

**INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF
CONSTITUENCY DEVELOPMENT FUND PROJECTS IN KENYA, A CASE OF
GACHOKA CONSTITUENCY**

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DECLARATION

I, the undersigned, declare that this research project is my original work and that it has not been presented in any other university or institution for academic credit.

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DEDICATION

I dedicate this project to my dear husband Laban and my lovely sons, Lewis and Linus for their infinite support. You mean a lot to me.

ACKNOWLEDGEMENT

First and foremost I am so grateful to the Lord Almighty for the breath of life, strength, wisdom for making it happen and for the far He has kept me.

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LIST OF ABBREVIATIONS

UNDP	United Nation Development Programme
CDF	Constituency Development Fund
CDFC	Constituency Development Fund Committee
PMC	Project Management Committee
M&E	Monitoring and Evaluation
NACS	National Anti-Corruption Steering committee
GOK	Government of Kenya

ABSTRACT

During the implementation of projects, disconnect may arise between commitments made at different levels and actual implementation on the ground. These commitments are designed to achieve the projects' desired results and would determine the success or failure of the projects. Given the failure rates of projects in relation to timeliness, within budget, desired results, stakeholder satisfaction and accountabilities, this research seeks to establish the influence of strategy implementation on performance of Constituency Development Fund projects in Kenya. The research design adopted is that of descriptive survey. The population of interest is the 499 committee members involved in the implementation of CDF projects at different levels. The target population comprises of Constituency Development Fund Committee (CDFC) members, CDF committee members at the location level and Project Management Committee (PMC) members. Sample sizes of 100 respondents were selected. Data was collected using structured questionnaires. Data collected, was tabulated and analyzed for purpose of clarity, with the aid of SPSS version 20 software. This is a computer program used for statistical analysis and has the ability to handle statistical presentation with array of formulas for ease of interpretation. Data was presented using tables, pie charts and graphs to make them reader friendly

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The success of project is critical to achieving development agenda in the local communities across the world. It is also understood that implementation of projects is fundamental if the project objectives and success is to be achieved. Various projects could be initiated to transform social, political and economic well-being of citizens in a particular country. UNDP (2002) reports that there has been growing demand for development effectiveness to improve people's lives. To address various economic injustices and low development levels in Kenya since independence, the government in Kenya has initiated various reforms aimed at transforming the country to a middle-income country by 2030.

1.1.1 Concept of Strategy Implementation

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organization. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes (Olson et al. 2005).

In recent years organizations have sought to create greater organizational flexibility in responding to environmental turbulence by moving away from hierarchical structures to more modular forms (Balogun and Johnson, 2004). Responsibility, resources and power in firms has been the subject of decentralization and delayering. Given an intensifying competitive environment, it is regularly asserted that the critical determinant in the success and, doubtlessly, the survival of the firm is the successful implementation of marketing strategies (Chebat, 2009). The role and tasks of those employees charged with strategy

implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny.

Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning (Wind and Robertson, 2003). Fortunately, insights in this area have been made recently which temper our knowledge of developing strategy with the reality of executing that which is crafted (Olson et al., 2005). However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated.

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies it is as low as 10% (Judson, 2001). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. Research emphasizing strategy implementation is classified by Bourgeois and Brodwin (2004) as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort (Noble and Mokwa, 2009). Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging: early involvement in the strategy process by firm members (Hambrick and Cannella, 2009); fluid processes for adaptation and adjustment (Drazin and Howard, 2004); and, leadership style and structure (Bourgeois and Brodwin, 2004). Poor strategy implementation results into overall reduced performance of an organization. Therefore apart from developing strategies, every organization must ensure that such strategies are effectively implemented for it to remain competitive in the current era where competitiveness is very high. Constituency Development Fund utilizes a minimum of 2.5% of all national government ordinary revenue every financial year. As such strategy implementation is paramount to ensure that successful projects are implemented with the CDF funds.

1.1.2 Performance of Constituency Development Fund project

The Constituency Development Fund (CDF) in Kenya was established through CDF Act (2003) and Amended in 2007. The CDF is one of the devolved funds meant to achieve rapid socio-economic development at constituency level through financing of locally prioritized projects and enhanced community participation. Studies conducted across the country 210 constituency by the CDF Board (2008) and National Anti-Corruption Steering Committee (NACS) (2008) indicated that since its inception in 2003, CDF has facilitated the implementation of a number of local level development projects aimed at poverty reduction and socio – economic development of people. The program is designed to fight poverty through the implementation of development projects at the local level and particularly those that provide basic needs such as education, healthcare, water, agricultural services, security and electricity. The CDF’s operational structure and the mosaic expenditure decisions at the parliamentary jurisdictions have been characterized as innovative and ingenious (Kimenyi, 2005).

In the last 10 years of its operation, CDF funds have largely been used to fund projects in four key sectors; education, water, health, and roads (GOK: CDF Allocation Summary, 2007). Initiation of these types of projects is clearly stipulated under the CDF Act. For instance, Part IV Section 21 (1) of the Act states that, “projects shall be community based in order to ensure that the prospective benefits are available to a wide cross section of the inhabitants of a particular area” (Government of Kenya Constituency Development Fund Act, 2003).

Although the CDF allocations have been increasing over the years, the increase can largely be attributed to the growth of the Kenyan economy and the government’s stringent enforcement of tax collection provisions. Since its inception the CDF kitty has grown from 1.260 billion for 2003/04 fiscal year to 17.515 billion for 2011/12 fiscal year.

While these yearly CDF allocations may not appear to be a lot, the impact both physically and socially at the community level has been phenomenal. For instance, many schools have been built and equipped through the CDF funds. This has aided the government’s policy of providing free primary school education. In the health sector, many hospitals, dispensaries,

maternity wings within existing health facilities, and clinics have been built in record time. This has helped decongest larger district level hospitals.

In terms of infrastructure, many roads that were previously neglected and impassable have been upgraded. This has reduced transportation costs to the market for locally produced goods. Socially, the traditional role of women of fetching water from river streams has been transformed with the many water boreholes that have been sunk and are now up and running. Availability of water in rural areas has reduced the distance walked by women to collect water. Additionally, the CDF has helped crime prone areas to construct police posts which the central government has been quick to bring into operation to reaffirm its commitment to public safety. The operational structure of the CDF allows local people to make their own expenditure decisions that reflect their tastes and preferences to maximize their welfare. Given the mosaic of expenditure decisions on a myriad of local projects, and because of the relaxed rules on how and where expenditures are to be incurred, the program can be construed as a delegated form of fiscal decentralization.

The CDF projects must be community driven to ensure that the prospective benefits are available to a widespread cross-section of the residents of that particular area. Several rural development programmes have failed to achieve their desired objectives due to poor organization and implementation of strategies. Kerote, (2007), revealed that relevant field methodologies that call for effective management of funds have been inadequate in allowing maximum utilization of local resources. Several concepts about community development have emerged over the years especially in issues related to effectiveness, challenges and policy. Owuor (2008) sees the main goal of the community development process as being that of human growth; he revealed that pure community development model is strongly focused on human growth. It entails planning, action and reflection (evaluation) and what goes along with the result (goal). This study seeks to determine the influence of strategy implementation on performance of Constituency Development Fund projects in Kenya with special reference to Gachoka Constituency.

1.2 Statement of the Problem

During the implementation of projects, disconnect may arise between commitments made at different levels and actual implementation on the ground. These commitments are designed to achieve the projects' desired results and would determine the success or failure of the projects. Project success can be defined in terms of timeliness, within budget, stake holder satisfaction and accountabilities. On the other hand, project failure would entail lateness, cost ineffectiveness dissatisfied stakeholders and lack of accountabilities.

The implementation of project effectively and within budget would be influenced by the execution of project activities, accuracy of project financial forecasts and the subsequent forces of demand and supply on the project inputs. Stakeholders' satisfaction entails meeting their expectations in the implementation of the projects. Financial accountabilities entail prudence and transparency in the utilization of projects for the purposes they are intended for. Measures are often incorporated in the design of the projects to enhance project performance.

Owuor, (2009) did a study on factors Influencing Management of Constituency Development Fund Projects in Ainamoi Constituency, Kericho District, Kenya. Mwaniki (2010) did a study on performance measurement of Constituency Development Funds (CDF) committees in Nairobi, Otieno (2011), did a study on influence of successful implementation of Constituency Development Fund towards achieving vision 2030 in Gatanga CDF, all the studies done on CDF have reviewed different aspects of CDF. Despite this, there would still be some deficiencies along the performance measures that would render projects unsuccessful. The literature available shows that none of the studies have focused on influence of strategy implementation on performance of Constituency Development Fund projects in Kenya, hence the knowledge gap. This study seek to fill the existing research gap by conducting a study to determine the influence of strategy implementation on performance of Constituency Development Fund projects in Kenya with focus to Gachoka Constituency .

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to establish the influence of strategy implementation on performance of constituency development fund projects in Kenya

1.3.2 Specific Objectives

The study achieved the following specific objectives:

- i. To establish the influence of top management commitment on the performance of constituency development fund projects in Kenya.
- ii. To examine the influence of coordination of activities on performance of constituency development fund projects in Kenya.
- iii. To determine the influence of individual responsibilities on performance of constituency development fund projects in Kenya
- iv. To establish how organization culture influence the performance of constituency development fund projects in Kenya.

1.4 Research Questions

The study answered the following questions:

- i. To what extent does top management commitment influence the performance of constituency development fund projects in Kenya?
- ii. Does coordination of activities influence the performance of constituency development fund projects in Kenya?
- iii. To what extent does an individual responsibility influence the performance of constituency development fund projects in Kenya?
- iv. How does organization culture influence the performance of constituency development fund projects in Kenya?

1.5 Significance of the study

The project financiers are increasingly becoming concerned on the effectiveness and efficiency in the utilization of funds by the recipients. The research findings will enhance the

implementation of projects by Constituency Development Committee. It will significantly contribute to existing knowledge capable of enhancing effective and efficient utilization of projects funds by implementing partners. The project financiers will be assured of effective and efficient management of their resources by the implementing partners.

The less privileged in the society, who constitute the main target of CDF projects would benefit from the achievement of the desired results and enhanced sustainability of these projects. They can benefit most where the funds are applied for the purposes to which were intended for, in a timely manner, and efficiently. This will enhance the effects and impacts of the projects to the intended beneficiaries.

The study will be of great importance to future scholars and researcher as it will provide basis for future research and it will also provide literature on the factors affecting CDF project implementation in Kenya

1.6 Scope of the Study

This study was done on influence of strategy implementation on performance of Constituency Development Fund projects in Kenya, with special focus on Gachoka constituency, Mbeere South District, Embu County, Kenya. This involved collecting information from the CDFC members, location committee members and various PMC members to establish the influence of strategy implementation on performance of Constituency Development Fund projects in Kenya. This is relevant in collecting the data required as time and distance was limiting factor that inhibited collecting the data from all the CDF committee across the country. The fieldwork was undertaken from to mid-September 2013 to mid October 2013 .

1.7 Limitation of the Study

The main limitation of study is its inability to include more CDF projects in the Country, as the study focused on CDF projects in Gachoka Constituency. The study could have covered more Constituencies across country so as to provide a more broad based analysis.

The respondents approached were reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image about them or the constituency. The study handled the problem by having a conversation with the respondents first. The researcher assured the respondents that the information they give would be treated confidentially and it would be used purely for academic purposes.

The researcher also encountered problems in eliciting information from the respondents as the information required was subject to areas of feelings, emotions, attitudes and perceptions, which cannot be accurately quantified and/or verified objectively.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter the researcher looked at past studies carried out by other researchers which are related to the topic under research. The researcher looked at both theoretical and empirical studies to establish the influence of strategy implementation on performance of Constituency Development Fund projects in Kenya. The researcher then identified the research gaps and drew up a conceptual framework showing how the independent variables relate to dependent variable.

2.2 Theoretical Review

2.2.1 Resource-Based View Theory(RBV)

The resource-based view (RBV) of Wernerfelt (1984) suggests that competitiveness can be achieved by innovatively delivering superior value to customers. The extant literature focuses on the strategic identification and use of resources by a firm for developing a sustained competitive advantage (Barney, 1991). International business theorists also explain the success and failures of firms across boundaries by considering the competitiveness of their subsidiaries or local alliances in emerging markets (Luo, 2003). Local knowledge provided by a subsidiary or local alliance becomes an important resource for conceptualizing value as per the local requirements (Gupta *et al.*, 2011).

According to Resource Based Theory resources are inputs into a firm's production process; can be classified into three categories as; physical capital, human capital and organizational capital (Crook, 2008). A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns. In the 21st-century hyper-competitive landscape, a firm is a collection of evolving capabilities that is managed dynamically in pursuit of above-average returns. Thus, differences in firm's performances across time are driven primarily by their unique resources and capabilities rather than by an industry's structural characteristics (Crook, 2008).

2.2.2 Knowledge-Based View Theory (KBV)

The KBV of the firm is an extension of the RBV. The main tenet of the approach is that a firm is an institution for generating and applying various types of knowledge (Grant, 1996). While incorporating much of the content of the RBV, the KBV pays more attention to the process or path by which specific firm capabilities evolve and develop over time. This kind of development of knowledge through learning could be seen as a key element in achieving competitive advantage and superior performance (McEvily and Chakravarthy, 2002).

Although the emphasis on knowledge and capabilities has strengthened during the last decade it seems that empirical research has still not reached maturity, and there are no universally accepted guidelines for studying capabilities (McEvily and Chakravarthy, 2002). It could be concluded from a review of the extant literature that there are many ways of defining “knowledge” and “capabilities”. Knowledge in particular is an ambiguous phenomenon, but the same applies to capabilities, regardless of the many efforts to reframe and simplify the two concepts (Eisenhardt and Martin, 2000). For the purposes of this paper, the following working definitions are sufficient. First, knowledge could be seen as a distinctive production factor that has a huge impact on productivity, innovation, and product development, for example (Spender, 1996). It is also important to note that organizational capabilities such as marketing and technical capabilities are not the only things that matter, as often it is the nature of the knowledge that has an effect on the sustainability of the competitive advantage, and accordingly of the potential growth strategies (Kogut and Zander, 1993).

2.2.3 Theory of Strategic Balancing

Strategic balancing is based on the principle that the strategy of a company is partly equivalent to the strategy of an individual. Indeed, the performance of companies is influenced by the actors’ behaviour, including the system of leaders’ values (Collins et al., 1997). An alliance wavers between multiple antagonistic poles that represent cooperation and competition. This gives room to various configurations of alliances, which disappear only if the alliance swings towards a majority of poles of confrontation.

The strategic balancing gathers three models, namely the relational, symbiotic and deployment models. Competition proves to be part of the relational model and the model of deployment. It can be subject to alternation between the two antagonistic strategies, the one being predominantly cooperative as described by the relational model and the other being predominantly competing as characterized by the model of deployment. The company can then take turns at adopting the two strategies in order to keep their alliance balanced.

Owing to the fact that specific developments in the business environment need to be closely monitored, it is imperative that senior corporate intelligence professionals think in terms of integrating competitive intelligence work with marketing intelligence work. Corporate intelligence staffs, therefore, need to work closely with marketing staff in order that intelligence activity occurs within a strategic marketing context. The focus of attention may remain the analysis and interpretation of potential risk and counterintelligence that protects blind spots, but intelligence is evolving and can be reinterpreted from a theory building perspective and a problem-solving perspective. Initiatives in corporate intelligence will result in intelligence staff being at the centre of the change process within the organization. Competitive intelligence programmes are mainly located in one of three functions within an organization: marketing, planning and R&D (Prescott, 2001). Hammer and Champy's (1993) approach is useful because it allows corporate intelligence staff to identify strategic issues and as a result senior management can ensure that actionable intelligence results.

2.3 Empirical Review

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organization. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes (Olson et al. 2005).

In recent years organizations have sought to create greater organizational flexibility in responding to environmental turbulence by moving away from hierarchical structures to more modular forms (Balogun and Johnson, 2004). Responsibility, resources and power in firms has been the subject of decentralization and delayering. Given an intensifying competitive environment, it is regularly asserted that the critical determinant in the success and, doubtlessly, the survival of the firm is the successful implementation of marketing strategies (Chebat, 1999). The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny.

Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning (Wind and Robertson, 1983). Fortunately, insights in this area have been made recently which temper our knowledge of developing strategy with the reality of executing that which is crafted (Olson et al., 2005). However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated.

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies it is as low as 10% (Judson, 1991). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. Research emphasizing strategy implementation is classified by Bourgeois and Brodwin (1984) as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort (Noble and Mokwa, 1999). Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging: early involvement in the strategy process by firm members (Hambrick and

Cannella, 1989); fluid processes for adaptation and adjustment (Drazin and Howard, 1984); and, leadership style and structure (Bourgeois and Brodwin, 1984).

2.3.1 Top Management Commitment

The most challenging thing when implementing strategy is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. In some cases top managers may demonstrate unwillingness to give energy and loyalty to the implementation process. This demonstrable lack of commitment becomes, at the same time, a negative signal for all the affected organizational members (Rapa and Kauffman, 2005). Overall though, it is increasingly acknowledged that the traditionally recognized problems of inappropriate organizational structure and lack of top management backing are the main inhibiting factors to effective strategy implementation (Aaltonen and Ikåvalko, 2002).

Aaltonen and Ikåvalko recognize the role of middle managers, arguing they are the “key actors” “who have a pivotal role in strategic communication” (Aaltonen and Ikåvalko, 2002) meanwhile Bartlett and Goshal (2006) talk about middle managers as threatened silent resistors whose role needs to change more towards that of a “coach”, building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes. So if they are not committed to performing their roles, the lower ranks of employees will not be provided with support and guidance through encouragement of entrepreneurial attributes.

In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls (Langfield-Smith, 2007) and particularly its budgeting systems (Marginson, 2002). To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. Instead, they must believe the exact opposite. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2005).

2.3.2 Coordination of Activities

So far in the review of literature on strategy implementation there is evidence of some recurring themes, including coordination which is essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures. Strategic control systems provide a mechanism for keeping today's actions in congruence with tomorrow's goals. Al Ghamdi (2008) replicated the work of Alexander (2005) in the UK and found for most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate. More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000) who assert that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

2.3.3 Individual Responsibilities

One of the reasons why strategy implementation processes frequently result in difficult and complex problems – or even fail at all – is the vagueness of the assignment of responsibilities. In addition, these responsibilities are diffused through numerous organizational units (Rapa and Kauffman, 2005) resulting in unclear individual responsibilities in the process.

Cross-functional relations are representative of an implementation effort. This is indeed a challenge, because as already mentioned before organizational members tend to think only in their “own” department structures. This may be worsened by over-bureaucracy and can thus end up in a disaster for the whole implementation (Rapa and Kauffman, 2005). To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding detailed implementation activities. This is a preventive way of proceeding. Responsibilities are clear and potential problems are therefore avoided (Rapa and Kauffman, 2005).

Human resources represent a valuable intangible asset. Latest study research indicates that human resources are progressively becoming the key success factor within strategy implementation. In the past, one of the major reasons why strategy implementation efforts failed was that the human factor was conspicuously absent from strategic planning (Lorange, 1998). This leads to a dual demand (Rapa and Kauffman, 2005).

First, considerations regarding people have to be integrated into considerations about strategy implementation in general. Second, the individual behavior of these persons is to be taken into account. Individual personality differences often determine and influence implementation. The difference of individuals requires, as a consequence, different management styles. For the purpose of strategy implementation it is desirable to create a fit between the intended strategy and the specific personality profile of the implementation's key players in the different organizational departments (Rapa and Kauffman, 2005).

2.3.4 Organizational Culture

One of the major challenges in strategy implementation appears to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikåvalko, 2002). Corboy and O'Corrbui (2009), meanwhile, identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture. Organizational culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees).

In Collaborative Model of strategy implementation, organizations have both a strong culture and deep-rooted traditions. The challenge of successful implementation results from lack of cultivation of strong cultural values to meet the changing organizational needs. The distinction between “thinkers” and “doers” begins to blur but does not totally disappear.

In organizations adopting the cultural model that emphasizes a lower level employee participation in both strategy formulation and implementation there is separation of “thinkers” and “doers”. It seeks to implement strategy through the infusion of corporate culture throughout the firm. The cultural model contradicts and challenges the basic objectives from the economic perspective of a firm (Parsa, 2009). A “clan-like” (Ouchi, 2010) organization is expected to prevail, where a powerful culture results in employees aligning their individual goals and behaviours with those of the firm. However, a high level of organizational slack is needed to instill and maintain a cultural model. This model has several limitations: it assumes well-informed and intelligent participants; firms with this model tend to drift and lose focus; cost of change in culture often comes at a high price; increased homogeneity can lead to a loss of diversity, and creativity consequently (Parsa, 2009).

2.4 Knowledge Gap

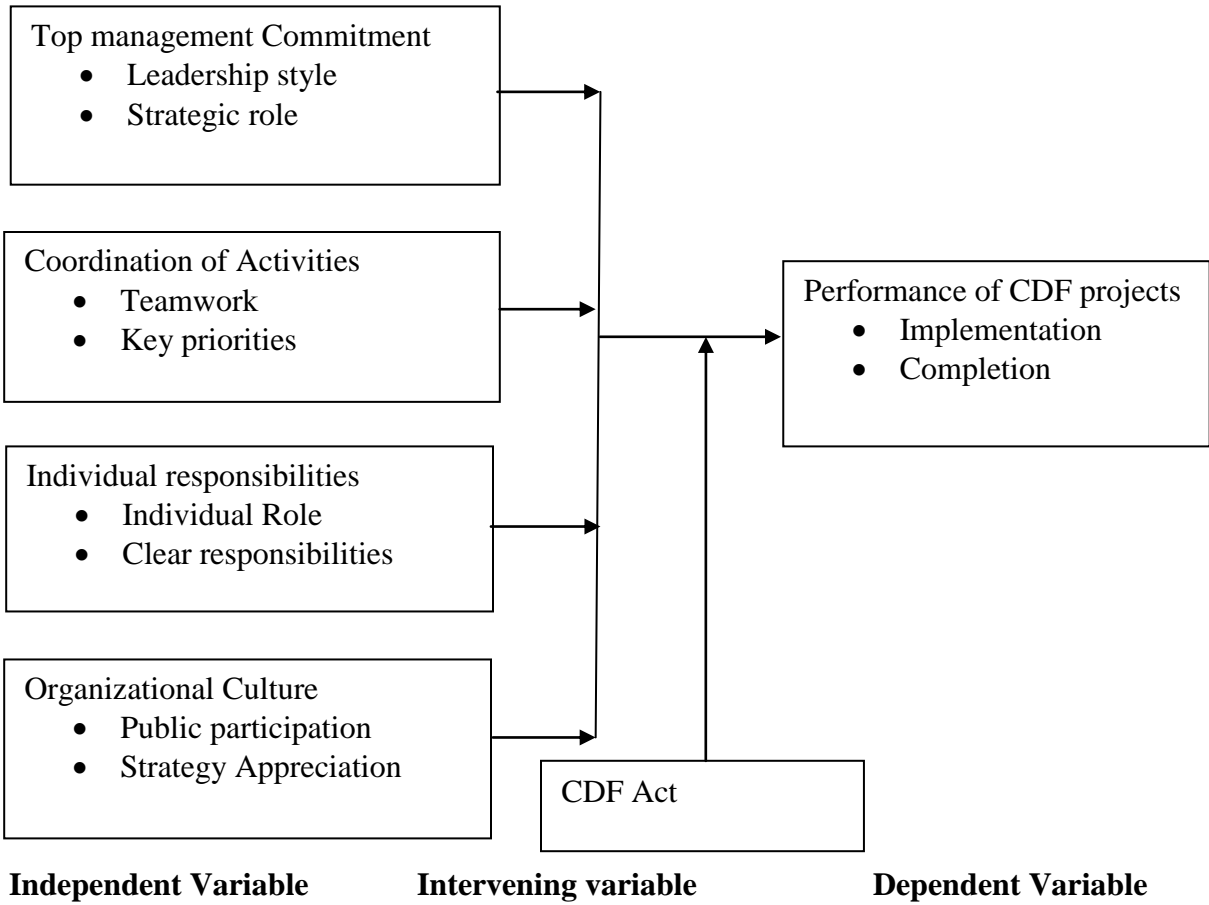
During the implementation of projects, disconnect may arise between commitments made at different levels and actual implementation on the ground. Project success can be defined in terms of timeliness, within budget, stake holder satisfaction and accountabilities. On the other hand, project failure would entail lateness, cost ineffectiveness dissatisfied stakeholders and lack of accountabilities. The implementation of project effectively and within budget would be influenced by the execution of project activities, accuracy of project financial forecasts and the subsequent forces of demand and supply on the project inputs. Stakeholders' satisfaction entails meeting their expectations in the implementation of the projects. Financial accountabilities entail prudence and transparency in the utilization of projects for the purposes they are intended for. From the above discussion, it is evident that project implementation and performance are interlinked. Success factors affect the implementation of projects. Hence effective operationalization of these factors means enhanced project performance. However this may not always be the case in practice.

Owuor, (2009) did a study on factors Influencing Management of Constituency Development Fund Projects in Ainamoi Constituency, Kericho District, Kenya. Mwaniki (2010) did a study on performance measurement of Constituency Development Funds (CDF) committees in Nairobi, Otieno (2011), did a study on influence of successful implementation of Constituency Development Fund towards achieving vision 2030 in Gatanga CDF, all the studies done on CDF have reviewed different aspects of CDF ,However, none of these studies have focused on influence of strategy implementation on performance of Constituency Development Fund projects in Kenya, hence the knowledge gap. There was need to assess and bridge the gap on the influence of strategy implementation on performance of Constituency Development Fund projects in Kenya

2.5 Conceptual Framework

Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objectives, Mugenda & Mugenda, (2003). A variable is a measure characteristic that assumes different values among subject, Mugenda & Mugenda, (2003). Independent variables are variables that a researcher manipulates in order to determine its effect of influence on another variable, (Kombo & Tromp 2006), states that independent variable also called explanatory variables is the presumed change in the cause of changes in the dependent variable; the dependent variable attempts to indicate the total influence arising from the influence of the independent variable Mugenda & Mugenda, (2003).

Figure 2.1: Conceptual Framework



Source: Author 2013

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter discusses the methodology for the study and highlights the research design, target population, sampling technique, data collection instrument and data analysis and presentation.

3.2 Research Design

This study adopted a descriptive survey, Kothari, (2006) describes descriptive research as including survey and facts finding enquiries adding that the major purpose of descriptive research is description of affairs as it exists at present. A descriptive research determines and reports the way things are and attempts to describe such things as possible behaviour, attitudes, values and characteristics, Mugenda & Mugenda, (2003). The primary use of descriptive statistics is to describe information or data through the use of numbers (create number of pictures of the information). The characteristics of groups of numbers representing information or data are called descriptive statistics.

3.3 Target Population

A population is defined as a complete set of individuals, cases or objects with some common observable characteristics, (Mugenda & Mugenda, 2003). The population for this study was the members of Gachoka CDFC members and the public committees involved in the implementation of CDF projects. This entails all the 15 members of Constituency Development Fund Committee (CDFC), as well as CDF committees at the location level. There are 11 locations in Gachoka constituency and every location has on average, a CDF committee of 9 members. Thus the total target population of the location committee is 99 persons. The study also target 55 active Project Management Committees. The average membership of each committee is 7 persons thus a total of 385 PMC members in the entire constituency was targeted. The study therefore had a target population of 499 respondents.

Table 3.1: Target Population

Category	Target Population	Percentage (%)
Constituency Development Fund Committee (CDFC) members	15	3.0
Location CDF committee members	99	19.8
Project Management Committee (PMC) members	385	77.2
Total	499	100

3.4 Sampling Techniques

A sample is a small group obtained from accessible population, (Mugenda & Mugenda, 2003). Sampling is the procedure a researcher uses to gather people, places or things to study, (Kombo & Tromp, 2006). It is the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of characteristics found in the entire group, (Orotho and Kombo, 2002). According to Mugenda and Mugenda (2009) a sample size of 10% to 30% is considered adequate for descriptive survey to generalize the characteristics being observed. The study therefore sampled 100 respondents (20%) from the target population. For the purposes of the research stratified sampling was used to select the sample for each category, from each category random sampling was used to select the respondent in each category The study sampled a total of 100 respondents through stratified random sampling. Stratified random sampling ensures inclusion, in the sample, of sub groups, which otherwise would be omitted entirely by other sampling methods because of their small number of population, (Mugenda & Mugenda, 2003).

Table 3.2: Sampling Frame

Category	Target Population	Sample (%)	Sample size
Constituency Development Fund Committee (CDFC) members	15	0.2	3
Location CDF committee members	99	0.2	20
Project Management Committee (PMC) members	385	0.2	77
Total	499	0.2	100

3.5 Method of Data Collection

Data was collected using structured questionnaires. Structured questionnaires refer to questions which are accompanied by a list of all possible alternatives from which the respondents select the answer that best describe their situation, (Mugenda & Mugenda, 2003). Structured questions are easier to analyze since they are in the immediate usable form, (Orodho and Kombo, 2002).

Likert type of scale was used for example beside each statements presented below, please indicate whether you are extremely satisfied, satisfied, dissatisfied or extremely dissatisfied. Likert scales are often used in matrix questions and compose of 5-7 categories, and are ordered in such a way that they indicate the presence or absence of the characteristic being measured, (Mugenda & Mugenda, 2003). Questionnaires was administered to the respondent to complete the questions themselves, the questionnaires were hand-delivered to them. Secondary data was collected through reviews of both empirical and theoretical data from books, journals, magazine and the internet.

3.6 Validity and Reliability of Research Instrument

According to Berg and Gall (1989) validity is the degree by which the sample of test items represents the content the test is designed to measure. Validity is defined as the extent to which the instrument measures what it purports to measure. Content validity which was

employed by this study is a measure of the degree to which data was collected using a particular instrument represents a specific domain or content of a particular concept. Content validity therefore pertains to the degree to which the instrument fully assesses or measures the construct of interest. Mugenda & Mugenda (1999) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. The development of a content valid instrument is typically achieved by a rational analysis of the instrument by raters (ideally 3 to 5) familiar with the construct of interest. Specifically, raters review all of the items for readability, clarity and comprehensiveness and come to some level of agreement as to which items should be included in the final instrument.

The content validity of the instrument was determined in two ways. First the researcher discussed the items in the instrument with government employees who are directly involved with CDF activities. That is, the Gachoka CDF Fund Account Manager, District Development Officer who has the Authority to Incur Expenditure (AIE) for the CDF funds and the District Accountant who is a mandatory signatory to all CDF cheques. These people were expected to indicate by tick or cross for every item in the questionnaire if it measures what it is supposed to measure or not. Advice given by these people helped the researcher to determine the validity of the research instruments. The advice included suggestions, clarifications and other inputs. These suggestions were used in making necessary changes.

Secondly, content validity of the instrument was determined through piloting, by use of a sample size of 10 persons. The ten respondents in the piloting were not in the sampled population for data collection. The responses of the subjects from the 10 respondents were checked against the research objectives. The pilot study enabled the study to be familiar with research and its administration procedure as well as identifying items that require modification. The result helped the study to correct inconsistencies arising from the instruments, which ensured that they measure what is intended.

Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across raters. In order to test the reliability of the instrument to be used in the study, the test- retest method was used.

3.7 Data Analysis and Presentation

Data obtained from the field in raw form is difficult to interpret, such data must be cleaned, coded, key punched into a computer and analyzed, (Mugenda & Mugenda, 2003). Data collected, was tabulated and analyzed for purpose of clarity, with the aid of SPSS version 20 software. It is a computer program used for statistical analysis and has the ability to handle statistical presentation with array of formulas for ease of interpretation. Data was presented using tables, pie charts and graphs to make them reader friendly.

3.8 Ethical Issues

During the planning and period of carrying out the research, as well as in reporting research findings, there were certain considerations and obligations that the researcher had to fulfil in the course of the work. During the data collection, the management of the targeted constituency was approached and was informed about the nature of the study, through a formal letter, to request for permission to carry out data collection in its constituency. The objective of the study were stated carefully to avoid any misconception

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

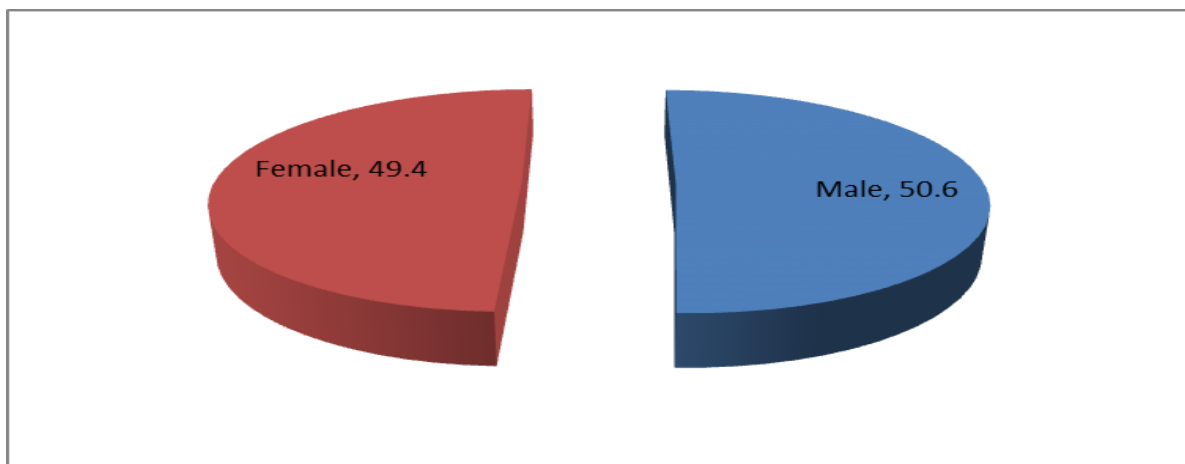
This chapter presents the analysis of data findings on the influence of strategy implementation on performance of constituency development fund projects in Kenya. The study targeted a sample size of 100 respondents from which 85 filled in and returned the questionnaires making a response rate of 85%. This response rate was satisfactory to make conclusions for the study. The response rate was representative. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 General Information

Table 4.3: Gender of the respondent

Gender	Frequency	Percentage
Male	43	50.6
Female	42	49.4
Total	85	100.0

Figure 4.2: Gender of the respondent



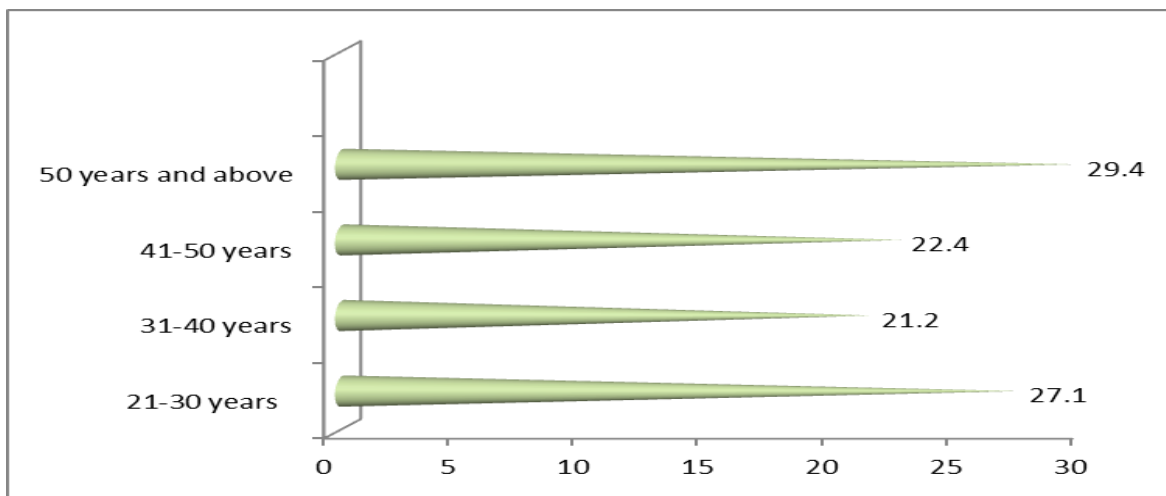
The study sought to determine the gender of the respondent, from the findings, it was established that majority of the respondents were males as shown by 50.6% whereas 49.4%

of the respondent were females, this is an indication that both genders were involved in this study and thus the finding of the study did not suffer from gender bias

Table 4.4: Respondent Age Distribution

Age	Frequency	Percentage
21-30 years	23	27.1
31-40 years	18	21.2
41-50 years	19	22.4
50 years and above	25	29.4
Total	85	100.0

Figure 4.3: Respondent Age Distribution

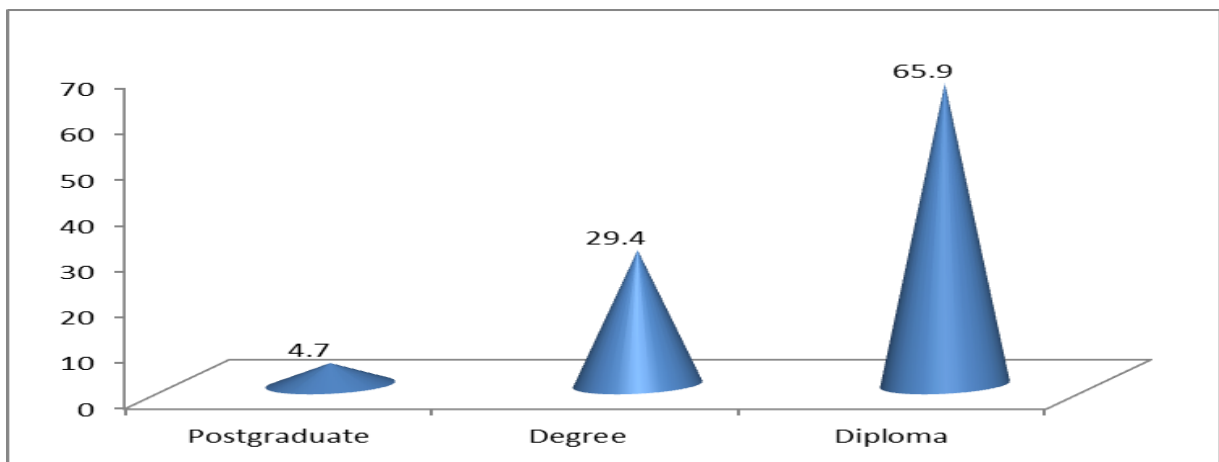


The study sought to determine the age of the respondents and therefore requested them to indicate their age category, from the findings 29.4% of the respondents indicated that they were aged between 50years and above, 27.1% of the respondents indicated that they were aged between 21 to 30 years, 22.4 % of the respondents indicated the they were aged between 41 to 50 years, whereas 21.2% of the respondents indicated they were aged between 31 to 40 years There was nobody who was aged 20 years and below. This is an indication that respondents were well distributed in terms of age.

Table 4.5: Level of Education

Level of Education	Frequency	Percentage
Postgraduate	4	4.7
Degree	25	29.4
Diploma	56	65.9
Total	85	100

Figure 4.4: Level of Education

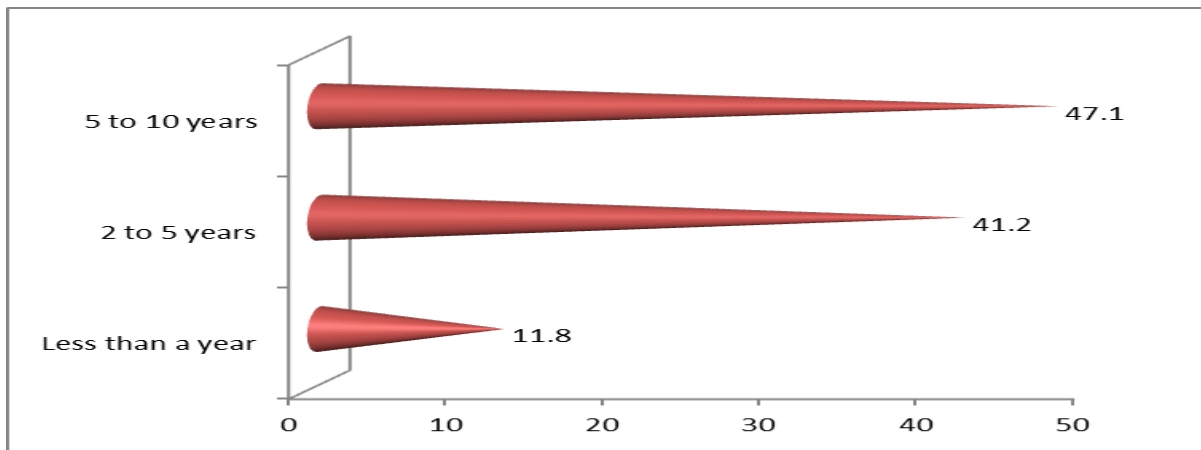


The study requested the respondent to indicate their highest level of education. From the findings it was established that 65.9% of the respondent indicated their highest level as college diploma, 29.4% of the respondent indicated their highest level as degrees, whereas 4.7% of the respondents indicated their highest level as post graduate. This is an indication that most of the respondents focused in this study held diploma as their highest level of education.

Table 4.6: Years worked in the CDF committee

	Frequency	Percentage
Less than a year	10	11.8
2 to 5 years	35	41.2
5 to 10 years	40	47.1
Total	85	100

Figure 4.5: Years worked in the CDF committee



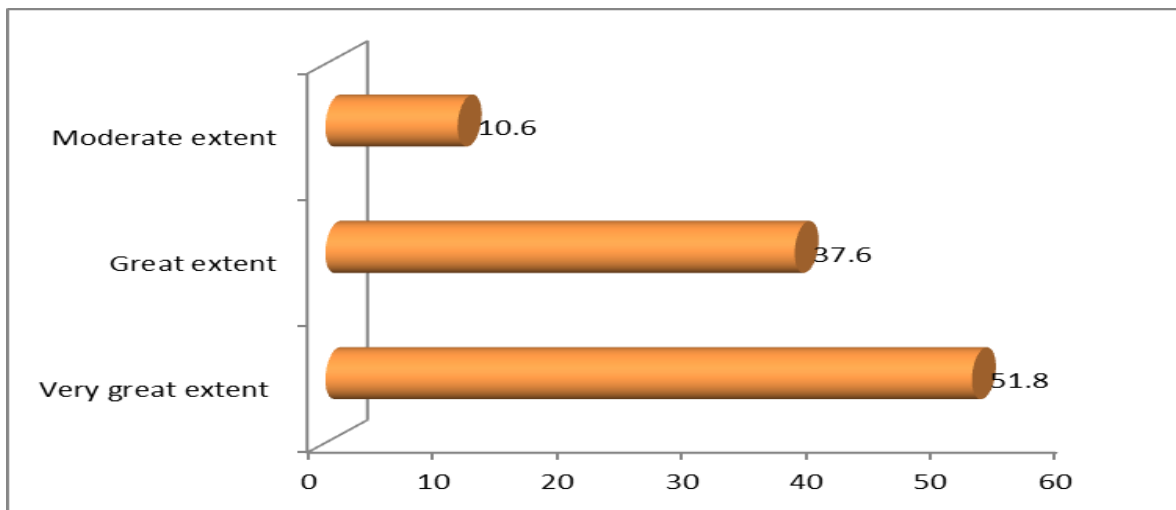
The study requested respondent to indicate the number of years they had served for. From the findings the study established that 47.1% of the respondents had served for a period of between 5 to 10 years, 41.2 % of the respondents indicated that they had served for a period of between 2 to 5 years, and 11.8% of the respondent indicated that they had served for a period of less than 1 year. This implies that majority of the respondents had served for more than 5 years, this further implies that most of the respondents had vast knowledge which could be relied upon by this study

4.3 Top Management Commitment

Table 4.7: Extent to which level of commitment of top management influence the performance of Constituency Development Fund projects in Kenya

	Frequency	Percentage
Very great extent	44	51.8
Great extent	32	37.6
Moderate extent	9	10.6
Total	85	100

Figure 4.6: Influence of commitment of top management on performance CDF projects in Kenya



The study sought to establish the extent to which level of commitment by top management influenced the performance of Constituency Development Fund projects in Kenya. From the findings 51.8% of the respondents indicated a very great extent, 37.6% of the respondents indicated to a great extent whereas 10.6% of the respondents indicated to a moderate extent. This in an indication that level of commitment by top management influenced the performance of Constituency Development Fund projects in Kenya to a great extent.

Table 4.8: Influence of different aspects of top management on the performance of CDF projects in Kenya

Statements	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree	Mean	Std Deviation
Top management influences performance of Constituency Development Fund projects in Kenya	33	42	9	0	0	1.69	0.23
The top management's commitment to the strategic direction itself is the most important factor on the performance of CDF projects.	44	35	6	0	0	1.55	0.25
The top managers must demonstrate their willingness to give energy and loyalty to the implementation process for the project to succeed.	55	30	0	0	0	1.35	0.29
The manager's do not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.	15	39	31	0	0	2.19	0.21
Lack of top management backing is the main inhibiting factor for project implementation	33	45	7	0	0	1.69	0.24
Lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes.	56	23	6	0	0	1.41	0.28

The study sought to establish the level at which respondents agreed to the above statement, from the findings majority of the employees strongly agreed that he top managers must demonstrate their willingness to give energy and loyalty to the implementation process for

the project to succeed as shown by a mean of 1.35, lack of manager’s commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes as shown by a ,mean of 1.41, the study further reveled that respondents agreed that the top management’s commitment to the strategic direction itself is the most important factor on the performance of CDF projects as shown by a mean of 1.55, and finally that Lack of top management backing is the main inhibiting factor for project implementation, Top management Influence on performance of Constituency Development Fund projects in Kenya as shown by a mean of 1.69 is each case. All cases where supported by low standard deviation which indicates that respondents were of similar opinion. The findings are in agreement with Marginson, (2002), who indicates that to successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. Instead, they must believe the exact opposite. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2005).

4.4 Organizational Culture

Table 4.9: Organizational culture influences the performance of CDF projects

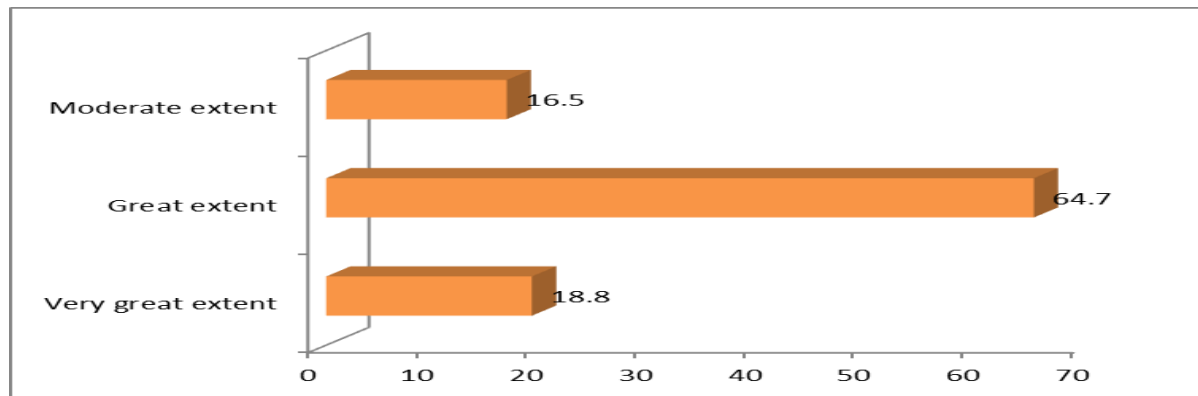
	Frequency	Percentage
Yes	52	61.2
No	33	38.8
Total	85	100

The study sought to establish whether organizational culture influence the performance of Constituency Development Fund projects in Kenya, from the findings, majority of the respondents indicates that organizational culture influence the performance of Constituency Development Fund projects in Kenya as shown by 61.2% whereas 38.8% of the respondents were of contrary opinion, this indicates that organizational culture influenced the performance of Constituency Development Fund projects in Kenya

Table 4.10: Extent to which organizational culture influence the performance of Constituency Development Fund projects in Kenya

	Frequency	Percentage
Very great extent	16	18.8
Great extent	55	64.7
Moderate extent	14	16.5
Total	85	100

Figure 4.7 : Influence of organizational culture influence on the performance of CDF projects in Kenya



The study sought to establish the extent to which organizational culture influence the performance of Constituency Development Fund projects in Kenya from the findings 64.7 % indicated a great extent, 18.8 % of the respondents indicated to a very great extent whereas 16.5% of the respondents indicated to a moderate extent. This in an indication that organizational culture influences the performance of Constituency Development Fund projects in Kenya to a great extent

Table 4.11: Extent to which different aspects of organization culture influences the performance of CDF projects in Kenya

Organizational Culture	Very great extent	Great extent	Moderate extent	Little extent	Not at all	mean	Std deviation
Lack of understanding of CDF project implementation	34	41	10	0	0	1.81	0.24
Beneficiaries and staff not fully appreciating the strategy	46	32	7	0	0	1.54	0.25
Difficulties and obstacles not acknowledged, recognized or acted upon	44	36	5	0	0	1.54	0.25
Ignoring the day-to-day business imperatives.	55	30	0	0	0	1.35	0.29
Managers Leadership styles	23	61	1	0	0	1.74	0.31
How managers make strategic decisions on implementation of CDF projects	36	45	4	0	0	1.62	0.26
The dominant values and beliefs, the norms in the constituency influence the performance of Constituency Development Fund projects in Kenya?	13	25	45	2	0	2.42	0.22
Conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings)	35	33	17	0	0	1.79	0.20

The study sought to establish the extent to which above facet of organization culture influences the performance of Constituency Development Fund projects in Kenya. From the findings it was established that, ignoring the day-to-day business imperatives influences the performance of Constituency Development Fund projects in Kenya to a very great extent as shown by a mean 1.35, Difficulties and obstacles not acknowledged, recognized or acted upon, Beneficiaries and staff not fully appreciating the strategy both influenced the performance of Constituency Development Fund projects in Kenya to a great extent as

shown by a mean of 1.54 in each case, How managers make strategic decisions on implementation of CDF projects influenced the performance of Constituency Development Fund projects to a great extent as shown by a mean of 1.62, Managers Leadership styles influenced the performance of Constituency Development Fund projects to a great extent as shown by a mean of 1.74, Conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings) influenced the performance of Constituency Development Fund projects to a great extent as shown by a mean of 1.79, finally Lack of understanding of CDF project implementation influenced the performance of Constituency Development Fund projects to a great extent as shown by a mean 1.81.

Table 4.12: Successful CDF project implementation as a result of strong cultural values

Statement	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree	Mean	Std Deviation
“Successful CDF project implementation is a result of cultivation of strong cultural values to meet the changing organizational needs”	49	32	4	0	0	1.47	0.26

The study sought to determine the level at which respondent agreed with the above statement, from the findings the study established that majority of the respondents strongly agreed that Successful CDF project implementation is a result of cultivation of strong cultural values to meet the changing organizational needs as shown by a mean of 1.47

4.5 Individual Responsibilities

Table 4.13: Influence of unclear individual responsibilities on the performance of CDF projects in Kenya

	Frequency	Percentage
Yes	50	58.8
No	35	41.2
Total	58	100

The study sought to determine the whether unclear individual responsibilities influence the performance of Constituency Development Fund projects in Kenya, from the findings the study established that majority of the respondents were of the opinion that unclear individual responsibilities influence the performance of Constituency Development Fund projects in Kenya as indicated by 58.8 where as 41.2% of the respondents were of contrary opinion this is implies that indeed unclear individual responsibilities influence the performance of Constituency Development Fund projects in Kenya.

Table 4.14: Extent to which unclear individual responsibilities influences CDF projects in Kenya

	Frequency	Percentage
Very great extent	26	30.6
Great extent	46	54.1
Moderate extent	13	15.3
Total	85	100

The study sought to establish the extent to which unclear individual responsibilities influences the performance of Constituency Development Fund projects in Kenya, from the findings 54.1% indicated o a great extent 30.6% of the respondents indicated to a very great extent whereas 15.3% of the respondents indicated to a moderate extent. This in an indication

that unclear individual responsibilities influences the performance of Constituency Development Fund projects in Kenya to a great extent

Table 4.15: Influence of different aspects of unclear individual responsibilities on performance of CDF projects in Kenya

Practices	Very Great Extent	Great Extent	Moderate Extent	Little Extent	Not At All	Mean	Std Deviation
Power struggle among different players in CDF management	50	25	5	5	0	1.59	0.24
Over bureaucracy in CDF management	35	45	5	0	0	1.65	0.25
Undefined reporting structure between CDFC ,Location committees and PMCs	48	36	1	0	0	1.45	0.27

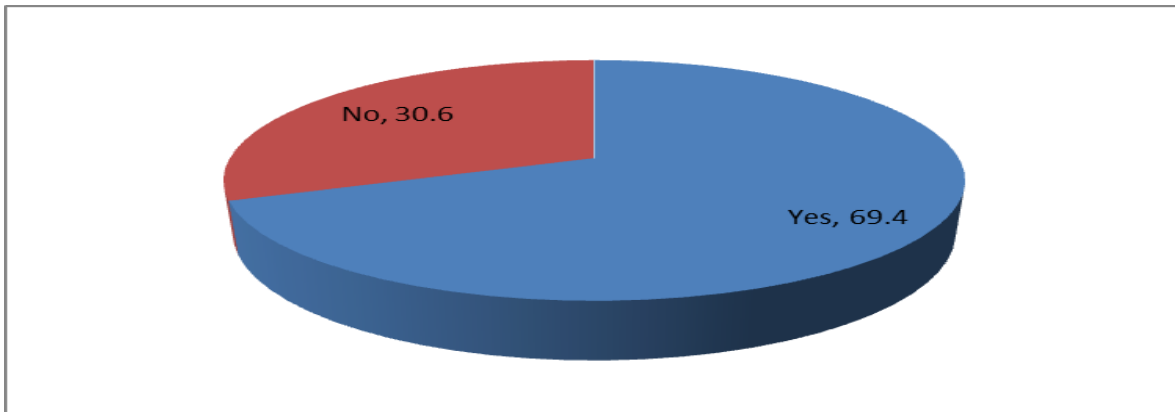
The study sought to establish extent to which the above practices which related to unclear individual responsibilities influence the performance of Constituency Development Fund projects in Kenya, from the findings the it was found that, Undefined reporting structure between CDFC ,Location committees and PMCs influence the performance of Constituency Development Fund projects in Kenya to a very great extent as shown by a mean of 1.45, Power struggle among different players in CDF management influence the performance of Constituency Development Fund projects in Kenya to a very great extent as shown by a mean of 1.59, and finally , Over bureaucracy in CDF management influence the performance of Constituency Development Fund projects in Kenya to a very great extent as shown by a mean of 1.65,

4.6 Coordination of Activities

Table 4.16: Coordination of activities influences the performance of CDF projects in Kenya

	Frequency	Percentage
Yes	59	69.4
No	26	30.6
Total	85	100

Figure 4.8: Influence of coordination of activities on the performance of CDF projects in Kenya

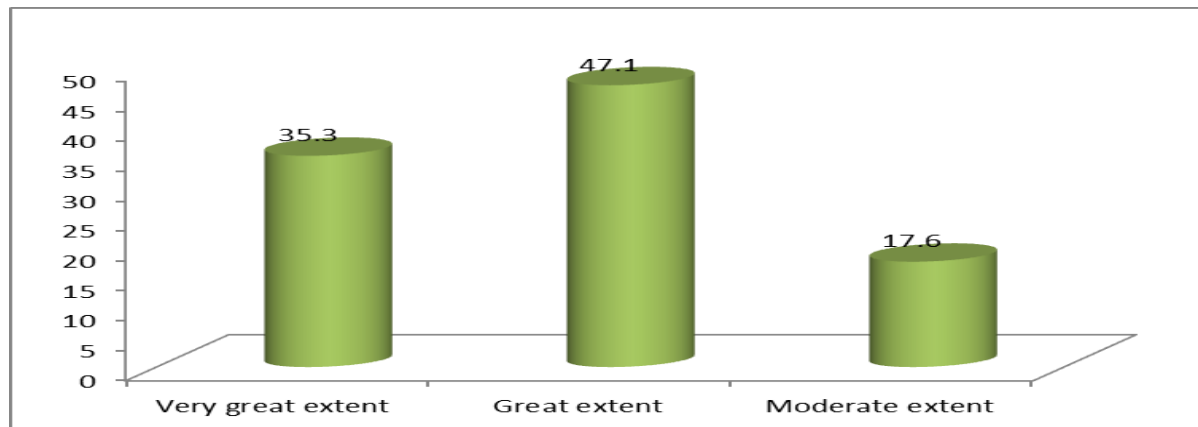


The study sought to determine whether coordination of activities influences the performance of Constituency Development Fund projects in Kenya, from the findings, 69.4% of the respondents agreed with the statement, whereas 30.6% of the respondents were of contrary opinion. This implies that coordination of activities influences the performance of Constituency Development Fund projects in Kenya.

Table 4.17: Extent to which coordination of activities influences the performance of CDF projects in Kenya

	Frequency	Percentage
Very great extent	30	35.3
Great extent	40	47.1
Moderate extent	15	17.6
Total	85	100

Figure 4.9: Extent to which coordination of activities influences the performance of CDF projects in Kenya



The study sought to determine the extent to which coordination of activities influence the performance of Constituency Development Fund projects in Kenya, from the findings the study established that 47.1% of the respondents indicated that, coordination of activities influence the performance of Constituency Development to a great extent. 35.3% of the respondents indicated to a very great extent whereas 17.6% of the respondents indicated to a moderate extent, this implies that coordination of activities influence the performance of Constituency Development Fund projects in Kenya to a great extent.

Table 4.18: Influence of different aspects of coordination of activities on performance of CDF projects in Kenya

Coordination of Activities	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree	Mean	Std Deviation
Coordination is essential to ensure that stakeholders across the implementation committee understands their roles and to ensure that they stay focused on the key targets under the everyday pressures	66	16	0	0	0	1.15	0.34
Strategic control systems that provide a mechanism for keeping today's actions in congruence with tomorrow's goals of CDF projects are followed effectively	0	0	23	44	18	3.94	0.22
There exist conflicting priorities among different players in the management of CDF	36	49	0	0	0	1.58	0.28
The effectiveness of coordination of activities is a problem in implementation of CDF projects	56	23	6	0	0	1.41	0.28
Additional key tasks are well defined in detail and information systems are adequate in CDF project implementation	0	0	18	42	25	4.08	0.21

The study sought to determine the respondents' level of agreement with the above statements that relate to coordination of activities and its influence the performance of Constituency Development Fund projects in Kenya. From the findings majority of the respondents strongly agreed that effectiveness of coordination of activities is a problem in implementation of CDF projects as shown by a mean of 1.41, others agreed that Coordination is essential to ensure

that stakeholders across the implementation committee understands their roles and to ensure that they stay focused on the key targets under the everyday pressures as shown by a mean of 1.15, There exist conflicting priorities among different players in the management of CDF as shown by a mean 1.58. The study further revealed that respondents disagree that strategic control systems that provide a mechanism for keeping today's actions in congruence with tomorrow's goals of CDF projects are followed effectively as shown by a mean of 3.94, and that additional key tasks are well defined in detail and information systems are adequate in CDF project implementation as shown by a mean of 4.08. The findings hereby concurs with the study by Alexander (2005) in the UK he , found for most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study. The researcher had intended to establish the influence of top management commitment on the performance of Constituency Development Fund projects in Kenya, to examine the influence of coordination of activities on performance of Constituency Development Fund projects in Kenya, to determine the influence of individual responsibilities on performance of Constituency Development Fund projects in Kenya ,and to establish how organization culture influence the performance of Constituency Development Fund projects in Kenya.

5.2 Summary of Findings

5.2.1 Top Management Commitment

The study established that commitment of the top management influences the performance of Constituency Development Fund projects in Kenya to a very great extent, The study further revealed that the top managers must demonstrate their willingness to give energy and loyalty to the implementation process for the project to succeed, lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes, top management's commitment to the strategic direction itself is the most important factor on the performance of CDF projects, and that lack of top management backing is the main inhibiting factor for project implementation,

5.2.2 Organizational Culture

The study revealed that organizational culture influences the performance of Constituency Development Fund projects in Kenya. The study established that, ignoring the day-to-day business imperatives influences the performance of Constituency Development Fund projects in Kenya to a very great extent, the study further revealed that difficulties and obstacles not acknowledged, recognized or acted upon, beneficiaries and staff not fully appreciating the strategy ,how managers make strategic decisions on implementation of CDF projects , Managers Leadership styles , conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings) ,and finally Lack of understanding of CDF project implementation all influenced the performance of Constituency Development Fund projects to a great extent . The study further found that that Successful CDF project implementation is a result of cultivation of strong cultural values to meet the changing organizational needs.

5.2.3 Individual Responsibilities

The study established that unclear individual responsibilities influences the performance of Constituency Development Fund projects in Kenya to a great extent, The study further found that practices which include, undefined reporting structure between CDFC, Location committees PMCs, Power struggle among different players in CDF and over bureaucracy in CDF management all influences the performance of Constituency Development Fund projects in Kenya to a very great extent.

5.2.4 Coordination of Activities

The study revealed that, coordination of activities influences the performance of Constituency Development to a great extent. The study also revealed that Coordination is essential to ensure that stakeholders across the implementation committee understand their roles and to ensure that they stay focused on the key targets under the everyday pressures. The study also showed that there exist conflicting priorities among different players in the management of CDF, it further established that strategic control systems that provide a mechanism for keeping today's actions in congruence with tomorrow's goals of CDF projects

are not followed effectively, finally the study reveals that additional key tasks aren't well defined in detail and information systems are inadequate in CDF project implementation

5.3 Concussion

From the findings of the study, the following emerged as the main factors influencing strategy implementation on performance of CDF projects in Kenya; Commitment by top management which include management's commitment to give strategic direction, top managers demonstrating willingness to give energy and loyalty to the implementation process as well as persuading employees to embrace the idea of strategy implementation, and also management backing and commitment to performing their roles. Coordination of activities such as strategic control systems, priorities among different players, effective coordination of activities, additional key tasks and effective information system. Individual responsibilities which include power struggle, over bureaucracy, and undefined reporting structure. Organization culture which include the level of understanding of implementation process, managers' leadership style, dominant values and beliefs and conscious and unconscious symbolic acts taken by leaders

5.4 Recommendations

It is evident that the government has been increasing allocations of CDF and has put policies that allow successful implementation of CDF projects in Kenya, but due to the aforesaid factors failure rates of CDF projects is still high.

From the findings the study recommends that the management of CDF should have an organization culture that will allow successful implementation of CDF project as it was

revealed that organization culture influence CDF project performance to a great extent, this will help in reducing resistance to change within the CDF committees.

Top management in CDF committee must demonstrate their willingness to give energy and loyalty to the implementation process for the project to succeed, as it was found that lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement and lack of understanding of CDF project implementation all influenced the performance of Constituency Development Fund projects to a great extent.

There is need for the management of CDF projects to have clear individual responsibilities pertaining to CDF project implementation as it was revealed that individual responsibility influences the performance of Constituency Development Fund projects in Kenya to a great extent. There is need to have defined reporting structure between CDFC, Location committees and PMCs in order to reduce power struggle among different players in CDF.

There is need to enhance coordination of activities during CDF project implementation as it was established that coordination of activities influences the performance of Constituency Development Fund projects in Kenya to a very great extent.

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APPENDICES

Appendix 1: Letter to the Respondent

Letter to the respondent

Kenyatta University

Department of Business Administration

Embu Campus

P.O Box 1590-60100

Embu

Dear Sir/Madam,

RE: YOUR INTENDED PARTICIPATION IN THE RESEARCH PROJECT

Your kind attention is drawn to aforementioned issue.

You have been carefully selected to participate in this research study entitled “**Influence of strategy implementation on performance of Constituency Development Fund projects in Kenya.**” Kindly fill this questionnaire and return it to the undersigned. Any information given by you will be treated with utmost confidentiality and shall not be divulged to anybody without your express approval.

Thanks in advance for your anticipated cooperation

Yours Faithfully,

Jane Wanjiru Kariuki

Appendix II: Questionnaire

Section A : Demographic Information

1. What is your gender?

Male

Female

2. What is your age bracket?

Below 20 years

21 to 30 years

31 to 40 years

41 to 50 years

Above 50 years

3. What is your level of education? (Tick where appropriate)

Post graduate

Graduate

Under graduate

4. How long have you worked in the CDF committee?

Less than 1year

2 to 5 years

5 to 10 years

More than 10 years

INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF CDF PROJECTS IN KENYA

Section B: Top Management Commitment

1. To what extent does the level of commitment of top management influence the performance of Constituency Development Fund projects in Kenya?

Very great extent

Great extent

Moderate extent []

Little extent []

Not at all []

2. What is your level of agreement with the following statements that relate to the influence the performance of Constituency Development Fund projects in Kenya? Use a scale of 1-5 where 1= strongly agree and 5= strongly disagree.

	1	2	3	4	5
Top management Influences performance of Constituency Development Fund projects in Kenya					
The top management's commitment to the strategic direction itself is the most important factor on the performance of CDF projects.					
The top managers must demonstrate their willingness to give energy and loyalty to the implementation process for the project to succeed.					
The manager's do not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.					
Lack of top management backing is the main inhibiting factor for project implementation					
Lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes.					

Section C: Organizational Culture

3. In your opinion, does organizational culture influence the performance of Constituency Development Fund projects in Kenya?

Yes []

No []

4. If yes, to what extent does organizational culture influence the performance of Constituency Development Fund projects in Kenya?

Very great extent []

- Great extent []
- Moderate extent []
- Little extent []
- Not at all []

5. To what extent do the following facets of organization culture influence the performance of Constituency Development Fund projects in Kenya??

Organizational Culture	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Lack of understanding of CDF project implementation					
Beneficiaries and staff not fully appreciating the strategy					
Difficulties and obstacles not acknowledged, recognized or acted upon					
Ignoring the day-to-day business imperatives.					
Managers Leadership styles					
How managers make strategic decisions on implementation of CDF projects					
The dominant values and beliefs, the norms in the constituency influence the performance of Constituency Development Fund projects in Kenya?					
Conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings)					

6. “Successful CDF project implementation is a result of cultivation of strong cultural values to meet the changing organizational needs” to what extent do you agree with the statement?

- Strongly agree []

- Agree []
- Neutral []
- Disagree []
- Strongly disagree []

Section D: Individual Responsibilities

7. In your opinion, do unclear individual responsibilities influence the performance of Constituency Development Fund projects in Kenya?

Yes []

No []

8. If yes, to what extent do unclear individual responsibilities influence the performance of Constituency Development Fund projects in Kenya?

Very great extent []

Great extent []

Moderate extent []

Little extent []

Not at all []

9. To what extent do the following practices related to unclear individual responsibilities influence the performance of Constituency Development Fund projects in Kenya?

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Power struggle among different players in CDF management					
Over bureaucracy in CDF management					
Undefined reporting structure between CDFC ,Location committees and PMCs					

Section E: Coordination of Activities

10. Does coordination of activities influence the performance of Constituency Development Fund projects in Kenya?

Yes []

No []

11. What is the extent to which coordination of activities influence the performance of Constituency Development Fund projects in Kenya?

Very great extent []

Great extent []

Moderate extent []

Little extent []

Not at all []

12. What is your level of agreement with the following statements that relate to coordination of activities and its influence the performance of Constituency Development Fund projects in Kenya?? Use a scale of 1-5 where 1= strongly agree and 5 = strongly disagree.

Coordination of Activities	1	2	3	4	5
Coordination is essential to ensure that stakeholders across the implementation committee understands their roles and to ensure that they stay focused on the key targets under the everyday pressures					
Strategic control systems that provide a mechanism for keeping today's actions in congruence with tomorrow's goals of CDF projects are followed effectively					
There exist conflicting priorities among different players in the management of CDF					
The effectiveness of coordination of activities is a problem in implementation of CDF projects					
Additional key tasks are well defined in detail and information systems are adequate in CDF project implementation					

Thank you