STRATEGY IMPLEMENTATION AND PERFORMANCE OF PROJECTS IN
KAKAMEGA COUNTY GOVERNMENT, KENYA

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JULY, 2019
DECLARATION

I declare that, this project is my own original work and has not been presented for the award of any degree in any University.

Signed: ___________________________  __________________________

OWOTSI DORCUS OLUTEYO  DATE
D53/OL/37846/2016

This research project has been submitted for the course examination with my approval as the University supervisor.

Signed: ___________________________  Date_______________________

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DEDICATION

This project is dedicated to my family for their support, love and encouragement.

May God bless you all.
ACKNOWLEDGEMENT

I would like to thank the Almighty God for giving me the opportunity and strength to pursue my education. It is through His abundant grace that has brought this research work this far. This work would have not been possible without my supervisor Mr. Shadrack Bett who guided me all along the process. I would like to thank my family, for their support and wonderful ideas throughout this process. I further wish to thank my brothers and sisters for their invaluable advice and companion on how to tackle the life challenges they have always been a source of inspiration from whom I get my intelligence. Lastly, I also appreciate my friends who share this journey with me and encouraged me in the adventure of academics and have been my anchor.
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<td>County Development Plan</td>
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<td>CIDP</td>
<td>County Integrated Development Plan</td>
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<td>IFRCRCS</td>
<td>International Federation of Red Cross and Red Crescent Societies</td>
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<td>KBV</td>
<td>Knowledge Based View</td>
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OPERATIONAL DEFINITION TERMS

Funding  Funds availed for project cycle, mode of disbursement, management and adequacy of the funds

Government Policy  These are regulations, terms and procedures by a given government or legal entity necessary for a given project or program to be implemented

Organizational Culture  the mode of operations and management of a give entity or establishment

Project Performance  refers to the process of planning and implementing a projects to be completed within schedule, budget and scope

Stakeholder Involvement  The process of involving project members, staff, community, government agencies and other stakeholders in the planning, implementation and monitoring a project

Strategic management practices  involves the formulation and implementation of the major goals and initiatives taken the project managers and funding agencies to ensure they perform and grow.

Strategy  a combination of competitive moves and business practices that managers use to ensure that organizational vision and objectives are achieved
ABSTRACT

Most public sector projects fail to meet expectations of the citizenry, funding agencies or even the government itself due to corruption, bureaucracy, poor monitoring and evaluation capacity, limited action on feedback and poor project design framework. Sometimes projects fail because they are badly conceptualized, planned designed, implemented and managed. At the centre of project success or failure is strategic management. If the strategy involved in the project cycle and decision making is wrong or weak then there will be no value for money spent on the projects. This research seeks to establish the influence of strategy implementation on performance of county government projects in Kenya. This study sought to establish the relationship between strategic implementation and performance of projects by the Kakamega County Government, Kenya. The specific objectives of the study were to establish the effect of stakeholder involvement, funding, organizational culture and government policy on performance in County Government projects in Kenya. The study was anchored on the following three theories which include resource-based view theory, Knowledge based view theory and the theory of strategic balancing. The study used a descriptive research design. The population of study was 248 project managers of the 62 projects initiated and implemented by the County Government of Kakamega between 2013 and 2016. Stratified random sampling procedure was used to develop a sample of 73 respondents spread across the 10 ministries which represents 30% of the target population. The primary data was collected by use of self-administered semi-structured questionnaire. Data analysis was done by use of descriptive statistics such as frequencies, percentages, mean scores and standard deviation with the aid of SPSS and presented through tables, charts, graphs, frequencies and percentages. It was established that strategy implementation significantly and positively influence the performance of Kakamega County government projects. The study concluded that the county government projects faced funding challenges however funding had a positive effect on the performance of the projects. The study recommends that the county government needs to improve its funding on the projects its planning, formulating and implementing. The study recommends that there is need for improved stakeholder awareness, participation and involvement at all stages of the project lifecycle.
CHAPTER ONE
INTRODUCTION

This chapter has several sections including; the background of the study, statement of the problem, research questions, the objectives of the study, significance, scope and the limitations of the study.

1.1 Background of the Study

According to the Institute for Economic Affairs (2016) report on county government performance, the devolved units have failed in planning, implementation, monitoring and evaluation of their projects due to weak capacity, limited funding, rampant corruption, poor strategy implementation and weak organizational structure. This has resulted in stalling of some ambitious projects, delaying of the projects, projects operating outside budget and not meeting expectations of the beneficiaries.

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).

Strategy implementation is a crucial and important process in strategic management. In order to be successful organizations need to effectively implement their strategies to enhance their
performance. According to Kihara, Bwisa and Kihoro (2016) the strategy implementation process determines whether an organization excels, survives or dies depending on the manner in which it is undertaken by the stakeholders. Strategy implementation process involves placing objectives, strategies, and policies into action through the development of programs, budgets, and procedures. Strategy formulation precedes implementation making implementation a key part of strategic management.

Projects are temporary endeavours undertaken to produce specific objectives within a given time and at specified costs. This means that a project must have a clearly defined scope [work to be done and specific performance requirements that must be met], have a definite starting and ending points and a budget for successful completion. In every project, four key constraints, that is, Scope, Time, Quality and Budget relates to each other in successful completion according Project Management Institute (2005). Therefore, projects can only be successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended (Gustafson &Wikstrom 2008).

Hambrick and Cannella (1989) noted that without successful implementation, a strategy is but a fantasy. Numerous factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999).Organizational performance on the other hand is described as an organization’s ability to acquire and utilize
its scarce resources and valuables or expeditiously as possible in the pursuit of its operational goals Griffin (2006). Daft (2010) defined organizational performance as the ability of an organization to utilize its resources (e.g. knowledge, people, and raw materials) to achieve organizational goals in effective and efficient way. Organizational performance however can be viewed from a different angle depending on the organization.

County governments are charged with implementing devolution goals. Their services are supposed to reach all the constituents in the county. Wajir county government developed its first county integrated development plan (CIDP) in 2013 which is a five year strategy on development. It details how the county seeks to utilize its resources to bring development and services to Wajir County residents; however it is faced with challenges in implementing CIDP. The County Governments in Kenya came into existence after the promulgation of the Constitution of Kenya 2010 on 27 August 2010. The promulgation of the Constitution of Kenya 2010 marked a major milestone in the way the country is governed. It stipulated devolution which is the dispersal of political power and economic resources from the centre in Nairobi to the counties in rural areas. As a result 47 county governments and the Senate were established following the March 4, 2013, General Election as part of the implementation of devolution.

The County Government Act 2012 specifies key plans that each County is expected to generate and these are; County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and County Performance Management Plans. These plans are interrelated as they deal with different aspects of development and it is that Annual budgets are to be based on these approved plans. The
county government consists of a county assembly and a county executive. Every county
government is required to decentralize its functions and the provision of its services to the
extent that it is efficient and practicable to do so. The County assembly constitutes the
legislative organ of government while the County executive is representative of the
Executive arm of government within the County government. Therefore proper strategy
implementation is key in the strategic management process. This study seeks to establish the
influence that the mode of strategy implementation has on the performance of projects
initiated by the County Government of Kakamega.

1.1.1 Strategy Implementation
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 tamper 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 at 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. County governments utilize a minimum of 15% of all national government
ordinary revenue every financial year. As such strategy implementation is paramount to ensure that successful projects are implemented with the devolved funds.

1.1.2 Project Performance

Success criteria for a project should include hard metrics such as delivering the project on time and within budget, achieving the project scope, meeting milestone dates, cost targets, project quality requirements, project risks, safety, health, environmental and security requirements. Customer satisfaction is an important indicator of success or failure. At the end of a project, it is recommended to send a questionnaire to all the stakeholders (senior management, customers, final users, the full project team, subcontractors, etc.) to get some valuable feedback.

One of the key issues in project management is on what needs to be done to improve project performance (Love, et. al., 2011). However, as noted by several researchers, there is no consensus on project performance criteria that can be used across various projects (Zhang & Fan, 2013; Khan, et al., 2014). This is partly due to the fact that different stakeholders view project performance differently and a project that seem successful to the client may be unsuccessful venture for contractors or end users (Toor&Ogunlana, 2010; Jugdev& Muller, 2005; Cookie-Davies, 2002).

A review of extant literature shows a number of project performance evaluation models are in use with one of the most commonly used models being the “Iron Triangle” or “Golden Triangle” in which project performance is evaluated based on completion of the project within time, cost and quality (Atkinson, 1999). However, various researchers (Wateridge, 1995; Lim & Mohamed, 1999; Shenhar, 2001; Yu, et al., 2005) have criticised the use of iron triangle criteria due to its simplicity in evaluating project performance and have proposed
inclusion of other aspects such as key stakeholders’ satisfaction, future potential to the organisation and customer’s benefits.

In addressing weakness of the “Iron Triangle”, Hwang, et al., (2013) posits that project performance can be assessed in both qualitative and quantitative terms by considering outcomes such as cost, time, safety, quality and rework. In addition, Zhang and Fan (2013) developed a model for evaluation of project performance in the construction projects with model parameters being meeting project’s overall performance (time, cost and quality); meeting owner’s requirements; meeting project’s multiple goals (health and safety, risk management, claim management and absence of conflict) and stakeholders’ satisfaction (owner, project team, end-user, suppliers and other stakeholder satisfaction). Further, Gowan and Mathieu (2005) contend that project performance can be assessed through time, cost, quality, satisfaction and business value parameters.

Although a number of models exist to evaluate project performance, the conventional measures of time and cost, which were used in this study, dominate performance measurement in the construction industry due to their objectivity (Pinto & Slevin, 1988; Cookie-Davies, 2002). In addition, some of the parameters such as absence of conflict, end-user satisfaction, risk management that have been proposed in other models require passage of time between project completion and evaluation of project performance.

Based on time and cost evaluation criteria, projects may experience delays and cost over runs. Assaf and Al-Hejji (2006) define project delay as the time over-run either beyond completion date specified in the contract or beyond the date that the parties agreed upon for the delivery of a project. On the other hand, Kaliba, et al., (2009) define cost
overrun/escalation as the increase in the amount of money required to complete a project over and above the original budgeted amount. Thus, within this project, project performance was based on time performance and cost performance.

1.1.3 County Government of Kakamega

Kakamega County is one of the 47 counties in the Republic of Kenya. It borders Vihiga County to the south, Siaya County to the West, Bungoma County to the North and Nandi County to the East. The county covers an area of 3050.3 Km² (Kakamega CDP, 2013). The County administratively has 12 sub-counties which include Lugari, Lurambi, Navakholo, Ikolomani, Shinyalu, Malava, Butere, Kwisero, Mumias East, Mumias West, Matungu and Likuyani. According to the 2009 Population and Housing Census, the county population was 1,660,651. The county government came up with a strategic plan that is, county integrated development plan (CIDP) in 2013 that covers a span of five years. The implementation of this strategic plan however faces some drawbacks which affect performance of the projects stipulated in the plan.

Kakamega county since its inception in 2013 to 2016 has implemented a total of 62 projects. These projects range from construction of roads, bridges, county offices, ward and sub-county offices, public works equipment modernization, street lighting, building of ECDE centers, drilling of water boreholes and spring water protection, women and youth empowerment and bursary schemes. 69% of these projects have not been completed as per the set requirement on planning. 30% have run out of schedule with 51% of them operating outside budget. The strategies used in implementation of these projects have neither changed
nor enforced. This study sought to establish the effect of strategy implementation determinants on the performance of the projects by the County government of Kakamega.

1.2 Statement of the Problem

According to Frese and Sauter (2016), most public sector projects fail to meet expectations of the citizenry, funding agencies or even the government itself due to corruption, bureaucracy, poor monitoring and evaluation capacity, limited action on feedback and poor project design framework. Sometimes projects fail because they are badly conceptualized, planned designed, implemented and managed (Cleland, 2017). At the centre of project success or failure is strategic management. If the strategy involved in the project cycle and decision making is wrong or weak then there will be no value for money spent on the projects (Norman, 2011).

The success of any project can be defined in terms of several things and this includes timeliness, working within the budget and meeting stakeholder’s expectations. Strategy implementation is critical to the success of every project in every organization. In a project environment, these strategies are usually numerous, and can vary significantly in the degree of influence. Mitchell, Agle and Wood (1997) suggest that strategy needs the right organizational culture, sufficient funding, favourable government policy and stakeholder involvement. The number and nature of stakeholders will vary with the life of the project; it would therefore make sense to carry out the review of identification throughout the project (Moodley 2002).

Project managers are always looking forward to seeing public projects perform well. This involves finishing the project on time, within budget, meeting end product specifications, meeting customer needs and requirements and meeting management objectives (Cooke-
Davies, 2012). Despite the quest for project success, many poverty eradication projects in Kenya have continuously experienced time overrun, budget overrun, unmet end product specifications, unmet customer needs and requirements and unmet management objectives (Auditor general’s report, 2015). The high failure rate in these projects could be due to failure to involve key stakeholders in project activities.

Strategy implementation is a very important process, however most organizations today are normally faced with a huge challenge in strategy implementation this has an impact on their overall performance. County governments like any other organizations are also faced with similar challenges in strategy implementation since devolution is still a new concept of governance in Kenya. The implementation of the County Integrated Development Plan of 2013 has not been fully implemented in most counties because of inherited managerial and resource problems from former municipalities, town councils and county councils which form part of the county governments today. Strategies that were used by various local authorities before devolution differ from the devolved system currently in place. This is because the governance challenges then were few as most of the functions were carried out by the National government.

Various researches have been carried out on strategy implementation and performance by many scholars, however few have been conducted on the relationship between strategy implementation and performance in county governments in Kenya especially in Wajir County. Andrews, Boyne, Law & Walker (2011) conducted a research on strategy implementation and public service performance. In the Netherlands, Langereis (2015) did a research on the link between strategy and performance of municipalities in the Netherlands. In Kenya Waititu (2016) did a research on Relationship between Strategy Implementation
and Performance in Commercial Banks in Nairobi County. This study sought to narrow the research gap by identifying some of the drivers of strategy implementation and how they relate to the performance in county Governments projects in Kenya with specific reference to Kakamega County. These drivers of strategy implementation influence or affect performance of county governments in one way or another.

1.3 Objectives of the Study

1.3.1 General Objective
The general objective of the study was to determine the influence of strategy implementation practices on the performance of County Government projects in Kenya.

1.3.2 Specific Objectives
The study was guided by the following specific objectives:

i. To find out the influence of stakeholder involvement on performance of projects by the County Government of Kakamega.

ii. To determine the role of funding on the performance of projects by the Kakamega County Government.

iii. To establish the effect of organizational structure on the performance of projects by the County Government of Kakamega.

iv. To assess the influence of government policy on the performance of Kakamega County Government Projects

1.4 Research Questions
The study sought to answer the following research questions;

i. What is the influence of stakeholder involvement on the performance of projects by the County Government of Kakamega?
ii. Does the amount of project funding affect the performance of projects by the Kakamega County Government?

iii. What is the relationship between organizational structure and the performance of projects of Kakamega County Government?

iv. What is the effect of government policy on the performance of Kakamega County Government projects?

1.5 Significance of the Study

This study adds to the growing body of knowledge on strategy implementation practices among public sector players and government and how they can influence performance of projects undertaken by the entities. The results will be useful to the County governments in Kenya to adopt favourable strategy implementation practices to spur project performance. The devolved units can gain from the study as the results show best practices in strategic management as well as understand the factors that affect strategy management in the performance of the projects they undertake. The major research findings of this study will provide the opportunity for the individual project management teams and assess their strategic management practices with other players in the Country, which will help them to identify the shortcomings and strengths of their strategy management practices. Researchers and academicians in the field of strategy management will find this study a useful guide for carrying out further studies in the area.

1.6 Scope of the Study

The study sought to establish the effect of strategy implementation determinants on the performance of projects by the County Government of Kakamega. The independent variables included the strategy implementation determinants which include funding,
stakeholder involvement, organizational culture and government policy while the dependent variable was the performance of the projects by the devolved unit. This study was done among projects implemented by the County Government of Kakamega between 2013 to 2016. The unit of observation was the 62 projects being implemented by the county government while the unit of analysis was the project team members of the projects totaling to 248.

1.7 Limitation of the Study

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 county government. Some even turned down the request to fill questionnaires. The study had an introduction letter from the University, authorization from the County Administration and assured them that the information they gave was treated confidentially and it was 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 could not be accurately quantified and/or verified objectively. The researcher encouraged the respondents to participate without holding back the information they had since the research instruments didn’t bear their names.

1.8 Organization of the study

This research proposal comprised of five chapters. Chapter one involved background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, and significance of the study, limitation of the study, assumptions of the study and organization of the study.
Chapter two reviews literature which include theoretical review, empirical review, research gaps and the conceptual framework. Chapter three deals with research methodology which explains the research design, target population, sampling design, rationale for sample selection, data collection instruments, questionnaires, validity of the research instrument, reliability, data analysis and ethical considerations. Chapter four presents the study findings, discussions and presentations while chapter five deals with summary of findings, conclusions and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
In this chapter the researcher discusses 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 County Government projects in Kenya. The researcher then identified the research gaps and draw 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)

This theory was developed by Grant in 1996. 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

This theory was developed by Collins et al (1997). 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. 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

2.3.1 Stakeholders involvement and project performance

Kumar (2002) identified a number of participation benefits in programs: he states that participation ensures efficiency as people form a pool of resources to meet common goals. He also states that when people participate initiatives are concluded on schedule and also they can be involved in conducting M & E which helps them to keep track of the project. This increases effectiveness of the project. Effectiveness is also increased by giving stakeholders a right in planning for and designing the project. When people participate and they learn, they will not always rely on external assistance to address their needs. They will initiate their own efforts to solve their problems and this is effective in reducing dependency syndrome. They
will mobilize their own resources to solve their problems. Stakeholder participation is key in ensuring sustainability of development initiatives as it leads to community capacity building and empowerment (Korten, 1984; Botchway, 2001).

Participation of the beneficiaries in projects ensures capacity is enhanced making beneficiaries become better placed in identifying, implementing, monitoring and evaluating of projects (Duggal, 2011). Project initiation is the first phase of the project cycle. In this phase the idea for the project is generated, the goals are articulated and feasibility of the project is determined. Moreover, decisions regarding project actors and implementers, stakeholders and whether the project has sufficient support are made.

According to Mulwa (2008) needs identification is important in developing the capacity of grassroots communities. Community development as a process begins with needs identification. When they do this together the community is able to share the vision and commit to seeing it become a reality. What follows are sessions where the problems identified are discussed critically and analyzed objectively. This is aimed at understanding the problem clearly and appreciating the magnitude of the problems. The scope and clarity of the problem and cause effect relationships are identified during this stage. Resources available to address the needs are also identified. During this stage the community will identify a number of problems but should be able to prioritize and order them from the most pressing to the least pressing needs. Similarly, the beneficiaries should assess the needs by identifying the cause effect relationships and consider their resource endowment (Mulwa, 2008).

During initiation, a needs analysis by stakeholders can serve as a guide to ensure that the project design is in line with the needs and capabilities of the said community. This should be
the guiding principle in deciding whether community participation is possible and practical during project execution. The facts found in the preliminary stage will be valuable in reaching such a conclusion (Hawker, 1989).

When community members are involved in identifying their needs they are able to have a common understanding of a problem and treat it with the importance it deserves and commit to solving the problem. Instances where they are overlooked in this stage, legitimizing will be tricky even if the outside world assisted them to identify the needs. This leads to chances of delay during implementation phase (Chikati, 2009).

Planning is also a key phase in project management. It is an interactive process as stakeholders share their thoughts and feelings regarding a desired situation. They express how it should look like and the means of achieving the desired state (Chikati, 2009).

Monitoring is a continuous process of collecting and analyzing information to compare how well a project, programme or policy is being implemented against expected results. Monitoring aims at providing managers and major stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. It generally involves collecting and analyzing data on implementation processes, strategies and results, and recommending corrective measures (IFRCRCS, 2007).

Evaluation is the systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. Evaluation determines the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability. It aims at providing information that is credible and useful, enabling incorporation of lessons learned into the decision making process of both recipients and donors (IFRCRCS, 2007).
Monitoring and evaluation is the final stage in the project cycle. When it is participatory, it redistributes power for making decisions and giving this power to the people who are direct beneficiaries of the project (Mulwa, 2008). Participatory M & E recognizes that local people have knowledge and experience and can review the project objectively.

A project that has been participatory during initiation, planning and implementation ought to be appraised in the same way and stakeholders should be key players in all the phases (Mulwa, 2008). Mulwa emphasizes that the process ensures local ownership and commitment not only to the exercise and its outcome but more importantly, to the future of the programme evolution. Availability of project funds alone is not a guarantee for the success of the project and by extension its sustainability as seen from case studies. Stakeholder’s participation in initiation, planning, implementation and monitoring and evaluation is important. After creating project committees at the initiation phase, they should also be involved throughout the entire project life (Mulwa, 2008). If this is not done, the projects risk lackingsustainability (Kumar, 2002).

Philip et al. (2008) outlines advantages of participatory M & E as follows: allows mechanism for receiving feedback and ideas for corrective actions; makes the project adaptable; strengthens ownership; leads to learning by all actors and widens knowledge base necessary for assessing and taking corrective actions if need be.

Participation and involvement of stakeholders is therefore essential in project implementation and therefore performance since they give ideas, support and widens project scope. Among County Governments in Kenya, stakeholders include the community, experts, employees among the devolved units, religious entities, non-governmental entities, other county
governments and the central government among others. The input of these entities is key in making a project successful.

2.3.2 Funding and Project Performance

Adequate and timely funding is essential for project success. Inadequate funding and untimely funding may interfere with implementation schedule of projects. Zagorsky (2007) identifies contractors' financial difficulties as major causes of delays in government sponsored construction projects. He further defines contractors' financial difficulties as the contractor not having sufficient funds to carry out the construction works. This includes payment for the materials, labourers' salaries and equipment to be used for the construction work.

Thornton (2007), in his survey, found that slow collection, low profit margins and insufficient capital or excessive debt are the three major causes of financial difficulties among contractors. Slow collections topped the list in the years 2007 and 2005, in which the contractor received late payment from the client. This is supported by Arshi and Sameh (2005), Majid and McCaffer (1998) who found that delay in payment from the client would eventually cause financial difficulties to the contractor.

Thus, most of the construction works cannot be carried out due to these financial difficulties. El-Razek, Bassioni, and Mobarak (2008) found that the owners and consultants considered financing by contractor during construction as the top cause of delay in Egyptian building projects. Aibinu and Odeyinka (2006) found that contractors’ financial difficulties were the most important cause of construction delay in Nigeria.
Coulter and Kelley (1992) postulated that insufficient capital is one of the major causes of financial difficulties among contractors. Poor financial control by the contractor can lead to insufficient capital (Liu, 2010). Hence, the contractor will have excessive debt which causes them to face financial difficulties as they cannot pay back the debt. Majid (1998) found that material shortages are due to poor materials planning, inefficient communication, unreliable suppliers and late delivery. Mochal (2003) stated that poor planning is mistake number one in project management. This is reflected in the scenario in which poor materials planning from the contractor could lead to material shortage because the materials needed for construction may not be available within a certain time frame. This is due to mistakes in the planning stage relating to when the materials are expected to be used in the construction phase leading to project delays. Wanjiku (2012) contends that financial issues, human resources conditions, site characteristics and design quality aspects to be factors influencing performance of contractors of government funded building projects in Kirinyaga County.

Implementation of a project entails four criteria namely; the project’s scope being delivered on schedule, it is delivered within budget and, once delivered, it meets the quality expectations of the donor and beneficiaries (Gyorkos, 2003, McCoy, 2005). For project managers to be truly successful they must concentrate on meeting all of those criteria. The reality is that most project managers spend most of their efforts on completing the project on schedule. They spend most of their time on managing and controlling the schedule and tend to forget about adequate funding allocation for all project activities.
Project level of funding is determined at the initial stages of project planning and usually in parallel with the development of the project schedule. The steps associated with funds allocation or budgeting for project activities are highly dependent on both the estimated lengths of tasks and the resources assigned to the project (Frankel and Gage, 2007). Project budgeting therefore serves as a control mechanism where actual costs can be compared with and measured against the budget. The budget is often a fairly set parameter in the execution of the project. When a schedule begins to slip, cost is proportionally affected. When project costs begin to escalate, the project manager should revisit the project plan to determine whether scope, budget, or schedule needs adjusting.

To determine the project level of funding, the applicable cost factors associated with project tasks are identified. The development of costs for each task should be simple and direct and consist of labor, material, and other direct costs. Cost of performing a task is directly related to the personnel assigned to the task, the duration of the task, and the cost of any non-labor items required by the task. A number of constraints, financial, political, and organizational, may dictate the level of funding for personnel, equipment, services and materials are allocated. The PM needs to be aware of existing funding acquisition policies, guidelines, and procedures. In addition, the preferences of the beneficiaries and/or the donor representatives may influence acquisition decisions. Information from similar past projects can be used to gain an understanding of funding strategies; those that were successful and applicable may be considered for implementation on the project.
As the funding estimate is being developed, additional tasks may be identified because the work is being further defined. It may be necessary to update the project schedule to include the activities identified during budget estimating, such as equipment, materials, and other non-human resources. The most appropriate basis for determining the level of funding for a project is the nature and scope of the project. A key function of planning for successful implementation of a project is to estimate the costs, staffing, and other resources needed for the project work (Frankel and Gage, 2007). It is important to weigh in on project budget needs at the project design stage so that funds are allocated specifically to key project tasks. For instance planners must build a realistic budget that incorporates the full costs of project activities, including operational monitoring and the assessments. The budget for the project should list all tasks and overall responsibilities; analyze the necessary items associated with each task, and determine their cost; budget for staffing, including full-time staff, external consultants, capacity building/training, and other human resource expenses. More importantly, beyond donor accountability, project fund allocation should be considered as an opportunity for organizations and their partners to improve project delivery, win over reluctant decision makers and possibly leverage additional interest and investment for scaling-up or replicating activities (Phillip et al, 2008).

Applying too few resources to any given activity slows progress and applying too many can cause crowding that reduces productivity and wastes resources that could be used more efficiently by other activities. Therefore the effective and efficient allocation of scarce resources in project activities within phases is a realistic management opportunity for improving project schedule performance (Frankel and Gage, 2007).
2.3.3 Organizational Structure and Project Performance

Organisational culture is one of the most influential dimensions of the work climate and consecutively the main driving force of a business. It is reflected in the way tasks are realised, goals are set and in how people are guided toward the achievement of goals. Culture affects decision-making, thinking, feeling and the response to opportunities and threats. It also affects how people are chosen for a particular task, which affects performances and decision taking (Moore, 2002).

Culture is rooted in people and subconsciously influences their behaviour – it affects their performance and vice versa – the manner of these factors affects the culture. Informally, such culture can be described as follows: “That’s the way we do it!” (Lipičnik, 1993) or “The way things are done around here” (Lewis, 1995). Culture is the different philosophies and approaches to doing work within an organisation.

Organisational culture has a number of underlying factors – it is formed by a set of values, beliefs, assumptions, common understandings, expectations, attitudes, behaviours, thinking, norms and traditions of the people in the company (Davidson, 2000; Yazici, 2009; Mobley in Kuo & Kuo, 2010; Hooijberg & Petrock in Fong & Kwok, 2009), and is also affected by ethnic cultures (Lewis, 1995). Culture also represents a person's attitudes arising out of their professional, religious, class, educational, gender, age and other backgrounds and people’s capacity for learning and transmitting knowledge (Turner & Simister, 2000, PMBOK, 1987, www.maxwideman.com). It can be described by three levels: artefacts, espoused values, and basic, underlying assumptions (Eskerod & Skriver, 2007).

Structures include relevant government departments, workers, and other stakeholders in the organization. Execution of organizational functions is implemented by an
increasingly professional, dynamic, and competitive and beneficiary focused management team. Litterer (1999) provides a conceptual framework to link firms’ organizational structure (architecture) to ethical behavior, as reflected in product quality. In particular, they argue that when quality is expensive for customers to evaluate, as is clearly the case with the quality (integrity) of financial information, managers will have incentives to cheat. The association between interdivisional relatedness and the structure of employee compensation has been the subject of previous research. According to Rap (2004), two aspects of an organization must be considered – its structure and its decision flow processes. Structure deploys accountabilities so the organization can achieve its goals and objectives and ultimately, its mission. The enterprise’s mission and goals are the general and specific accountabilities of top management. The goals then are subdivided into objectives that are delegated to the next level of executive management. In effect, a strategy defines both the firm’s direction and top management’s job. Decision-flow processes, however, are the vehicles organization use to integrate results into coherent patterns for developing, implanting and controlling decision-making. Furthermore, bureaucracy makes this situation even more challenging and can make the whole implementation a disaster. According to management theorists and conceptualists, resources influence implementation of strategies. For instance, Mckinsey (1980) and Okumus (2001), support that resources forms an important variable in strategy implementation frameworks. However, this may not always be the case with government institutions. According to Esther Duflo, Pascaline Dupas, and Michael Kremer (2009) who conducted a study on education quality revealed that increase in resources such as personnel may not be
sufficient to improve service quality. According to Duflo (2009), without changes in incentives or the organization of work, extra resources lead to less effort by employees. Contract employees tend to be present and at work more than tenured civil servants in the same type of public organization. They tend to deliver more than their permanent counterparts. Also, where employees are monitored by stakeholders, results tend to be better than those which have no empowered management structures. This signifies that instead of increasing resources, monitoring of commitment may be the better option in government institutions.

2.3.4 Government Policy and Project Performance

According to Hanekom (1991) project implementation and policy-making are interrelated. Also policy-making and project implementation at times occur concurrently. The purpose of researching policy implementation is to determine under what condition and circumstances a positive correlation between policy objectives and desired results can be obtained. Public policy is dynamic and it has to be adapted to changing circumstances. Policy changes are not always favourably received, however, and can cause conflict and tension by provoking resistance and protest action from those who are not in favour of supporting the results (Quade 1982). Therefore policy changes should be introduced gradually for its success. Certain specific conditions ensure successful project implementation. These conditions are as follows: Public policy must be based on realistic perceptions of the relation between changes in the behaviour of the target group and the achievement of policy goals (Quade 1982). At times the behaviour and attitude of the target group is the objective of policy. Therefore at the policy implementation stage this condition must be borne in mind. Interest groups and
legislations must support public policy throughout the implementation stage and the judiciary should be either supportive or neutral (Quade 1982). Legislators and executive officer must support the policy programme by allocating resources for the implementation of policy. At times it may be necessary to obtain support from an active pressure group so as to influence local government action. Hence, this condition has an influence on successful policy implementation.

Effective policy implementation can be influenced by relations between authorities. For instance, local government policy is subject to review and approval by institutions at central government level. If central government sees local government policy as an integral part of central government policy, then the central government may promote the implementation of local government policy. The other side of the picture also exists, in that the success of central policy, may be influenced by local government implementation, especially in cases where the central government does not have majority support in a local authority (Quade 1982). Therefore, this condition has a bearing on policy implementation.

Changes in socioeconomic conditions should not be permitted to interfere with the relative importance of policy objectives. Policy environment is dynamic and policy issues are interrelated (Wahal 1975). Political support for a particular policy can reduce as other issues become more essential or receive more public support (Quade 1982).

Thus, when implementing policy, this condition must be borne in mind. Administrative skills refers to the ability to exercise effective financial control, recruits and deploy human resources effectively, and creates conducive working procedures and atmosphere
(Quade 1982). Political skills refer to the ability to maintain good working relations with public officers, mobilize potential support, use of media effectively and provision of fair treatment at the local government level. Hence, the commitment of public official and political support are essential for successful implementation of public policy. (Common, G. H. M. a. R. 2007).

Legislation and policy decisions must embody unambiguous policy guidelines that will structure the implementation process. Guidelines should define the objectives and also indicate the order of priority. Moreover, resources such as finance, human capital, material, and equipment must be available for the implementation of policy (Quade 1982). This is an essential component of policy implementation.

2.4 Summary of Research Gaps

The study therefore sought to bridge the knowledge gap as tabulated below;

<table>
<thead>
<tr>
<th>Author</th>
<th>Topic</th>
<th>Findings</th>
<th>Research Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kumar (2002)</td>
<td>Benefits of public participation on implementation of Non. government</td>
<td>Public participation ensures efficiency in project implementation through</td>
<td>The study as done among non-governmental organizations in Pakistan while this</td>
</tr>
<tr>
<td></td>
<td>programs in Pakistan</td>
<td>ideas brought on board and keeps track of the project to ensure successful</td>
<td>study focuses on government projects in Kenya</td>
</tr>
<tr>
<td></td>
<td></td>
<td>execution</td>
<td></td>
</tr>
<tr>
<td>Author(s)</td>
<td>Title</td>
<td>Abstract</td>
<td>Methodology</td>
</tr>
<tr>
<td>-----------</td>
<td>-------</td>
<td>----------</td>
<td>-------------</td>
</tr>
<tr>
<td>Mulwa (2002)</td>
<td>Community involvement and project implementation among donor funded projects in Kibera, Kenya</td>
<td>Community involvement helps build capacity among locals to manage the project to ensure proper implementation and sustainability.</td>
<td>The study was conducted by donor funded projects and focuses on how the community benefits while our study focuses on how stakeholders can contribute to project performance among public entities in Kenya.</td>
</tr>
<tr>
<td>El-Razek, Bassioni and Mobarak (2008)</td>
<td>Financing and implementation of building projects in Egypt</td>
<td>Owners and consultants considered financing by contractors during construction as the top cause of delay in project implementation.</td>
<td>The study was done in Egypt and also among building projects while this study focuses how funding among county governments in Kenya affect project performance.</td>
</tr>
<tr>
<td>Aibinu and Odenyinka (2006)</td>
<td>Challenges of financing and implementation of construction projects in Nigeria</td>
<td>Contractors’ financial difficulties are the most important cause of construction delay in Nigeria.</td>
<td>The study was done in Nigeria and focused on construction projects while this study focuses on the effect of funding on county government project.</td>
</tr>
<tr>
<td>Author</td>
<td>Title</td>
<td>Focus</td>
<td>Method</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------</td>
<td>------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>MOrre (2000)</td>
<td>Organizational culture and project implementation in Uganda</td>
<td>Culture affects decision making, thinking, feeling and the response to opportunities and threats</td>
<td>The study focused on the effect of culture on stakeholder perception in Uganda but this study seeks to find out how organizational culture affect project performance</td>
</tr>
<tr>
<td>Quade (1982)</td>
<td>Government policy and project implementation in India</td>
<td>Conducive political environment creates a favourable environment for project implementation</td>
<td>The study focused on projects in India while this study looks at County government projects in Kenya</td>
</tr>
</tbody>
</table>

### 2.5 Conceptual Framework

A conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/synthetic aspects of a process or system being conceived. It is a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation. The interconnection of independent and dependent variables completes the framework for certain expected outcomes. The independent variables include; stakeholder involvement, funding, organizational structure and government policy while the dependent variable is the performance of the County government projects in Kakamega County, Kenya.
Independent Variables
Strategic Implementation

Stakeholder Involvement
- Commitment to workload
- Stakeholder cohesion
- Employee turnover

Funding
- Funding availability
- Funds adequacy
- Funding mode/method
- Period of funding

Organizational Culture
- Leadership style
- Values and beliefs
- Integrity

Government Policy
- Government relations
- Review criteria
- Project approval policies

Dependent Variables
Performance of County Government Projects in Kenya

Project Performance
- Timely completion
- Implementation within budget
- Effective use of resources

Figure 2.1: Conceptual Framework

Source: Researcher, 2019
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the methodology that was used to carry out the study. It further describes the type and source of data, the target population and sampling methods and the techniques that were used to select the sample size. It also describes how data was collected, analyzed and presented.

3.2 Research Design
Research design is the basic plan that indicates an overview of the activities that are necessary to execute the research project. This research problem was studied through the use of a descriptive research design. According to Cooper & Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore was able to generalize the findings to all the public sector player in Kenya and other parts of the world.

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 all the 62 projects undertaken by the County government of Kakamega between 2013 when the devolved units came into effect to 2016. The target population for the study was therefore 4 project managers from each of the 62 projects undertaken by the 10 county ministries of Kakamega. This generated a total of 248 respondents. According to the County Government of Kakamega there are 10 ministries headed by a County Executive. Projects are allocated to each ministry for every financial year.
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>County Ministry</th>
<th>Projects</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service and Administration</td>
<td>6</td>
<td>24</td>
<td>9.68</td>
</tr>
<tr>
<td>Environment, water and Natural resources</td>
<td>4</td>
<td>16</td>
<td>6.45</td>
</tr>
<tr>
<td>Lands, housing, urban areas and physical planning</td>
<td>6</td>
<td>24</td>
<td>9.68</td>
</tr>
<tr>
<td>Transport, infrastructure, public works and energy</td>
<td>7</td>
<td>28</td>
<td>11.29</td>
</tr>
<tr>
<td>Education, science and Technology</td>
<td>8</td>
<td>32</td>
<td>12.90</td>
</tr>
<tr>
<td>Health Service</td>
<td>7</td>
<td>28</td>
<td>11.29</td>
</tr>
<tr>
<td>Finance and treasury</td>
<td>5</td>
<td>20</td>
<td>8.06</td>
</tr>
<tr>
<td>Agriculture, Livestock, Cooperatie and Fisheries</td>
<td>5</td>
<td>20</td>
<td>8.06</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>248</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: County Government of Kakamega, 2018*

3.4 Sampling Procedure

Sampling techniques provide a range of methods that facilitate in reducing the amount of data that needs to be collected by considering only data from a sub-group rather than all possible cases or elements. According to Mugenda and Mugenda (2003), a sample of 25-30% is statistically significant to draw conclusions for a given study. The study therefore
sampled 30% of the project managers from each County Ministry in the target population. Stratified random sampling technique was used to establish the sample from each of the projects in the ministries but all the 10 ministries were included in the study. This formed a sample size of 73 respondents.

**Table 3.2: Sample size**

<table>
<thead>
<tr>
<th>County Ministry</th>
<th>Population</th>
<th>Rate</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service and Administration</td>
<td>24</td>
<td>0.3</td>
<td>7</td>
</tr>
<tr>
<td>Environment, water and Natural resources</td>
<td>16</td>
<td>0.3</td>
<td>5</td>
</tr>
<tr>
<td>Lands, housing, urban areas and physical planning</td>
<td>24</td>
<td>0.3</td>
<td>7</td>
</tr>
<tr>
<td>Transport, infrastructure, public works and energy</td>
<td>28</td>
<td>0.3</td>
<td>8</td>
</tr>
<tr>
<td>Education, science and Technology</td>
<td>32</td>
<td>0.3</td>
<td>10</td>
</tr>
<tr>
<td>Health Service</td>
<td>28</td>
<td>0.3</td>
<td>8</td>
</tr>
<tr>
<td>Finance and treasury</td>
<td>20</td>
<td>0.3</td>
<td>6</td>
</tr>
<tr>
<td>Agriculture, Livestock, Cooperatie and Fisheries</td>
<td>20</td>
<td>0.3</td>
<td>6</td>
</tr>
<tr>
<td>Trade, Industrialization and Tourism</td>
<td>28</td>
<td>0.3</td>
<td>8</td>
</tr>
<tr>
<td>Social service, Youth and sports</td>
<td>28</td>
<td>0.3</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>248</strong></td>
<td></td>
<td><strong>73</strong></td>
</tr>
</tbody>
</table>

*Source: Researcher, 2018*
3.5 Data Collection Instrument

According to Ballard (2014), data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes. With regard to the role of strategic implementation on performance of county government projects in Kenya, the study used a semi-structured survey questionnaire administered to each member of the sample population. The questionnaire was carefully designed and tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data to be collected for the study.

3.6 Data Collection Procedure

According to Kothari (2004), data collection procedures are strategies employed in research to ensure credible, valid and reliable data is obtained to inform the research findings. The study administered the questionnaire individually to all respondents of the study. The study exercised care and control to ensure all questionnaires issued to the respondents were received and achieved this, the study maintained a register of questionnaires, which were sent, and which were received. The questionnaire was administered using a drop and pick later method.

3.7 Validity and Reliability of the study

3.7.1 Reliability

Cronbach’s Alpha was applied to measure the co-efficient of internal consistency and therefore the reliability of the instrument. In order to check reliability of the results, the study will use Cronbach’s alpha methodology, which is based on internal consistency. Cronbach’s alpha measures the average of measurable items and its correlation. SPSS software was used
to verify the reliability of collected data. Overall scales’ reliability of the present situation and the desirable situation was tested by Cronbach's alpha, which should be above the acceptable level of 0.70 (Hair et al., 1998). Alpha above the value of 0.7 is considered acceptable (George & Mallery, 2003). Construct validity technique was used to test the validity of the instrument.

3.7.2 Validity

Validity is a measure of the degree to which data obtained from the instrument accurately and meaningfully represent the theoretical concept and in particular how the data represents the variables. Where validity has been established, any inferences made from such data will be accurate and meaningful (Mugenda & Mugenda, 2003). The validity of a study increases by using various sources of evidence (Yin, 2003). The first phase of this research employed the econometric technique to investigate the relationship between strategic implementation practices and performance of county government projects in Kenya. The data was collected from the project managers for the selected projects from each ministry. This issue confirmed the validity of the data and relevant results.

3.8 Data Analysis and Presentation

Before processing the responses, the completed questionnaires was edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version 22) and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing the percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS (Version 22) to communicate research findings.
Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open ended questions. In addition, the study conducted a multiple regression analysis. The multiple regression equation is;

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

\[ P_{\alpha_0} + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i \]

Where;

\( Y \) = Peformance of public sector organizations

\( B_0 \) - intercept coefficient

\( \epsilon_i \) - error term (extraneous variables)

\( X_1 \) – Stakeholder involvement

\( X_2 \) – Project Funding

\( X_3 \) – Organizational Culture

\( X_4 \) – Government Policy

\( \beta_1, \beta_2, \) and \( \beta_3 \) = regression coefficients

However, qualitative data will be analyzed using a likert scale of 1 to 5 based on weights for the degree of influence of independent variables on the dependent. 1 for Not at all, 2 for Low extent, 3 for moderate extent, 4 for greater extent and 5 very greater extent

3.9 Ethical Considerations

Informed consent was obtained from all those participating in the study. Those not willing to participate in the study were under no obligation to do so. Respondents’ names were not indicated anywhere in the data collection tools for confidentiality and information gathered
was only used for the purposes of this academic study. The necessary research authorities were consulted and permission granted. The refereed materials and sources were cited accordingly.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction
The study analyzed data collected using structured questionnaires using both descriptive and inferential statistics. The purpose of the study was to establish the effect of strategy implementation on the performance of Kakamega County government projects in Kenya. Data was collected on the four objectives of the study which included establishing the effect of stakeholder involvement, funding, organizational culture and government policy. Data was analyzed using both descriptive and inferential statistics. The findings were as presented in the subsequent sections;

4.1.1 Response Rate
Out of the sampled population of 73 who were given questionnaires to fill, 65 of them sufficiently completed the questionnaires and submitted them. This gave a response rate of 89.04% which is deemed sufficient for the study. The findings are as shown in Figure 4.1.
The findings show that the response rate was sufficient for the current study. This is supported by Mugenda and Mugenda (2013) who stated that a response rate of 70% and above is deemed statistically sufficient for a study.

### 4.1.2 Reliability Test

To ascertain the reliability of the research instruments, a Cronbach Alpha coefficient methodology was used. A Cronbach alpha was computed for each of the variables and the overall coefficient determined. The findings were as shown in Table 4.1.

**Table 4.1: Reliability Test**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number of Items</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Involvement</td>
<td>5</td>
<td>0.807</td>
</tr>
<tr>
<td>Funding</td>
<td>5</td>
<td>0.791</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>5</td>
<td>0.871</td>
</tr>
<tr>
<td>Government policy</td>
<td>5</td>
<td>0.893</td>
</tr>
<tr>
<td>Average Cronbach Coefficient</td>
<td></td>
<td>0.8405</td>
</tr>
</tbody>
</table>

The study established that stakeholder involvement as the first independent variable had a Cronbach coefficient of 0.807; funding had a Cronbach alpha coefficient of 0.791. Organizational culture had a Cronbach alpha coefficient of 0.871 and government policy had a Cronbach alpha coefficient of 0.893. The average Cronbach coefficient was 0.8405 which was greater than 0.7, an indication that the research instruments were reliable for the study.
This is supported by Cronbach (1951) who stated that a Cronbach alpha of 0.7 and above indicates that the research instruments are sufficiently reliable for a study.

4.2 Demographic Background

The study assessed the background characteristics of the respondents. The main aspects assessed were age, years worked in the county government, arm of government worked, ministry and position held. The findings are presented in the following sections.

4.2.1 Age of Respondents

The study respondents were either male or female. The study therefore sought to establish the gender distribution of the respondents. The findings were as presented below:

![Age of Respondents](image)

*Figure 4.2: Age of Respondents*

*Source; Field data, 2019*

The study established that 32% of the project employees at the county government of Kakamega were aged between 20 and 30 years, 29% were aged between 30 and 40 years, 17% were between 40 and 50 years while 23% were above 50 years. This indicates that...
majority of the respondents were young at the age of 20-30 years. This shows a youthful, energetic, industrious and productive labour force among the county government projects.

4.2.2 Period worked at the County Government of Kakamega

The study sought to find out the period that the respondents had worked with the County government of Kakamega. The findings were as presented below;

![Period Worked at the Kakamega County Government](image)

*Figure 4.3: Number of years worked at the County government of Kakamega*

*Source: Field data, 2019*

As presented in the figure above, the study established that 17% of the respondents had worked for less than 1 year at the County Government of Kakamega, 23% had worked for between 2 and 3 years, 28% had worked for between 3 and 4 years while 32% had worked for over 5 years. This indicates that majority of the respondents had worked for a
significantly long period of time hence understood the operations, challenges, strategic management processes adopted by the county and were therefore better positioned to give credible information for the study.

4.2.3 Respondents’ Arm of Government

The study sought to establish the arm of government to which the respondents belonged to. It was established that 61% of the respondents were from the county executive while 39% were from the county assembly arm of the county government as presented below:

![Figure 4.4: Arm of government respondents belonged to](image)

*Source: Field data, 2019*

This indicates that most of the respondents were from the executive which mainly formulates, supervises and implements county programs or projects while the county assembly oversees and legislates on regulations governing county programs.
4.3.4 Respondent’s Ministry

The study assessed the ministry to which each of the respondents belonged to. The study established that those who emanated from the executive arm, 35% were from the roads and public works ministry, 15% were from the health ministry, 22% from the water and natural resources ministry, 20% from the ministry of education while 8% were from the ministry of agriculture. This indicates most of the county government ministries were represented in the study.

4.3.5 Position in the Project

The study further sought to establish the positions the respondents held in the projects undertaken by their ministries. The findings were as presented below;

As presented above, 55% of the respondents were general project staff, 22% were project
managers and 23% were assistant project managers. A majority of the respondents were therefore general project staff. The project management staff were also included to shed light on strategy formulation and implementation in the County Government of Kakamega.

4.3 Descriptive Findings

The study analyzed the data on the four objectives of the study using descriptive statistics. The findings were as presented in the subsequent sections;

4.3.1 Stakeholder Involvement and Project Performance

The first objective of the study was to establish the effect of stakeholder involvement on project performance in the County government of Kakamega. To this effect, the respondents were asked to indicate the extent to which they agreed with the following statement relating to the stakeholder involvement in project implementation and performance of the projects in the county government on a scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1. The findings were as presented in the table below;

<table>
<thead>
<tr>
<th>Stakeholder Involvement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employees share roles in project implementation</td>
<td>3.12</td>
<td>0.801</td>
</tr>
<tr>
<td>The project conducted a consultative meeting with stakeholder before initiation</td>
<td>2.75</td>
<td>0.716</td>
</tr>
<tr>
<td>County employees are dedicated to their roles</td>
<td>3.69</td>
<td>1.508</td>
</tr>
<tr>
<td>The project team has team work and good working relationships</td>
<td>3.77</td>
<td>1.466</td>
</tr>
<tr>
<td>The community is allowed to participate in project implementation process</td>
<td>3.91</td>
<td>0.904</td>
</tr>
<tr>
<td>Regular updates are given to stakeholders on project implementation</td>
<td>2.59</td>
<td>0.834</td>
</tr>
<tr>
<td>The county recognizes all stakeholders and involves them in planning, implementation and monitoring of the project</td>
<td>2.81</td>
<td>0.771</td>
</tr>
<tr>
<td>Stakeholder input is incorporated in project implementation</td>
<td>2.68</td>
<td>0.618</td>
</tr>
<tr>
<td>The county has a good project monitoring feedback mechanism to ensure regular adjustments to meet project goals</td>
<td>3.07</td>
<td>0.822</td>
</tr>
</tbody>
</table>

*Source: Field data, 2019*
As presented in Table 4.2 above, the respondents were neutral or to moderate extent agreed that all employees share roles in project implementation, the projects conduct consultative meetings with stakeholders before initiation, regular updates are given to stakeholders on project implementation, the county recognizes all stakeholders and involves them in planning, implementation and monitoring of the projects, stakeholder input is incorporated in project implementation and that the county has a good project monitoring feedback mechanism to ensure regular adjustments to meet project goals as indicated by a mean of 3.12, 2.75, 2.59, 2.81, 2.68 and 3.07 respectively. The respondents significantly agreed that county employees are dedicated to their roles, the project teams have teamwork and good working relationships and the community is allowed to participate in project implementation process as indicated by a mean of 3.69, 3.77 and 3.91 respectively. This indicates that the county government of Kakamega to a moderate extent involved stakeholders through consultation, planning, implementation and implementation of projects through the project lifecycle. However the county project team was supportive and embrace teamwork to ensure stakeholder feedback was incorporated in decision making and project implementation. Kumar (2002) made similar observations in his study on the benefits of public participation in the implementation of NGO programs in Pakistan where they established that public participation ensures efficiency in project implementation through ideas brought on board and keeps track of the project to ensure successful execution.

4.3.2 Funding and Performance of County Government Projects

The study respondents were asked to indicate the extent to which they agreed with the following statements regarding funding mechanisms and performance of county government projects on a likert scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1. The findings were as tabulated below;

<table>
<thead>
<tr>
<th>Table 4.3: Funding and Performance of Kakamega County Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator</td>
</tr>
<tr>
<td>The project has adequate funding</td>
</tr>
<tr>
<td>The project is facing funding challenges</td>
</tr>
<tr>
<td>Funds are made available as when and amount required</td>
</tr>
<tr>
<td>The mode of funding is favourable for project success</td>
</tr>
<tr>
<td>Project employees are paid in time</td>
</tr>
</tbody>
</table>
The respondents agreed that the projects are facing funding challenges as indicated by a mean of 4.01 and standard deviation of 0.847. The respondents were neutral on whether funds are available as when and amount required, the mode of funding is favourable for project success, project employees are paid in time and also that funding comprises employee performance as indicated by a mean of 2.51, 3.11, 2.61 and 2.77 respectively. The respondents disagreed however that the project has adequate funding and that funding is done periodically according to targets set as indicated by a mean of 2.41 and 2.37 respectively. This indicates that the county government projects faced funding challenges however funding had a positive effect on the performance of the projects. Aibinu and Odenyinka (20060 in their study on the challenges of financing and implementation of construction projects in Nigeria made similarly established that funding difficulties are the most important cause of project delay and failure.

### 4.3.3 Organizational Culture and Project Performance

The third objective of the study was to assess the effect of organizational culture on project performance. The respondents were therefore asked to indicate the extent to which they agreed with the following statements with regard to organizational culture of the county government and project performance on a Likert scale of 1-5 where Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1. The study findings were as presented below;

#### Table 4.4: Organizational Culture and Project Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project has a sound leadership</td>
<td>3.66</td>
<td>0.833</td>
</tr>
<tr>
<td>Leadership style employed by the project management is favourable</td>
<td>3.51</td>
<td>0.699</td>
</tr>
<tr>
<td>Employees embrace organizational mission</td>
<td>2.78</td>
<td>0.791</td>
</tr>
<tr>
<td>Project vision guides the project implementation process</td>
<td>2.81</td>
<td>0.716</td>
</tr>
<tr>
<td>Project team embraces work ethics and values</td>
<td>2.64</td>
<td>0.844</td>
</tr>
<tr>
<td>There is integrity and accountability in project execution</td>
<td>2.57</td>
<td>0.861</td>
</tr>
</tbody>
</table>
The study respondents agreed that the projects had a sound leadership and leadership style employed by the project management was favourable as indicated by a mean of 3.66 and 3.51 respectively. They were however neutral on whether employees embrace organizational mission, project vision guides the project implementation process, project vision guides the project implementation process, project team embraces work ethics and values, there is integrity and accountability in project execution, resources are prudently utilized and reports are done transparently as indicated by a mean of 2.78, 2.81, 2.64, 2.57, 2.53 and 2.60 respectively. This indicates that the county government to a significant extent had a sound leadership, project implementation was tagged on the county mission, objectives and the resource use and report preparation was done transparently and prudently. This contributed positively to the performance of county government projects as also observed by Morre (2000) on his study on organizational culture and project implementation in Uganda where they concluded that culture affects decision making, thinking, feeling and the response to opportunities and threats.

4.3.4 Government Policy and Project Performance

The study sought to establish the effect of county government by-laws, rules, regulations, policies and legislations on the performance of the projects. The respondents were asked to indicate the extent to which they agreed with the following statements regarding government policy and performance of county government projects on a scale of 1-5 where; strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1 as presented below;

Table 4.5: Government Policy and Project Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project adheres to county government by-laws</td>
<td>3.91</td>
<td>0.749</td>
</tr>
<tr>
<td>The project was approved by the relevant authorities before implementation</td>
<td>3.66</td>
<td>0.913</td>
</tr>
<tr>
<td>The project is regularly reviewed by government agencies</td>
<td>3.08</td>
<td>0.718</td>
</tr>
<tr>
<td>The project team relates well with the government agencies</td>
<td>3.81</td>
<td>0.679</td>
</tr>
<tr>
<td>Project team updates the relevant government agencies on project</td>
<td>2.99</td>
<td>0.854</td>
</tr>
</tbody>
</table>
Employee pay and statutory deductions are done as required by law

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The performance of the project is as planned</td>
<td>2.78</td>
<td>0.771</td>
</tr>
<tr>
<td>We work as a team</td>
<td>3.51</td>
<td>0.761</td>
</tr>
<tr>
<td>The project was implemented within the set timelines</td>
<td>2.69</td>
<td>0.816</td>
</tr>
<tr>
<td>The project was delivered on budget</td>
<td>2.71</td>
<td>0.844</td>
</tr>
<tr>
<td>Employees were rewarded and paid their full dues</td>
<td>2.88</td>
<td>0.901</td>
</tr>
<tr>
<td>All government resources were well spent and returned</td>
<td>2.50</td>
<td>0.677</td>
</tr>
</tbody>
</table>

Source: Filed data, 2019

The study respondents agreed that the projects adhered to county government by-laws, the projects are approved by the relevant authorities before implementation, the project team relates well with the government agencies and that employees pay and statutory deductions are done as required by law as indicated by a mean of 3.91, 3.66, 3.81 and 3.58 respectively. The respondents were neutral on whether the projects are regularly reviewed by government agencies and project teams update the relevant government agencies on project progress as indicated by a mean of 3.08 and 2.99 respectively. This indicated that the county government projects were in line with the set laws, regulations and rules by both the national and county government. This to a significant extent influenced performance of the projects. Quade (1982) in his study on government policy and project implementation in India also observed that conducive political environment creates a favourable environment for project implementation.

4.3.5 Project Performance

The problem of the study was centered around the performance of county government projects in Kakamega County. The respondents were therefore asked to indicate the extent to which they agreed to the following statements regarding project performance in the County government on a scale of 1-5 where Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1 as tabulated below;

Table 4.6: Project Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The performance of the project is as planned</td>
<td>2.78</td>
<td>0.771</td>
</tr>
<tr>
<td>We work as a team</td>
<td>3.51</td>
<td>0.761</td>
</tr>
<tr>
<td>The project was implemented within the set timelines</td>
<td>2.69</td>
<td>0.816</td>
</tr>
<tr>
<td>The project was delivered on budget</td>
<td>2.71</td>
<td>0.844</td>
</tr>
<tr>
<td>Employees were rewarded and paid their full dues</td>
<td>2.88</td>
<td>0.901</td>
</tr>
<tr>
<td>All government resources were well spent and returned</td>
<td>2.50</td>
<td>0.677</td>
</tr>
</tbody>
</table>
Resources were efficiently used       2.53    0.855  
The beneficiaries are satisfied with the project 2.59    0.801  

*Source: Field data, 2019*

As presented above, the respondents agreed that they worked as a team as indicated by a mean of 3.51 and standard deviation of 0.761. They were however neutral on whether the performance of the projects was as planned, the project was implemented within the set timelines, the project was delivered on budget, employees were rewarded and paid their full dues, all government resources were well spent and returned, resources were efficiently used and the beneficiaries were satisfied with the project as indicated by a mean of 2.78, 2.69, 2.71, 2.88, 2.5, 2.53 and 2.59 respectively. This indicates that the Kakamega county government projects meet expectations of the funding agency (county government), stakeholders, beneficiaries and project team in terms of performance which was within scope, budget, timelines, efficient and effective.

4.4 Inferential Statistics

The study conducted inferential statistics to establish the relationship between strategy implementation and performance of Kakamega County government projects in Kenya. The findings of Model Summary, ANOVA and Regression Coefficients are indicated in subsequent sections below.

4.4.1 Model Summary

The findings of coefficient of determination and coefficient of adjusted determination are as shown in Table 4.7.

**Table 4.7: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.872*</td>
<td>.865</td>
<td>.861</td>
<td>1.71552</td>
</tr>
</tbody>
</table>

The findings found out that coefficient of correlation R was 0.872 an indication of strong positive correlation between the variables. Coefficient of adjusted determination $R^2$ was 0.861 which changes to 86.1% an indication of changes of dependent variable can be explained by (shareholder involvement, funding, organizational culture and government policy). The residual of 13.9% can be explained by other factors beyond the scope of the current study.
4.4.2 ANOVA

The study carried out an ANOVA at 95% level of significance. The findings of $F_{\text{Calculated}}$ and $F_{\text{Critical}}$ are as shown in Table 4.8.

Table 4.8: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>$F$</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>871.423</td>
<td>5</td>
<td>174.2846</td>
<td>40.8275</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>256.125</td>
<td>60</td>
<td>4.2688</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1127.548</td>
<td>65</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings show that $F_{\text{Calculated}}$ was 40.8275 and $F_{\text{Critical}}$ was 5.4675, this show that $F_{\text{Calculated}} > F_{\text{Critical}}$ (40.8275>5.4675) an indication that the overall regression mode was significant for the study. The p value was 0.000<0.05 an indication that at least one variable significantly influenced performance of the county government projects.

4.4.3 Coefficients of Regression

The study used coefficient of regression to establish the individual influence of the variables to project performance. The findings are indicated in Table 4.9.

Table 4.9: Coefficients of Regression

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>5.799</td>
<td>0.688</td>
</tr>
<tr>
<td>Stakeholder Involvement</td>
<td>0.759</td>
<td>.125</td>
</tr>
<tr>
<td>Funding</td>
<td>0.829</td>
<td>.154</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>0.801</td>
<td>.171</td>
</tr>
<tr>
<td>Government Policy</td>
<td>0.677</td>
<td>.153</td>
</tr>
</tbody>
</table>

The resultant equation was

$$Y = 5.799 + 0.759X_1 + 0.829X_2 + 0.801X_3 + 0.677X_4$$

Where: $X_1$ = Stakeholder Involvement  
 $X_2$ = Funding  
 $X_3$ = Organizational Culture  
 $X_4$ = Government Policy
The study found out that by holding all the variables constant, performance of the Kakamega County government projects will be at 5.799. A unit increase in stakeholder involvement when holding all the other variables constant, project performance would be at 0.759. A unit increase in project funding while holding other factors constant, project performance would be at 0.829. A unit increase in organizational culture while holding other factors constant, project performance would be at 0.801. A unit increase in government policy while other factors are held constant, project performance would be at 0.677.

The findings pointed out that stakeholder involvement, funding, organizational culture and government policy had a p value of 0.000 < 0.05 an indication that the selected strategy management practices significantly influenced performance of Kakamega County Government projects. This is supported by Okumus (2011) who noted that the selected strategy implementation indicators helped in defining the relation between project management and its general environment, the social and political systems in which it operated and also linked the way management and control were organized thus affecting the performance of the public sector projects.
CHAPTER FIVE
SUMMARY, OF FINDINGS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary of the findings; conclusion and recommendations are based on the findings and interpretation of the variables in chapter four. Suggestions for further studies are also provided.

5.2 Summary of the Findings
The main objective of the study was to establish the influence of strategy implementation on the performance of Kakamega County Government Projects. The study specific objectives were to establish the effect of stakeholder involvement, funding, organizational culture and government policy on the performance of county government projects. The study had a coefficient of correlation $R$ of 0.872 an indication of strong positive correlation between the variables and coefficient of adjusted determination $R^2$ was 0.861 which changes to 86.1%.

5.2.1 Stakeholder Involvement and Project Performance
The study established that stakeholder involvement had a positive influence on the performance of Kakamega county government projects. It was established that to a significant extent the county government projects ensures that all employees share roles in project implementation, the projects conduct consultative meetings with stakeholders before initiation, regular updates are given to stakeholders on project implementation, the county recognizes all stakeholders and involves them in planning, implementation and monitoring of the projects, stakeholder input is incorporated in project implementation and that the county has a good project monitoring feedback mechanism to ensure regular adjustments to meet project goals. It was further established that county employees are dedicated to their roles, the
project teams have team work and good working relationships and the community is allowed to participate in project implementation process.

5.2.2 Funding and project Performance

The study established that project funding positively influenced the performance of Kakamega County government Projects. It was established that the county government projects are facing funding challenges. To a moderate extent, the study indicated that funds are available as when and amount required, the mode of funding is favourable for project success, project employees are paid in time and also that funding comprises employee performance. The respondents disagreed however that the project has adequate funding and that funding is done periodically according to targets set.

5.2.3 Organizational Culture and Project Performance

The study pointed out that organizational culture positively influenced performance of Kakamega County government projects. The study established that the projects had a sound leadership and leadership style employed by the project management was favourable. The respondents were however neutral on whether employees embrace organizational mission, project vision guides the project implementation process, project vision guides the project implementation process, project team embraces work ethics and values, there is integrity and accountability in project execution, resources are prudently utilized and reports are done transparently.

5.2.4 Government Policy and Project performance

The study established that government policy positively influenced performance of Kakamega County government projects. The study established that the projects adhered to county government by-laws, the projects are approved by the relevant authorities before
implementation, the project team relates well with the government agencies and that employees pay and statutory deductions are done as required by law. The respondents were neutral on whether the projects are regularly reviewed by government agencies and project teams update the relevant government agencies on project progress.

5.3 Conclusions

It was concluded that strategy implementation significantly and positively influence the performance of Kakamega County government projects. The study concluded that the county government of Kakamega to a moderate extent involved stakeholders through consultation, planning, implementation and implementation of projects through the project lifecycle. It was further concluded that the county government projects faced funding challenges however funding had a positive effect on the performance of the projects. The study concluded that the county government to a significant extent had a sound leadership, project implementation was tagged on the county mission, objectives and the resource use and report preparation was done transparently and prudents. It was finally concluded that the county government projects were in line with the set laws, regulations and rules by both the national and county government.

5.4 Recommendations

The study recommends that the county government needs to improve its funding on the projects its planning, formulating and implementing . The study recommends that there is need for improved stakeholder awareness, participation and involvement at all stages of the project lifecycle.
The study recommends further that the county government needs to improve resource accountability, monitoring and evaluation to enhance diligence in project resource use and promote efficiency.

5.5 Suggestions for Further Studies

Strategy implementation has a wide scope especially in the public sector. The selected practices ranging from stakeholder involvement, funding, organizational culture to government policy are just a few and there is need therefore to study the effect of other strategy implementation practices on project performance. The main objective of the study was to establish the influence of strategy implementation on the performance of county government projects in Kenya, future research should be carried out on other devolved units or sectors of the economy to establish if there is correlation or not. The coefficient of adjusted determination $R^2$ was 0.861; therefore, the residual of the study was 13.9% and can be explained by other factors beyond the scope of the current study that future scholars should focus on.
REFERENCES


APPENDICES

APPENDIX I: INTRODUCTION LETTER

OwotsiDorcusOluteyo
D53/OL/37846/2016

Kenyatta University,
P.O. Box 702 – 60100,
NAIROBI.

RE: Request to fill in the Questionnaire

Dear Respondent,

I am a graduate student at Kenyatta University, carrying out research on the influence of strategy implementation on performance of county government projects in Kenya; case of Kakamega county Government. This is in partial fulfillment of the requirement of the Master of Business Administration degree program at the Kenya University.

You have been randomly selected among many to participate in this study. It is estimated that it will take less than twenty (20) minutes of your time to complete the questionnaire. Please respond as honestly and objectively as possible. Your participation is very essential for the accomplishment of this study and it will be highly appreciated. I guarantee that the information that you will provide will be treated with the utmost confidentiality and will be used only for academic purposes.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you.

Yours faithfully,

DorcasOluteyo
APENDIX II: QUESTIONNAIRE

I am a student at Kenyatta University taking an MBA course. As part of my academic requirements I am carrying out a study on “Strategy implementation and performance of County government projects in Kenya; case of Kakamega County Government”. Please assist in filling this questionnaire to enable me complete writing this research. Thank you.

Please answer all Questions by inserting a TICK where appropriate or alternatively please write in the space provided.

SECTION A: PERSONAL DETAILS

1. Your age in years;
   a) 20 – 30 (    )  b) 30-40 (    )  c) 40 -50 (    )  d) 50 and above (    )

2. Please indicate the number of years you have worked in Kakamega County Government.
   a) Less than 1 year (    )  b) Between 2-3 years (    )
   c) Between (3-4 years (    )  d) Over 5 years (    )

3. Which arm of government are working with?
   a) County Executive (    )  b) County Assembly (    )

4. Which Ministry do you work in? .................................................................

5. What is your position in the project undertaken by the Ministry?
   a) Project Manager (    )  b) Assistant Project Manager (    )
   Other (Specify)................................................................................................

SECTION B: STAKEHOLDER INVOLVEMENT AND PROJECT PERFORMANCE

6. Please indicate the extent to which you agree with the following statement relating to the stakeholder involvement in project implementation and performance of the project in the county government.
Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<table>
<thead>
<tr>
<th>Stakeholder Involvement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employees share roles in project implementation</td>
<td></td>
<td></td>
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<tr>
<td>The project conducted a consultative meeting with stakeholder before initiation</td>
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<td>County employees are dedicated to their roles</td>
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<tr>
<td>The project team has team work and good working relationships</td>
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<tr>
<td>The community is allowed to participate in project implementation process</td>
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<tr>
<td>Regular updates are given to stakeholders on project implementation</td>
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<tr>
<td>The county recognizes all stakeholders and involves them in planning, implementation and monitoring of the project</td>
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<tr>
<td>Stakeholder input is incorporated in project implementation</td>
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<tr>
<td>The county has a good project monitoring feedback mechanism to ensure regular adjustments to meet project goals</td>
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**SECTION C: FUNDING AND PERFORMANCE OF COUNTY GOVERNMENT PROJECTS**

7. Please indicate the extent to which you agree with the following statements regarding funding mechanisms and performance of county government projects.

Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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</thead>
<tbody>
<tr>
<td>The project has adequate funding</td>
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<td>The project is facing funding challenges</td>
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<td>Funds are made available as when and amount required</td>
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<tr>
<td>The mode of funding is favourable for project success</td>
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</tbody>
</table>
Project employees are paid in time
Funding compromised employee performance
Funding is done periodically according to targets set

SECTION D: ORGANIZATIONAL CULTURE AND PROJECT PERFORMANCE

8. Please indicate the extent to which you agree with the statements with regard to organizational culture of the county government and project performance. Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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</thead>
<tbody>
<tr>
<td>The project has a sound leadership</td>
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<td>Leadership style employed by the project management is favourable</td>
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<td>Employees embrace organizational mission</td>
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<td>Project vision guides the project implementation process</td>
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<td>Project team embraces work ethics and values</td>
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<td>There is integrity and accountability in project execution</td>
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<td>Resources are prudently utilized</td>
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<td>Reports are done transparently</td>
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</table>

SECTION E: GOVERNMENT POLICY AND PROJECT PERFORMANCE

7. Please indicate the extent to which you agree with the following statements regarding government policy and performance of county government projects

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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</thead>
<tbody>
<tr>
<td>The project adheres to county government by-laws</td>
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</table>
The project was approved by the relevant authorities before implementation

The project is regularly reviewed by government agencies

The project team relates well with the government agencies

Project team updates the relevant government agencies on project progress

Employee pay and statutory deductions are done as required by law

### SECTION F: PROJECT PERFORMANCE

8. Please indicate the extent to which you agree to the following statements regarding project performance in the County government. Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

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<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tbody>
<tr>
<td>The performance of the project is as planned</td>
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<td>We work as a team</td>
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<td>The project was implemented within the set timelines</td>
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<td>The project was delivered on budget</td>
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<td>Employees were rewarded and paid their full dues</td>
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<td>All government resources were well spent and returned</td>
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<td>Resources were efficiently used</td>
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<td>The beneficiaries are satisfied with the project</td>
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