* organized by local administration.

The public sees the MP as the initiator of NGCDF fund. NGCDF committee however goes for public participations and share with the people the various project ideas. CDF is increasingly becoming a bottom – up thing (An MCA speaking of how their roles have contributed to the publics' understanding of NG-CDF)

The MP's understanding of the local issues and involvement

The study also established that NG-CDF was likely to be perceived positively through the roles of the MP if the MP understood the people and the local problems

that the locals needed addressed. The inverse is also true and with a change in leadership in Kibra a few participants attributed the poor perception of NG-CDF since the current MP took over to the fact that he is not one of them and does not understand their locality and problems.

I think next general election we will not elect someone who does not stay here. Ken Okoth used to live here, he used to understand us very well because he used to live in the slums.

The study established that Hon Ken Okoth understood the residents, the area and the needs and used the funds to address issues that resonated with the public. They agreed that Hon Ken succeeded in instituting processes that were very open and everyone saw that NG-CDF projects and funds were fairly distributed to cater for the needs of the poor in the community. "It made us to become role models. Very many MPs came asking how we do it in Kibra," said a youth leader who argued that even folks who did not get such things as bursaries despite their misgivings, appreciated the process and how the MP involved himself.

The MP involved himself to ensure that the distribution of bursaries and projects such as road constructions and building of school infrastructures were done in a manner that was fair and equitable.

Summary of key findings

The constituents in Kibra are aware and understand NG-CDF and they perceive NG-CDF and the NG-CDF projects as creating pathways for the locals to get education to the highest level that were hitherto difficult to attain because of lack of

funds. In addition, NG-CDF is also perceived as life changing and to a lesser extent ambivalent and an MP's benevolence.

The findings indicate that four factors have contributed to the perception that the Kibra residents have of NG-CDF and by extension to the corporate image the public has of NG-CDF. The first factor is the distribution and management of funds/projects and the attendant processes. The actions by NG-CDF committee, and the processes in the management and distribution of resources are contributory factors to the kind of corporate image the public has of NG-CDF. Generally, in areas where people have benefited from NG-CDF projects the image seems to be of a responsive entity that is changing the lives of people through education and other life improving projects.

The findings indicate that there is positive image in areas that have benefited from NG-CDF and negative perception from folks who either hail from areas that have not received much, especially those who either did not receive from specific NG-CDF projects like bursaries or do not understand what NG-CDF covers and had false expectations that the Fund could not cater for. In short there was negative perception from the many who have not seen projects within their vicinity and for most who failed to get bursaries for themselves or their children it is negative. The distribution and management of funds and projects play a big role in such perceptions and even though in Kibra the MP, especially the late Hon Ken Okoth instituted fairly transparent processes, there are negative perceptions that have persisted and been heightened by the processes and management style of the current MP.

Second, the actual experiences of the constituents contribute to how the public construct the corporate image of NG-CDF. Beneficiaries of the Fund at family or even individual level, especially the families that have benefited from bursaries or got schools built in their neighbourhood to save them the cost of looking for schools in far off areas perceive NG-CDF favourably as life changing, a pathway to educational fulfilment and improved living standards. These experiences have inculcated a fairly good corporate image of the Fund.

Lastly the study also established that the MP's engagement with the public as the most important stakeholders played a critical role in building of the corporate image that the public developed of NG-CDF. With the NG-CDF Act of 2015 reducing the MP's role to that of oversight, the participants noted that sensitization or lack thereof by the MP is critical as it creates the awareness and avenues for the public to engage with the committee. The findings indicate that in instances where the MP engages the public and sensitizes them on the provisions of the law openly engaging on what projects to fund and why; like the late Hon Ken Okoth did, then the public and to a large extent the entire constituency ends up appreciating NG-CDF as funds meant to address the needs of the people as decided by the people. In short the findings seem to suggest that how the MP performed his oversight role of the NG-CDF, played a key role in how the funds corporate image formed in the minds of the public.

As far as the role of the MP is concerned, the study found that from the *barazas* convened by the MP to the language used and the MP's branding of the NG-CDF projects, the MP influenced the corporate image of the NG-CDF in five different

ways which include: (1) the management of the constituency NG-CDF committee (2) the consultative efforts in instituting an effective and competent CDF committee (3) actions during events such as project launches (4) Pronouncements in public and (5) understanding or lack thereof of the local issues.

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CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter discusses the key findings in this study that sought to establish the perception of NG-CDF as a corporate organization and examine the corporate communication factors that have contributed to its corporate image and brand reputation. Specifically, the study sought to: assess the perception of NG-CDF and the NG-CDF funded projects; examine the corporate communication factors that have contributed to the kind of corporate image the public has of NG-CDF and to establish how the MPs involvement in the utilization and management of NG-CDF has contributed to the way the public perceive it as a corporate organization.

Discussion of the Findings

The perceptions of NG-CDF and the NG-CDF funded projects?

The first objective of the study was to assess the perceptions of NG-CDF and the NG-CDF funded projects. The findings indicate that Kibra residents are aware and understand NG-CDF. They perceive NG-CDF and the NG-CDF projects as creating pathways for the locals to get education to level that were hitherto difficult to attain because of lack of funds. In addition, NG-CDF is also perceived as life changing and to a lesser extent ambivalent and an MP's benevolence. While education is the single most conspicuous project that has made NG-CDF be known in Kibra, the findings also indicate the MP prioritized education and channelled resources to education to

the effect of changing the lives of the people, something that they associate NG-CDF with.

These perceptions are drawn from what Kotler and Keller (2016) would describe as the overall sum of what the residents of Kibra constituency perceive the NG-CDF to be. The investments in education through building of schools that made the brick and mortar infrastructure to the awarding of bursaries in processes that the residents perceived as fairly transparent and just, the activities of NG-CDF and these projects created an overall image of a funding body that was giving the residents hope through education and consequently improving their living standards.

The corporate image theory tenet of corporate image as the sum total of what the Kibra residents perceive an NG-CDF to be according to Kotler and Keller (2016) seem to have built up this total impression of NG-CDF in Kibra mainly from the activities centred around education. The residents' response to the NG-CDF activities to perceive it as life changing and an entity that supports education to the highest level can be traced back to Weiwei's (2007) tenet of corporate image theory which states that corporate image is the response of an external stakeholder; in this case the residents of Kibra to the total offering of the constituency's activities. The findings for instance, indicate that when they asked for primary schools the MP through NG-CDF built schools such as Shadrack Kimalel primary school, a school in Lindi ward, expanded Kibra and Olympic primary schools. With the expansion in primary school absorption rate there was need to expand the high schools and when the residents called for high schools to accommodate the transitions, the MP, again through NG-CDF expanded high schools and built Mbagathi High school, Raila Educational

Centre and Jamuhuri High which is in progress. The cumulative sum of all these efforts and the fact that NG-CDF also financed most students through bursaries present a total offering of a positive corporate image of NG-CDF as life changing through education and an entity that has improved the living standards of the people.

A study by Misango (2009) before the enactment of the NG-CDF Act (2015) also established the life changing impact of the Fund in Vihiga where CDF improved the livelihoods of the locals. Whereas in Kibra the focus has been on education in rural areas like Vihiga studies have shown that households have benefited through access to health, improved savings, improved school attendance and through improvements in subsistence economic activities such as livestock farming and agriculture (Misango, 2009). Today with the role of the MP restricted to oversight and the functions of the NG-CDF restricted to functions that are not devolved to county governments, education seems to be the major function that is perceived by the public.

The ambivalent perception of NG-CDF and the image of NG-CDF funds as an MP's benevolence is occasioned by both the dearth of understanding of the mandate of NG-CDF as enshrined in the law and the use of NG-CDF as a political tool by the MPs to fulfil the promises they make during campaigns. The residents who have no clear understanding of the mandate of the NG-CDF seem to take it on the MP, the committee and the entire NG-CDF for projects or vital needs like health, medical bills and funeral expenses, which in most poor neighbourhoods seem to be overwhelming, yet all these are outside the realms of NG-CDF. The change of an MP, the late Ken Okoth, who was a lot more involved in the lives of his constituents to a new

dispensation, has not helped matters. Whereas Hon. Ken Okoth contributed in funeral expenses and was always there with the people, he did so not with NG-CDF resources, but from his own sources and he probably created a tradition that the locals erroneously thought was drawing from NG-CDF. The current MP and the entire NG-CDF fraternity is thus judged harshly not on the basis of what he does but largely on the basis of what he is expected to do by folks who do not have an understanding of the provisions. Majority, of the respondents for instance lauded NG-CDF for many good projects, but faulted the current MP for not having used NG-CDF to help in funeral expenses such as buying coffins and transport cost for funerals of constituents buried up country. There are also a few, both from areas with NG-CDF projects and those from areas without, who kept complaining of lack of health facilities in their areas. They blamed NG-CDF on this yet health is a devolved function and not a national government function.

It is such ambivalence and dearth of understanding of the provisions of the law that makes the public hold this perception that the NG-CDF is at the beck and call of an MP. This is what has led to the erroneous perception that the fund is part of the MP's benevolence to the people and they owe their allegiance to the MPs lest they stop supporting the public. International Budget Partnership (IBP, 2010) in a study on the CDF before the 2015 Act also found that CDF created a relationship between the MPs and their constituents. In areas where the MPs had focused development, such developments created positive relationships that endeared them to the electorate and because the funds at that time were almost entirely controlled by the MPs, the relationship of reward and punishment was entrenched (IBP, 2010) a practice that is

still perceived by those who see lack of projects by NG-CDF as punishment by the MP because they did not vote for the MP.

Mahmud et al. (2018) found that government agencies attracted negative perceptions and lost stakeholder loyalty when they provided poor services and therefore the negative perceptions of NG-CDF among the public members who feel disenfranchised by the allocation of NG-CDF projects should be a cause of concern for the NG-CDF Board at the national level. The Board should therefore work on ensuring that the perceptions are drawn from the NG-CDF mandates and activities that are in line with the mandates and where possible sensitize the public directly on their roles and the need to participate actively in public participations when projects are discussed.

These findings are supported by the corporate image theory, especially the tenet that states that corporates such as NG-CDF cannot engineer corporate image in a mechanical. This seems to be the case as the emergence of NG-CDF corporate image is was found to entail the citizens' processing information about the organization, its people and processes including projects from various sources related to NG-CDF. The overarching image thus drew from the activities of NG-CDF at the national Board, the constituency office, the MPs (both the former and current) and the employees of NG-CDF (Weiwei, 2007; Willi, Nguyen, Melewar & Dennis, 2014).

Corporate communication factors that have contributed to the kind of corporate image the public has of NG-CDF.

The second objective sought to examine the corporate communication factors that have contributed to the kind of corporate image the public has of NG-CDF. The

discussions with members in five different FDGs brought to light four emergent factors that have contributed to the Kibra residents' perception of NG-CDF as has been presented in the findings above. The four emergent factors are: the distribution and management of funds/projects and the attendant processes; the actual experiences of the constituents; the public engagement and sensitization activities and generally the role of the MP.

The perceptions that the public have of NG-CDF emerge from these four factors and these findings tie in with the theoretical framework which holds that corporate image is communicated and built through a variety of aspects of the organizations (Nguyen & Leblanc, 2001). In the case of NG-CDF the overarching corporate image was found to be based on how the NG-CDF at the constituency level distributes and manages funds and the projects, the citizens' actual experiences, the public and how they engage with the NG-CDF and the MP's roles including the internal communication role (Nguyen & Leblanc, 2001). In Kibra it does appear that Hon Ken Okoth appears to have inculcated what Barnfield (2003) calls internal communication that has personal effects on employees only that his extended to the constituents which consequently creating a good relationship and internal communication mechanism that lead both the employees and citizens to speak favourably about the NG-CDF.

In the distribution and management of funds and projects, the constituency's NG-CDF committee plays a big role through its processes and public engagement, which contribute to the perception the public has of the NG-CDF. This is because the

processes they institute in the management and distribution of resources create an indelible picture in the minds of the public. The findings indicate that in areas where people have benefited from NG-CDF projects the image seems to be of a responsive entity that is changing the lives of people through education and other living standard improving projects. It emerged that when the committee members understand their roles and are competent to follow the due process to address the community needs of the people, the people end up perceiving NG-CDF positively even if the projects do not directly favour them.

Distribution and management of NG-CDF funds and projects as a factor that was found to contribute to the NG-CDF corporate communication are related the two factors of sponsorship and CSR. Tripoldi (2001), Shank (1999) and Howard and Crompton (2005) in earlier findings agree that sponsorship is the exchange of money or commercial values for the right to be associated with an activity, sport, sports club or event or products and services. MPs in exercising influence in the management and distribution of NG-CDF projects seem to be using these projects which are funded by tax payers' money to win association with the value of the projects. In essence what these MPs end up doing is leaving a mark in the minds of the people as the benefactors of NG-CDF projects. In some instances, the activities such as launching of projects in different parts are not only presented as projects funded by NG-CDF but the MPs but as CSR which Goela and Ramanathan (2014) describe as the MP's obligation and responsibilities to a larger array of stakeholders. Therefore, distribution by MPs to a large extent are contributing factors to the overall corporate image given that the MP's sometimes take advantage and present these projects as their own CSR

or sponsorship of public services. The consequence is the citizenry end up attributing any positive perception of NG-CDF to the MPs and draws away from positive images that would otherwise accrue to NG-CDF.

However, there seems to be pronounced positive image in areas that have benefited from NG-CDF and negative perception from folks in areas where the funds have not made significant impacts. Overall, the fairly transparent processes that had been instituted by the committee and the late Hon Ken Okoth and the fact that he immersed himself in the processes and activities contributed immensely to the positive corporate image. The study also found that the change in leadership have brought up echoes of negative perceptions as the management and systems have changed.

Zaba-Nieroda (2011) and Nguyen and Leblanc (2001) argue that from a corporate image theoretical point of view, corporate image cannot be engineered, neither does it emerge by itself, but is inadvertently shaped by processes which the public processes as information from various sources. To this end, the actions by the committee naturally contributed to the emergence of corporate image of a life changing entity and a Fund that is associated with supporting education among the less privileged.

As Kotler and Keller (2016), Weiwei (2007) and Nguyen and Leblanc (2001) theorize, the sum total of how the public perceives NG-CDF as a corporate entity can be attributed to the sum total of management's distribution of projects and resources and how the Kibra residents have processed such actions over time. Further, this sum total of what constitutes the corporate image also draws from the actual experiences

of the constituents. The study also established that to a large extent to how the public construct the corporate image of NG-CDF draws from a cumulation of actual experiences. Beneficiaries of the funds at family or even individual level, especially the families that have benefited from bursaries or got schools built in their neighbourhoods wiping out of the cost of looking for schools in far off areas perceive NG-CDF favourably as: life changing; a pathway to educational fulfilment and improved living standards. These experiences have inculcated a fairly good corporate image of the Fund. Nguyen and Leblanc (2001) theory of corporate image emerging from the overall impression made on the minds of the public about an organization and based on among others services, tradition, ideology, and communicated through the interaction with clients applies in our context as the daily interaction and tradition that the Kibra residents have with NG-CDF schools and the experiences of attaining education courtesy of NG-CDF contributes to this overall impression. The image in the context of NG-CDF can be considered to be the public perception of the feelings, beliefs, experience, and knowledge that citizens hold about the same institution and part of what most residents in Kibra hold today is the belief that no child who want to get education will lack school fees. Many have experienced the benefit of a NG-CDF funded education and have the knowledge that puts the image of NG-CDF in a fairly favourable space.

It is also important to note that NG-CDF needs to do more in its corporate communication and ensure that the structures, especially structures that can create impressions in the minds of the public, in different constituencies, and the activities of the MPs are aligned to the corporate image of this organization that seeks to address

all inequalities in development around the country (OSIEA, 2008). This is important given that studies have shown that previous development funds failed because of the dearth of suitable institutional framework, a situation that led to inequitable allocation of funds, misuse of funds and irregular developmental patterns that created negative perceptions (Mapesa & Kibua, 2006).

Lastly the study also established that the MP's engagement with the public as the most important stakeholders played a critical role in building of the corporate image that the public developed of NG-CDF. With the NG-CDF Act of 2015 reducing the MP's role to that of oversight the participants noted that sensitization or lack thereof by the MP is critical as it creates the awareness and avenues for the public to engage with the committee. The findings indicate that in instances where the MP engages the public and sensitizes them on the provisions of the law; openly engaging the public on what projects to fund and why; like the late Hon Ken Okoth did, then the public and to a large extent the entire constituency ends up appreciating NG-CDF as funds meant to address the needs of the people as decided by the people. In short the findings seem to suggest that how the MP performs his oversight role of the NG-CDF plays a key role in how the funds corporate image is formed in the minds of the public.

The MPs engagement with the public and stakeholders relate to publicity which is an earlier factor which Spotts, Weinberger and Weinberger (2005) found to be contributing to corporate image. The MP's engagement with the stakeholders in public sensitization contributes to the publicity and promotion of not only NG-CDF activities, but also the public's involvement. These public involvements by the MPs

and the constituency staff and committees critically contribute to the overarching image and depending on the level and nature of engagements or lack thereof they may attribute either both positive or negatively to the NG-CDF. Therefore, NG-CDF committees and Board need to work on modalities of engagements that would enhance positive image and mitigate on involvements that have negative consequences.

The MPs involvement in the utilization and management of NG-CDF and its perception as a corporate organization.

Objective three sought to establish how the MPs involvement in the utilization and management of NG-CDF has contributed to the way the public perceive it as a corporate organization. The study established that even though the successes of NG-CDF can be traced to the coming to force of the NG-CDF Act of 2015, how the public perceive the organization still comes down to the role of the MP and how the MP works with the community in identification, implementation and launching of NG-CDF projects. Four key areas of the MP's involvement were found to contribute to how the public perceives NG-CDF.

First is the MP's management of the Committee. The functions of the committee, which is to implement projects that are identified during public participation, were found to be critical in the way the public perceives NG-CDF. The MPs role is purely oversight and has no vote in the committee's decisions. However, there are instances where the MPs get to arm twist the committees and have them work at the behest of the MP and not in the interest of the public which has led to the

public perceiving the NG-CDF negatively. In Kibra the MP was largely appreciated for the positive role of sensitizing the electorate on the mandate NG-CDF. To a large extent, the sensitization that touched on not just what NG-CDF is meant to fund, but also on who is appointed to the committee seems to have given the public some sense of ownership. An MCA in one of the interviews affirmed saying that the late Hon Ken Okoth made NG-CDF a people driven initiative by allowing the people to suggest and sometimes even deliberate on who should be included in the committee and in what capacity. This also emerged in the FGD as participants noted that they were heavily involved in the selection of committee members.

Argenti (2003) and Barnfield (2003) corroborate the value of leadership that involves the internal publics in their studies which have shown that internal communication and the participation of employees in bottom up decision making plays an important role as a factor that boost the morale of employees. The way the MP engages with the employees makes them feel part and parcel of the organisation's decision, and the study established that given the varying levels of engagement and participation of the citizens in Kibra during the tenure of the immediate former, Hon. Ken Okoth and current MP, Hon. Imran Okoth, the perception of the NG-CDF is now changing. These findings also suggest that for MPs all over the country to enhance the image of NG-CDF, they ought to involve the employees and the citizens because these two groups of people then become ambassadors of a good image (Argenti, 2003; Barnfield, 2003) and contribute to what scholars in corporate communication theory call the sum totality that build a corporate image.

Therefore, in as much as the law only provides for the MP's oversight role, involving the public and creating an environment where there is a seamless working relationship between the public and NG-CDF at the constituency level creates a sense of stakeholders' ownership. Nguyen and Leblanc (2001) note that in corporate communication involvement of stakeholders both at the functional and emotional levels builds onto their overall assessment of the organization. In the case of Kibra, it does appear that the MP brought in the constituents at the functional level where attributes can be easily measured and most of the participants could easily talk of their roles in appointment of the committee, implementation of projects and the number of public participation meetings they attended where their decisions made a difference. Such functional level stakeholder engagement resulted in the emotional level engagements and its psychological dimension of feelings and attitudes of stakeholders, which seem to have made the public develop fairly positive perceptions on NG-CDF given these experiences (Nguyen & Leblanc, 2001).

The findings are also in agreement with Lee and Ryzin (2018) who found bureaucratic reputation to be playing an important role in how the public engages with organizations and the effectiveness and power of such organizations. In the current study, the bureaucratic reputation that was perceived as egalitarian in how the NG-CDF initiated, implemented and launched projects in communication with both the committee and the people. This reputation made the public engage more with NG-CDF and eventually inculcated the culture of both functional and emotional engagement with stakeholders.

The second key area of the MP's involvement that contribute to how the public perceives NG-CDF is in the area of consultations in the constitution of the committees. Robust consultations with the people in processes that lead to effective and competent CDF committee by MPs are roles that bode well with the people. The findings indicate that in constituencies where MP is involved and robustly consults and the public sees that wide consultations lead to projects that are changing lives the public inculcate favourable perceptions of NG-CDF. Kibra residents also noted that the bulk of what happens within their constituency NG-CDF offices and how the residents perceive NG-CDF has a lot to do with the former MP and with the transition since his passing on, they have noted that the structures are not enabling. They note that the framework gives the MP too much power in managing the affairs of the committee which leaves the entire framework at the behest of the MP, a diligent one intent on serving the people will, but an errant one would essentially take advantage. Consequently, there is need to restrict the role of the MP to oversight with no powers or influence in who is appointed to the committee. The argument here is that there is a thin line between oversight role and appointees working at the behest of the appointing authority.

The actions and pronouncements of the MPs were also found to be extremely important in how NG-CDF is perceived. MPs in performing their roles make certain statements, which have a bearing on the overall communication that get to the public. Whatever the MP and the committee members do constitute corporate communication functions such as corporate advertising, events especially events like launching of projects and unveiling of projects where the utterances by the MP and his actions can

lead to perceptions of the MP as the sponsor and benefactor.

The role of the MPs in the building of the NG-CDF image is further explained by an MCA who in the KII noted that “most people do not differentiate NG-CDF funds and projects from the MP because the MP runs the public affairs functions of the NG-CDF such as issuing cheques to the schools, actions that make many people look at NG-CDF as the MPs affairs. Therefore, even for those who know that the funds are from the National Government and the taxpayers’ money, such repeated actions by MP plus other lived experiences by the constituents such as receiving cheques from the MP for bursaries make the actions of the MP part of the sum total of what stakeholders perceive NG-CDF to be (Kotler & Keller, 2016; Weiwei, 2007).

Such activities result in what Cornelissen (2014) said about publicity and promotions that leave lasting impressions on stakeholders. Even though instances where MPs frame NG-CDF projects as their own projects were not predominant in Kibra, it does appear that residents in Kibra are aware of such instances as they noted that they have not seen such instances. But in line with Berens and Van Halderen (2014) MPs have used NG-CDF projects especially during launches to strengthen their brands by framing themselves as the benefactors to enhance their political brands and popularity among the electorates. Through their actions and pronouncements and the deliberate branding along NG-CDF projects the perception of these MPs as noted by Kibra residents are echoing earlier scholars who have argued that MPs have pretentiously used ethnic and personal preferences in distribution of publicly funded projects for political expediency and endearing themselves to the electorate, with the

consequence of negative public perception in the past (Harris, 2016 citing Bratton and van de Walle 1997; Jackson and Rosberg 1984; Chabal and Daloz 1999; Mapesa & Kibua, 2006).

Lastly the MP's understanding of the local issues and his involvement with the locals played a big part in the perception of NG-CDF. The interaction with MP who seems to understand the people and the local problems seems to make the locals feel more like part of the process. The study established that the locals had a sense of belief in NG-CDF changing their lives because they perceived Hon. Ken Okoth as one of them and therefore someone who understood the needs and would use the funds to address issues that resonated with the public because he was part of this very public. The fact that other MPs came to Kibra to seek advice seem to have made the residents of Kibra believe that the fact that their MP was a local who went through their experiences and was always there for them heightened their belief in what their MP was doing and consequently reinforced the positive perceptions.

This perception by the residents of Kibra seems to be reinforced by earlier findings by Paul and Whimp (2011) who argued that the CDF Act in 2003, was a channel through which parliamentarians sought to serve their own political interests. To this end it does appear then that a parliamentarian whose interest is more or less the same as the interest of the constituents would find it easy to make a difference in the lives of the constituents, especially if he understands them and shares in their experiences as was the case in Kibra.

Conclusions

The residents of Kibra constituency are aware of NG-CDF and the many projects by NG-CDF in the constituency; they generally have a positive perception of NG-CDF. The NG-CDF activities and projects have predominantly changed the lives of many constituents. Through education the MP has played a great role in how the educational projects have changed the living standards of many children who would otherwise not have gone to school. The perception of the life changing projects, predominantly through education and the array of activities and roles of the MP seem to have built a fairly positive corporate image of the NG-CDF and from corporate image theory framework, it can be argued that image of NG-CDF is the sum total of what different stakeholders perceive of NG-CDF activities at the constituency level (Kotler & Keller, 2016). From a corporate image theoretical grounding, NG-CDF need of work out a nationalistic framework that will be rolled out to all the 290 constituencies in Kenya if they are to enhance the image of NG-CDF and encourage more public engagements in this fund that is meant to address economic inequalities. Given that the distribution and management of funds and NG-CDF projects, the actual experiences of the constituents, public engagement and sensitization activities and the MPs' roles have emerged as critical factors that influence the corporate image of NG-CDF, national board would do well to coordinate these activities. The risk of not coordinating these activities is perpetuation of the belief that NG-CDF funds are the benevolence from philanthropic MPs, a situation that is likely to discourage public participation and judicious utilization of the funds to bridge economic inequalities.

The perception of NG-CDF in Kibra as this life changing development fund at the grassroots levels is informed by transparent and publicly engaging processes the MP and the NG-CDF committees have instituted in the management and distribution of the funds and life changing projects. Through these transparent processes the public have felt like they are functionally part of the development projects and thus have sort of attached their emotions to the projects given their lived experiences. Despite the fair distribution of funds and projects and a largely positive corporate image, NG-CDF also suffers some damaged image in some parts of Kibra Constituency a situation that has been exacerbated by the weak structures at the constituency level that give the MP too much powers in the constitution of the committee members despite what the NG-CDF Act says.

Therefore, because NG-CDF's perception can be enhanced when it impacts the people and the fact that the actual experiences of the constituents play a big role in how it is perceived, the NG-CDF Board would do well to engage the public more and sensitize them on the Fund and grassroots development. It is only through such sensitization that the public will cease looking at NG-CDF projects as the MP's philanthropic benevolence to the constituents as has been argued by scholars who say African exploit state coffers for personal gain (Harris, 2016 citing Bratton & van de Walle 1997; Jackson & Rosberg 1984; Chabal & Daloz 1999).

The successes and failures of NG-CDF and the attendant perception of the organization's image depends on how the MPs perform their roles and involve themselves with the people. The MP's involvement in the committee affairs, the

consultative efforts and public actions all contribute to the overall corporate communications that shapes the public's image of NG-CDF.

The study also concludes that given what is happening in Kibra, the problems of NG-CDF corporate image will persist because of the clout and influence the MP has in the management of the funds. Even if one constituency or a couple of constituencies have MPs who are responsive and respectful of the structures which gives them only the oversight roles, MPs in different other constituencies are likely to exploit the weak structures and exercise control in the appointment of the committee members and consequently influence how the funds serve the people. If these MPs use their clout and influence to either support areas that voted for them or project NG-CDF as their largesse and benevolence to the people then reputation of the NG-CDF generally is likely to be in jeopardy.

Recommendations

The study has established that most of the residents perceive NG-CDF positively because of the MP's involvement and institution of management and distribution of funds in transparent and accountable ways. The institution of such processes guarantees involvement of the public and the perception that the process is owned by the people. To this end, the current study recommends that the NG-CDF Board works on a framework that would ensure this transparent process is enshrined in law and not left to the whims of a diligent MP who is out to serve. The law as it is now, gives the MP a lot of room to control the appointment of the committee, a process that compromises how the constituency office is perceived. However,

participation of the common citizenry in line with the spirit of addressing the economic inequalities is a function of perception and corporate image.

To this end the current study recommends that the NG-CDF board ramps up corporate communication. Corporate image scholars like Cornelissen (2014) argue that corporate communication functions such that corporate advertising, events and CSR, sponsorship, publicity and promotions by corporates are critical corporate communication factors that contribute to the image of corporate organizations. These factors can be combined with the emergent factors from the current study such as the distribution and management of funds and NG-CDF projects to ensure that the deployment of these factors support the desired image of an organization that the public will engage with to address economic challenges of the poor. Moreover, corporate communication should be concerted all over the country to ensure that the actual experiences of the constituents in different constituencies build into one homogeneous image.

A plausible suggestion therefore would be to roll out public engagement and sensitization activities that would help the public understand NG-CDF, what kind of projects it funds and the roles of MPs in the management of NG-CDF. Such a roll out would ensure that all the activities across the country are more or less the same and contribute to a desired corporate image that would build coordinate not just the activities of NG-CDF, but also the overall image.

Further the study found out that most of the people do not understand the provisions of the NG-CDF Act 2015 and that they depend on the MP for sensitization

and public engagement. This is a reputational and corporate image risk as the dearth of engagement, or rather constructive engagement by the MPs would result in poor understanding. Moreover, where the MP wants to use NG-CDF funds for his own political interest, he/she can exploit the dearth of understanding among the public to serve self-interests. Consequently, the study recommends that the NG-CDF engages in continuous public engagements and activations at the grassroots to help the people understand the NG-CDF.

Areas for Further Research

The findings of this study have several implications for future research. The current study was qualitative and engaged opinion leaders and individuals drawn from areas where either there were NG-CDF in the vicinity and others that did not. It also had PMCs and civil servants in a total of five FGDs. Future studies should focus on larger sample sizes in quantitative surveys to have a wider array of perceptions from a large population of different individuals from a diversity of quarters. A longitudinal study that focusses on a number of constituencies would also be a lot more informative in tracking perception and how such activities as the role of MPs and their involvement influence the corporate image. This is because Kibra can only be applied in similar setting or in aspects that are also true in other constituencies. Another focus should be on how the NG-CDF Act 2015 has changed operations in the management of the funds and attendant processes at the management levels and how such changes have streamlined the activities of the Board.

Lastly further studies on NG-CDF can focus on individuals and communities that have benefited from the funds. For instance, bursaries have been found to have changed the living standards of many families and it would be interesting to conduct a study that would focus on individuals who have risen from abject poverty to respected professionals and understand how NG-CDF, a grassroots development fund targeting the poor has changed lives and how.

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APPENDICES

APPENDIX 1: Focus group discussion guide

Introduction

Welcome the respondents and introduce self and the purpose of the research.

Encourage the respondents to decide on the language to be used and explain that it is a free discussion, and there is no right or wrong answers. Assure the respondents of confidentiality on the discussions and recording. Encourage everyone to participate and offer their very honest opinions. Explain sessions length as (45 mins – 1 hour)

Main Questions

1. What comes to mind when NG-CDF is mentioned?
2. As a voter in Kibra Constituency what are some of the NG-CDF funded projects you know of if any?
3. What do you think about these NG-CDF projects? Are they helpful to the communities around and would you say entire constituency is happy with these projects?
4. Do you think these projects are distributed evenly to each region in the constituency based on the needs or are you of the opinion that some parts/communities within the constituencies are advantaged or disadvantaged? Why do say that?
5. Who determines the NG-CDF projects to be funded and the areas that get these projects?
6. To whom do you attribute the successes and failures of NG-CDF projects?

7. In your opinion of NG-CDF what would you say or think/feel about the NG-CDF as a national fund that is meant to change the lives of the people at the local levels.
8. When you think of NG-CDF and the funded projects, what would you say are the factors that make you think of NG-CDF the way you think of it. (Moderator prompt: Role of the MP, who benefits from CDF funds/projects, how the processes of funds/project distribution are done)
9. What are the activities at NG-CDF that make you perceive it the way you perceive it (moderator prompt: communication, advertising of CDF tenders)?
10. What would you say is the role of the MP in NG-CDF funds management and project (moderator prompt: does the MP dictate the management and to what extent do the participants perceive the MP as the benefactor)
11. What role has the MP played in the management of NG-CDF funds and projects and what do you say or think about the MPs involved
12. What are some of the activities/ actions/pronouncements and involvement by the MP that you would say has influenced the way voters perceive NG-CDF?

Conclusion

Do you have any additional comments/suggestions that can be useful to the NG-CDF

Thank respondent and close

APPENDIX 2: Interview guide

Interview introduction and warm up

- The moderator introduces herself and explains the purpose of the interview
- Explain that the information given by respondents is confidential
- Encourage the respondents to give honest opinions
- Explain the use of the recorder

Main interview

1. MPs have been accused of interfering with the management of NG-CDF at the constituency level? To what extent is this true and do the people you represent see NG-CDF as a public fund meant to benefit the common mwanainchi or they perceive it as the MPs benevolence?
2. What do you think about these NG-CDF projects? Are they helpful to the communities you represent and would you say the entire constituency is happy with these projects?
3. What would say about the distribution of NG-CDF projects and the role of the MP and what the public see or say about NG-CDF? (Interviewer Prompt: does the public see the hand of the MP in distribution of NG-CDF funds and project)
4. To whom do you attribute the successes and failures of NG-CDF projects?
5. In your opinion how do the people of Kibra constituency perceive NG-CDF as a national fund that is meant to change the lives of the people at the local levels.
6. What would you say informs these perceptions (Prompt questions: role of the MPs,

how NG-CDF projects activities are managed and the attendant communication, how projects are distributed, NG-CDF corporate communication activities)

7. When you think of NG-CDF and the NG-CDF funded projects what would you say are the factors that make you think of NG-CDF the way you think of it. (Interviewer prompt: Role of the MP, who benefits from NG-CDF funds/projects, how the processes of funds/project distribution are done)
8. What are the activities at NG-CDF that make you perceive NG-CDF the way you perceive it (moderator prompt: communication, advertising of NG-CDF tenders)?

Any other comments

End discussions and thank the participants

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APPENDIX 3: Consent form

DAYSTAR UNIVERSITY
SCHOOL OF COMMUNICATION
POST GRADUATE PROGRAMME

Introduction

Welcome to this study on perceptions of National Government CDF and the corporate communication factors that contribute to its image. This study is being done by Onyino Brenda Ruth a Daystar University Student pursuing Masters of Arts in Corporate Communication. The purpose of the study is to establish the perceptions of National Government CDF and examine the corporate communication factors that have contributed to its corporate image and reputation.

Please note:

- Your responses will be kept completely confidential and all the participants will remain anonymous.
 - The findings of the study will be published only in aggregated form, based on the average responses from all the participants.
 - Questions such as the name or location of NG-CDF projects are asked only for purposes of sampling verification and data management.
 - Your participation in this research is voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice.
 - The Focus Group Discussion (FGD)/Interview should take around 30-45 minutes to complete.
-

Consent to Continue

By signing below, you acknowledge that your participation in the study is voluntary, you are 18 years of age and above, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason.

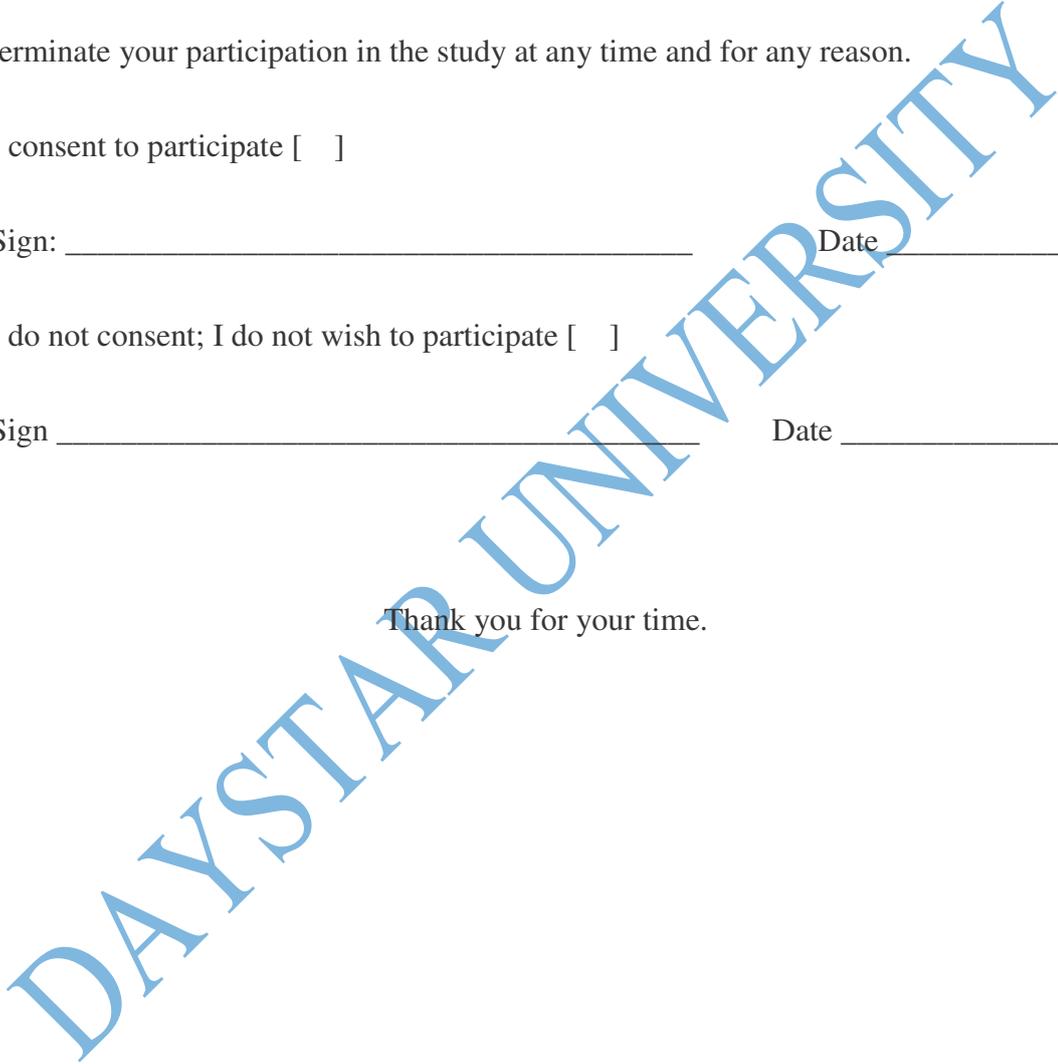
I consent to participate []

Sign: _____ Date _____

I do not consent; I do not wish to participate []

Sign _____ Date _____

Thank you for your time.



APPENDIX 4: Ethical clearance

VERDICT – APPROVAL WITH COMMENTS

Daystar University Ethics Review Board

Our Ref: **DU-ERB/18/06/2020/000429**Date: 18th June 2020

To: Ruth Brenda Onyino

Dear Ruth,

RE: PERCEPTIONS OF NATIONAL GOVERNMENT CDF AND THE CORPORATE COMMUNICATION FACTORS THAT CONTRIBUTE TO ITS IMAGE: A CASE OF KIBRA CONSTITUENCY

Reference is made to your ERB application reference no. 280520-01 dated 28th May 2020 in which you requested for ethical approval of your proposal by Daystar University Ethics Review Board.

We are pleased to inform you that ethical review has been done and the verdict is to revise to the satisfaction of your Supervisors and Head of Department before proceeding to the next stage. As guidance, ensure that the attached comments are addressed. Please be advised that it is an offence to proceed to collect data without addressing the concerns of Ethics Review board. Your application approval number is **DU-ERB-000429**. The approval period for the research is between **18th June 2020 to 17th June 2021** after which the ethical approval lapses. Should you wish to continue with the research after the lapse you will be required to apply for an extension from DU-ERB at half the review charges.

This approval is subject to compliance with the following requirements;

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

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

Yours sincerely,



Mrs. Purity Kiambi,
Secretary, Daystar University Ethics Review Board

Encl. Review Report



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*"...until the day dawn and the daystar
arise in your hearts"
2 Peter 1.19 KJV*

APPENDIX 5: Research Permit



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